

## Rectifying the Disciplinary Case on Employees Absenteeism in Manufacturing Companies

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Received 1<sup>st</sup> March 2022, Revised 18<sup>th</sup> May 2022, Accepted 22<sup>nd</sup> June 2022

### ABSTRACT

*Absenteeism is defined as an employee failing to report for duty and being present at work without permission from the employer or a reasonable excuse for such an absence. It can be considered as one of the critical disciplinary cases in the organisation, particularly among employees in manufacturing sectors where it keeps increasing from time to time. Failure to rectify these disciplinary issues contributed to many manufacturing companies suffering more than RM6 billion in yearly costs for man-days lost through the absence of their employees. In view of the above scenario, it is very pertinent to rectify the disciplinary case on an employee's absenteeism in manufacturing companies in order to reduce the absenteeism rate in the organisations. Thus, the aim of this study is to explore the determinants of employees' absenteeism, specifically job satisfaction, reward management, working conditions, and employees' morale in manufacturing companies. This study employed a quantitative approach using a survey. The random sampling procedure technique was used to select 200 employees in manufacturing companies. The findings show that job satisfaction and working conditions influence employee absenteeism in manufacturing companies, but reward management and employee morale have the opposite effect. The findings of the study may have both pragmatic and theoretical implications. Finally, the study also discusses the study's limitations and recommendations for future research.*

**Keywords:** Absenteeism, Employees' Morale, Job Satisfaction, Reward Management, Working Condition

### 1. INTRODUCTION

Employees absenteeism is one of the critical disciplinary problem among organisations mainly in the manufacturing companies. Absenteeism can be defined as an employee's failure to report for or stay at work on time without reasonable excuse (Ojha, 2020). It also can be referred as the absent of employees at the workplace and leads to the serious workplace problems, consequently contribute to the direct and indirect costs to employer (Syahlan et al., 2020). The direct costs to the employers such as increase overtime and replacement costs to replace absent employees, increase management costs to reschedule employees working time and so forth.

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The indirect cost of the absenteeism employees to the employers or organisations are increase Employees Provident Funds contribution fees for the replaced employees, low morale value among employees that need to cover absent employees, disruption of production activities that can lead to low output finally, affect the sale volume. Failure to manage these issues properly, create critical problem to the organisations. Subsequent to this disciplinary problem, it may cause the lack of job dedication that lead to job insecurity, higher labour costs and increase disciplinary issue, deteriorating organisational performance finally contributes to low business profit and growth (Ojha, 2020).

Absenteeism is a serious misconduct that the courts have repeatedly ruled on the general principle of serious misconduct. Employees without a permission and consent from the employers do not have a freedom to go on leave. The employees may take disciplinary action against who are absent prior approval from the employer. As evidenced by Malaysia Employers Federation (MEF) survey 2019, in Malaysia, every manufacturer has suffered the man-days lost costly more than RM 6 billion yearly due to the employees' absenteeism in the workplace. It is clearly signaled that the employees' absenteeism may contribute to negative affect to an organisation in term of manpower costs whenever the employees habitually absenteeism that have a significant negative influence towards organisation operations ultimately deteriorating organisation sales and profit. In Malaysia Employment Act 1955, the law stated that any employee appears to have breached his contract of service to the employer being absent from work for more than two consecutive working days without prior consent from the employer. The contract of service may be terminated without notice by the other party of the contract of service's conditions. It is indicating that, the government is seriously concern pertaining to the absenteeism issues and protect some rights to the employers to take disciplinary action against the employees who are absent from the work.

Again, the findings of the Dalton and Mesch Survey in 1991 indicated that nearly 60 % of the total organisations absenteeism absences and all organisations seems to control this issue. The absenteeism in workplace keep arise and occurred due to many factors. It is consistent to Kipangule (2017) stated that the employees' absenteeism may affect the organisation in term of reduced output, low work quality, self-confidence and reduced satisfaction when employees' keep decrease due to absenteeism. Furthermore, if the employees continuously absenteeism from the workplace, other employees need to replace the tasks and duties to cover the work from the absented employees. Thus, it can contribute to the employees' stress and sick due to over workload and lower motivation that need to involve in this situation. Again, as revealed in New Strait Time dated 30<sup>th</sup> November, 2017, there are total of 67 man-days lost due to absenteeism per employee in every year. Based on Dr Christian, Vice President of RAND Europe reported that the Malaysian workforce is generally unhealthy, about 64% of respondents are physically inactive due to poor health and fitness. The Malaysian workers lose 67 days a year to absenteeism.

In view of the above, it clearly indicates that the study related to the employee's absenteeism is critical and requires further attention in order to help the manufacturing companies minimising the disciplinary problem i.e. absenteeism particularly among manufacturing companies in Melaka. It is due to manufacturing sector is the second larger sector after services sector that contribute to economic growth. The absenteeism among employees in manufacturing sectors keep arisen, contribute to the economic performance at 22.4%, the manufacturing industry with an added value of RM304.8 billion and 2.5 million workers (Department of Statistics, 2019).

Moreover, based on Socio-Economic Report of Melaka 2019 reported that employees who working in manufacturing sector in Melaka has increased by an average of 2.8 between 2010 to 2019 which has been recorded as 432.9 thousand people being employed compared to previous years at 421.2 thousand people. As a result, the growth also affected the labour supply in various sectors including the manufacturing sector whereby the manufacturing sector in Melaka has recorded the second highest number of workers with 24.4% which is 104.4 thousand employees.

Reference to this labour supply statistics, it is possibly increasing the number of disciplinary cases mainly absenteeism in that particular location. Therefore, the main aim of this study is to rectify the issues of workplace absenteeism among the employees in the manufacturing companies. Specifically, this study is attempt to investigate the roles of job satisfaction, reward management, working condition and employee's morale towards employees' absenteeism among manufacturing employees in Melaka.

## **2. LITERATURE REVIEW**

### **2.1 Employee's Absenteeism**

Employee's absenteeism become a major problem to every company particularly among manufacturing sectors due to the large number of employees in the organisation. Absenteeism is unforeseeable in nature and a significant issue in the workplace that occurred to detriment both employers and employees. Ojha (2020) defined the employee's absenteeism whereby the employee's fail to report for or stay at work on time, regardless of the reason for their absence. It is also referring to the employee who intentionally abstains from work without permission. Meanwhile, based on Employment Act 1955, absenteeism is referring to the employees who are absent from the work without prior consent from the employer and without reasonable excuse. Cherotich et al. (2015) stated that employees' absenteeism is any failure, irrespective of the causes, to report for or remain at work as planned. It can be occurred when the employee not attend to the work physically when they expected to come to work as per work schedule. Similarly, Kipangule (2017) defined absenteeism occurred when the employees of a company failed to show up for work due to a planned vacation, illness, injury, or any other reasons. It illustrates an employee's failure to appear for scheduled work as that absenteeism occurs when an employee makes a conscious decision not to come to work for any reason other than illness or other certified reasons of absence (Badubi, 2017). In short, absenteeism is referred to the employee's failure to report duty at the workplace as per determined schedule and without prior approval from the employer for such absent.

Despite numerous strategies implemented by the employers in order to rectify the issues on employees' absenteeism but yet still occurs in the organisation. In organisations, the absenteeism cases are handled in various approaches, however the impact of such cases remain same whereby an increase the manpower related costs. Prior studies revealed that about 40% employees' absenteeism and 40% acknowledged taking a sick leave although the employees fit to do the job on that particular day. About 7% of the employees intentionally to absent from the work by taking unnecessary medical leave (Ngwa et al., 2019). Failure to rectify this disciplinary issue i.e. absenteeism contributes to many manufacturing companies suffered more than RM 6 billion yearly costs for man-days lost through the absence of their employees (Malaysia Employers Federation, 2019). There are many determinants that may contribute to the employee's absenteeism such as unable to cope with working culture, job stress, lack of motivation and so forth. Nevertheless, this study only focusing to several potential factors such as job satisfaction, reward management, work condition and employee's morale.

### **2.2 Job Satisfaction**

The first independent variable is job satisfaction. Job satisfaction can be described as the sense of satisfaction of an individual at work and it is highly studied in the scope of job behaviour. Huang (2019), defined job satisfaction is a happy or positive emotional state that arises from evaluating one's job or work experience and the fulfilment or gratifying of particular work-related requirement. It is embodied in the desire for a sense of fulfilment and the anticipation that the job will be interesting, fulfilling and personally satisfying. Job satisfaction is simply can say as pleasant emotional condition emerging from the evaluation of one's work as achieving or

encouraging the accomplishment of one's job values. It is one of potential indicator that can influence employees' absenteeism in workplace. Job satisfaction may influence the employees' absenteeism in the sense that the higher job satisfaction among employees in manufacturing companies, the lower absenteeism rate in the organisation (Dubey & Dasgupta, 2015). Subsequently, influence the employee performance in term of productivity. It is due to the employees feel pleasure or satisfaction performing their job in the workplace and encourage them to perform better (Amponsah et al., 2016). Nevertheless, if the lower job satisfaction among the employees, the tendency of the absenteeism rate in the organisation is higher.

Based on Amponsah et al. (2016) there are two methods to measures the job satisfaction. First, global method. This is concerned with an individual's overall positive or negative assessment of the job or job situation. Second, facet approach is focus to an individual's assessment of specific components. The employee sentiments view will influence their behaviour at workplace whereby if the employees having a positive view towards their jobs leading to job satisfaction consequently the employees perform the job better and may avoid absent from workplace. However, if the employees feel dissatisfaction to the job, the employee will suffer unpleased to perform the task and contribute to the negative feeling in many aspects of job leading to higher absenteeism among the employees.

Prior study conducted by Senyamator et al. (2018) found that job satisfaction and absenteeism have direct relationship and indicated the positive relationship between both variables. The study also revealed that, the factors contribute to employees' absenteeism also can be influenced by work stress and job satisfaction. Job dissatisfaction occurred when the employees feel dissatisfaction and the job score is ambiguous that link to the boredom in the job. Affect from this, it will create a situation where the employees feeling unpleasant, unmotivated that contribute to the employees' absenteeism. Due to this situation, the employees commit to absent rather than having boredom to perform unsystematic tasks and duties. The study also aligned to the study conducted by Singh et al. (2016) stated that low job scope is commonly associated to boredom at work and contributes to greater absence rates. Based on the above scenario, this study hypothesis as follow:

*H<sub>1</sub>: Job satisfaction has positive relationship with employees' absenteeism among manufacturing employees.*

### **2.3 Reward Management**

Reward management is the second construct that contribute to the employees' absenteeism in workplace. Rewards is one of important element that may influence employee's behaviour. Basically, reward is referring to the total amount of financial and non-financial compensation in return for labour or service rendered at work, or total remuneration given to an employee (Salah, 2016). The author stated that the reward is any positive outcomes whether financial and non-financial rewards that the employees obtained as a result of an employees. It can essentially instill a positive employee's attitudes that encourage an employee work hard and eventually increase their performance.

As defined by Anku et al. (2018), reward management relates to the development, implementation and maintains of rewards system (interconnected reward processes, practices and procedures). It focuses to the achieving the needs of organisation and the stakeholders to ensure the management of the rewards can be managed fairly, equitably and consistently. In organisation i.e. manufacturing companies reward management is important and as a tool that can influence employees to be more committed and motivated in the job. Failure to manage rewards by Human Resource Department, leading in increasing the absenteeism rate. It is due to the employees feel that their contributions to the company is underestimate and being rewarded unfairly. Affect from that, contribute to the low motivation, feeling unappreciated and job stress

that possibly leads to the employees absent from his duties. Again, poor rewards management will lead to lower motivational level and increase absenteeism eventually decrease productivity in the organisation. However, if the Human Resource Department has proper and effective and efficient rewards management in the organisation strongly can influence employee's absenteeism in the sense that the tendency employees absent from the workplace can be eliminated and minimised. It is because fair rewards to the employees can be a positive fundamental among employees to increase their motivation and commitment as well as keep the positive momentum in the work performance. As supported by Salah (2016) claimed that the rewards can be used in work settings that may influence employee's motivation and performance. Subsequent from this situation contribute to the positive attitudes and behaviour among employees decide come to work to perform their job duties.

Prior studies such as Cucchiella et al. (2014); Cherotich et al. (2015) revealed that ineffective rewards management in the organisations can contribute the employee's express their job dissatisfaction. The link between compensation and performance as well as disciplinary problem such as absenteeism has been widely agreed by many researchers. Majority of the studies agreed that, the rewards management play an important component to enhance employee's commitment come to work to enjoy the rewards system provided by the organisation. In short, this situation may avoid the absenteeism cases among the employees in organisation. Based on the above situation, this study can be hypothesised as follow.

*H<sub>2</sub>: Reward management has positive relationship with employees' absenteeism among manufacturing employees.*

## **2.4 Working Condition**

Third construct is working condition. According to Shaban et al. (2017) working condition is refer to the working environment and others factors that may affect employees at workplace i.e. working hours, physical requirement, legal employment, workload and training in workplace. Working condition may affect employees' absenteeism in the workplace in the sense that poor working condition provided by the organisation such as insufficient tools and equipment's to perform the job, unconducive working environment i.e. poor air ventilation, over heat, lack of safety equipment's, bad office politics that leads the employees feel their welfare and working environment are not being taking care by the employers. Affect from that, the employee's emotion and attitudes will be negatively affecting the job and finally tends to commit in absenteeism. It is aligned to Ojha (2020) empathized that the employee attitudes and emotions to the jobs can be influenced by their working conditions whether negative and positive manners. It is due to working condition is one of the critical factors determine the employees continuous commit to the job. Again, the employees essentially spend their majority of their time at the workplace to perform the job. Surprisingly, as claimed by Kocakulah et al. (2016) work conditions can essentially affect the mental, attention and action phases of employees consequently can induce absenteeism among the employees. Thus, poor working condition provided by the organisation may lead to the employees absent, lower productivity and lack of motivation.

Furthermore, poor working condition also may contribute employees' absenteeism in the sense that if the employees work in unconducive working environment, this will divert the employees focus to their works. This situation become worst whenever the employees facing bad working conditions such as unhealthy working condition leading to poor employee health that may increase the day of absence among employees at the workplace. As mentioned by Badubi (2017), unhealthy working conditions critically affect the employee's health in turn induce to the employee's absenteeism. Poor working conditions can be referred to unsafe and hazardous working conditions i.e. working conditions such as heat, dust fumes, poor ventilation, poor lighting, and excessive noise. All these, may contribute to the safety and health of the employees which possibly contribute to the increase employee's absenteeism and finally increase

employee's turnover. It is because workplace condition is the immediate environment to the employees and employees' working atmosphere is primary influence and determine employees work quality and success level. Improper working conditions pose high risks that affect working climate in danger and eliminate the working efficiency eventually decrease employee's productivity levels. Consistent to Kumar and Velmurugan (2020) emphasised that work conditions will be high risk and very dangerous, if the employers failed to provide sufficient personal protective equipment to the employees to perform the job safely. Subsequent from this problem, the employees confront with unpleasant and insecure workplace and encourage them decide absent from workplace. Coming to work as the employees frighten expose themselves to the bad situation thus, absent is the best choice to prevent from something negative occur to them while in the workplace. In view of the above, working condition can be hypothesised as follow.

*H<sub>3</sub>: Working condition has positive relationship with employees' absenteeism among manufacturing employees.*

## **2.5 Employee's Morale**

The last construct is employees' moral. Employees moral is pertinent to ensure the employees keep competence in the work performance. It also may affect the employees' absenteeism in the workplace. Shaban et al. (2017) stated that morale is a nebulous concept that encompasses feelings, emotions, attitudes and perceptions of an organisation and its people. Meanwhile Harris (2021) employee morale is refer to the morale of employees in workplace environment. It is relating on how the employees feel about coming to work daily, the approach of assigned tasks and their attitude to the company. Discipline, confidence and drive to perform are typical characteristics of high morale. Employee's morale can be referred as an attitude, happiness and general outlook of employee's relationship with an organisation. Basically, employees who is happy and inspired at work appears to have a higher morale than their colleagues. Again, employee satisfaction can play an important role to ensure the employees happy at work in order to boost employee's morale. It is very important to the organisation culture that lead to a positive attitude, thus build a positive working atmosphere for everyone in workplace. Based on Mallik et al. (2019) mentioned that employees morale is critical enthusiastic perspective of employees to increase employees job efficiency. However, the employee has a weak morality or misery culture, likely the employees tends to have a low morale that can adversely contribute to the absenteeism in workplace. It is due to low employee morale is likely to have a negative effect to the employees' attitude that may affect employees job efficiency and success of the organisation. The authors also mentioned that the employees have a low morale in the organisation contributes to the higher employee's absenteeism cases. It happens due to the employees have low morale that leading the employees feeling unpleasant to turn up for the job.

Again, Kumar and Velmurugan (2020) emphasised that employee morale is important element to increase employee productivity and continue them positive, maintain good working relationships with co-workers and better team spirit. In fact, employees with low morale will perform their job in stress and low motivated. Affect from this situation, this will influence the employees absent from the workplace. It is because the employees found many negative situations that make them to feel demoralize to perform the job at the workplace. Therefore, failure to maintain and boost employee's morale the organisation will suffer with various disciplinary problem mainly absenteeism cases. Based on the above elaborations, this study can be hypothesised as follow.

*H<sub>4</sub>: Employees moral has positive relationship with employees' absenteeism among manufacturing employees.*

### **3. METHODOLOGY**

This study employed quantitative approach. The respondents of this study are employees who are working in the manufacturing sector in Melaka. There are 387 questionnaires distributed to the respondents via online survey using Google Form however, 200 respondents response to the survey. The sampling frame of the study is abstracted from Socio-Economic Report of Melaka 2019 in order to obtain employees working in the manufacturing sector. The sampling technique of this study is using simple random sampling in order to select the respondents. It is due to this sampling technique is the most notable feature and every sample in population has the same chance or probability of being chosen. The items measurement used for each variable adapted and adopted from Dubey and Pooja (2015) for employees' absenteeism, job satisfaction from Huang (2019), rewards management from Anku et al. (2018) and finally, work condition from Ojha (2020) and employee's morale from Kumar et al. (2020).

Again, the study also conducted a pilot test involved 30 respondents who are the employees worked in manufacturing sectors to evaluate the reliability and validity of the questionnaire. The pilot test result indicated that all reliability value for each construct are fulfilled the requirements which is above 0.7 that represent good reliability level. Upon all criteria of all constructs were checked and meet the requirement, a full total of 387 questionnaire will be distributed to the respondents and Statistical Package for the Social Sciences (SPSS) use to analyse the collected data.

### **4. RESULTS AND DISCUSSIONS**

Upon a total of 387 questionnaires were distributed to the respondents however, only 200 usable questionnaires were collected that represent 52% of the total number of questionnaires distributed. The data obtained, then analysed using SPSS to perform several analysis i.e. demographic profiles, reliability test, correlation and multiple regression analysis.

#### **4.1 Demographic Profile**

Majority of respondents participated in this study, aged between 18 to 25 years at 36%, male at 50.5% and married at 54.5% of respondents. In term of education level of the respondents, majority of them were degree holder at 41%. The respondents involved in this study, the majority of them were from production department at 36%, quality department at 28%, engineering department at 18.5% and finance department at 17.5%. Finally, working experience of the respondents the majority of them worked between 1 to 3 years at 36.5% followed by 3 to 5 years at 34%, 5 to 10 years at 22.5% and more than 10 year of working experience at 7%.

#### **4.2 Reliability Analysis**

Reliability analysis is referring to one of instrument that can be tested using the Cronbach's alpha and it measures the consistency that widely used in reliability testing. Table 1 below indicates the result of reliability analysis for all variables. The result revealed that, the Cronbach's Alpha values for the job satisfaction is 0.772, reward management is 0.756, working condition is 0.735 and employee's moral is 0.782. Besides that, Cronbach's Alpha value for the employee's absenteeism is 0.749.

Therefore, the Cronbach's alpha values to all studied variables are meet the rule of thumb. It is aligned to Tavakol and Dennick (2011) mentioned that Cronbach's alpha reliability coefficient values are between 0.70 to 0.95 are considered as good and appropriate. In short, based on the alpha values to all variables indicated as good and appropriate whereby the value for each

variable above 0.7. The highest and the lowest alpha values for the study is employee morale at 0.782 and working condition at 0.735 respectively.

To begin the discussion, the augmented Dickey-Fuller (ADF) test and the Phillips-Perron (PP) test were conducted to detect if a variable is stationary in level or first difference; the results are displayed in Table 2.

**Table 1** Reliability Analysis

Variables	Cronbach's Alpha	N of items	Interpretation
Job Satisfaction	.772	6	Good
Reward Management	.756	5	Good
Working Condition	.735	5	Good
Employee's Morale	.782	4	Good
Employees' Absenteeism	.749	6	Good

\*n =200

### 4.3 Correlation Analysis

Correlation analysis used in this study to investigate the relationship between the independent and dependent variables. Correlation refers the exploring how closely relationship two variables are related (Senthilnathan, 2019). Based on Table 2 depicts the correlation on the relationship between the independent variables i.e. job satisfaction, reward management, working condition, employee's morale towards employee's absenteeism as the dependent variable for this study. First, the correlation between job satisfaction and employee's absenteeism is  $r= 0.211, p<0.01$ . Second, for the relationship between reward management and employees' absenteeism whereby  $r= 0.133, p<0.01$ . Third, the correlation on the relationship between working condition and employees' absenteeism with  $r= 0.139, p<0.01$ . As per Senthilnathan (2019), it can be concluded that all the above correlations represent weak correlation between variables. Nevertheless, for the correlation between employee's morale and employees' absenteeism shows very weak correlation whereby  $r= 0.095, p< 0.01$ .

**Table 2** Inter-correlation Analysis

Variables	1	2	3	4	5
1. Job Satisfaction	-				
2. Reward Management	.165**	-			
3. Working Condition	.384**	.306**	-		
4. Employee's Morale	.318**	.374**	.508**	-	
5. Employees' Absenteeism	.211**	.133**	.139**	.095**	-

\*n = 200

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

### 4.4 Regression Analysis

Regression analysis is basically utilised when the study requires modeling and analysis variables. It is to determine the relationship a dependent variables and independent variable. Regression analysis a useful tool to determine the functional connection between a dependent variable and one or more independent variables. Meanwhile, Uyanik and Guler (2013), defined the regression analysis is to analyse the relationship between a dependent variable and independent variables in order to formulate a linear relationship equation between that variables. It commonly used to



explain, control, and forecast values of the response variable. Besides that, regression analysis is a method to identify the relationship between the dependent and independent variables in order to test the hypothesis.

The result is summarised as Table 3 shows regression for independent variables which job satisfaction, reward management, working condition and employee's morale on employees' absenteeism. The first variable result which job satisfaction indicate ( $\beta = .211$ ,  $p = .003$ ) the significant related to employees' absenteeism while ( $\beta = .133$ ,  $p = .061$ ) not significant related to second variable which reward management towards employees' absenteeism. In fact, the third variable working condition shows significant related with ( $\beta = .139$ ,  $p = .050$ ) towards employees' absenteeism while for the last variable which employee's morale also indicates insignificant relationship with employees' absenteeism with ( $\beta = .095$ ,  $p = .183$ ). Therefore, two hypotheses are accepted.

**Table 3** Regression Analysis Result

	Standardize Beta	Significant (p)	t
<b>Independent Variable</b>			
Job Satisfaction	.211	.003*	3.037
Reward Management	.133	.061	1.883
Working Condition	.139	.050**	1.976
Employee's Morale	.095	.183	1.337
F value	2.905		
R <sup>2</sup>	0.237		
Significant (p)	.023		

\*\* $p < 0.05$ ; \* $p > 0.01$

*Dependent Variable: Employees' Absenteeism*

Summarily, the hypothesis testing for this study H<sub>1</sub> denotes job satisfaction has positive relationship towards employees' absenteeism among manufacturing employees and H<sub>3</sub> denotes working condition has positive relationship towards employees' absenteeism among manufacturing employees are accepted. However, H<sub>2</sub> denotes reward management has positive relationship towards employees' absenteeism among manufacturing employees and H<sub>4</sub> denotes employee's moral has positive relationship towards employees' absenteeism among manufacturing employees are rejected. The plausible justification of the H<sub>2</sub> reward management and employees' absenteeism is rejected possibly due to the companies in that particular location have effective competitive reward management that may offer an excellent and fair financial and non-financial benefit that leads to the good behaviour. As supported by Augustino (2017) employees will devote to their institution when institution provide competitive salary and the employees feel comfortable that may avoid absenteeism among employees.

Furthermore, the plausible reason of the H<sub>4</sub> employees moral and employees' absenteeism is rejected because the respondent's organisations able to boost employee's morale by develop an effective and efficient competitive reward management to their employees that motivate the employee's morale consequently contribute to better employees' performance in the organisation. Monga et al. (2015) emphasised that the employee morale can be boosted by raising various worker welfare measurements and rewards good performance from superiors resulting increased employee morels and productivity that to keep the perform well and avoid absenteeism at the workplace. The overall hypotheses result can be summarised in Table 4.

The R-square of the study accounted for 0.237 or 23.7% of the variance in employees' absenteeism as explained by all independent variables. According to Paetzold (2016) state that

explanatory power is measured by the R-square as even R square is small it still might be statistically significant from 0 that indicate in term of regression model has statistically significant explanatory power. Further, low R-square values commonly predicted in the social sciences because it is difficult to describe such modes while R- square one of most misunderstood metrics for measuring regression analysis goodness of fit as it can be extremely misleading in some cases Paetzold (2016).

**Table 4** Hypotheses Summary

Hypotheses	Results
H1: Job satisfaction has positive relationship with employees' absenteeism among manufacturing employees.	Supported
H2: Reward management has positive relationship with employees' absenteeism among manufacturing employees.	Unsupported
H3: Working condition has positive relationship with employees' absenteeism among manufacturing employees.	Supported
H4: Employees moral has positive relationship with employees' absenteeism among manufacturing employees.	Unsupported

## 5. CONCLUSIONS

To conclude, the main aim of this study is to rectify the disciplinary case on employee's absenteeism among manufacturing companies. Specifically, the study objectives are to investigate the role of job satisfaction, reward management, working condition and employee's morale towards employees' absenteeism. The study findings revealed that, job satisfaction and working condition contributes to the significant effect on the absenteeism cases. The construct that most contribute to the absenteeism cases among employee's in the manufacturing companies is job satisfaction. It can be interpreted that, satisfaction and dissatisfaction to their duties and responsibilities will most determine them to commit in the absenteeism cases. Intriguing fact that, the role of reward management and employee's rewards contributes to the insignificant effect to the absenteeism cases among employees in manufacturing companies.

The findings of this study may serve both theoretical and practical implications. This study may enrich the body of knowledge in the human resource management research related field and could be the basis for future research. Meanwhile, in term of practical contributions this study enables to enhance the understanding among employers particularly Human Resource Practitioners to rectify the reasons why the employees commit to such disciplinary problem. Furthermore, the findings of the study assist the Human Practitioners solve the problem on absenteeism cases in the organisation as well as to develop proper action plan in eliminating and reduce absenteeism rate in organisation.

As other study, this study also has its own limitation. This study only employed quatitative approach to collect the data and focusing to several constructs. In addition to that, this study only involves the 200 manufacturing employees in a particular state. Consequently, this study may limit the study findings and could not be generalised to all manufacturing employees in Malaysia. However, future study may consider mix methods, integrate other constructs such as individual, social and organisational levels in order to obtain holistic findings of the study.

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