

# AN EMPIRICAL RESEARCH ON FACTORS AFFECTING EMPLOYEE ABSENTEEISM IN AN AIRLINE INDUSTRY: A RELOOK ON JOB STRESS, WORK-LIFE BALANCE AND JOB SATISFACTION AS PREDICTORS

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***Abstract:** In today's world, employee absenteeism became a huge burden for many organizations as it decreases efficiency and effectiveness of the company. Thus, this research was aimed to determine what are the factors influencing employee absenteeism in an airline industry. In this study, employee absenteeism was addressed as a dependent variable. Then, job stress, work-life balance, and job satisfaction were determined as factors contributing to employee absenteeism. There were conducted various analyses like Pearson's Correlation and Standard Multiple Regression to figure out the relationship between variables. So, as analyses showed, job stress and work-life balance significantly influence employee absenteeism, whereas job satisfaction has insignificant influence and very limited impact on it. This study was mainly developed to help the one of the airline management to reduce absenteeism rate among employees. Clearly, high work life balance and low job stress contributes to lower rate of absenteeism. The implication of the study is sustainable employee competency and productivity achieved by eliminating one important factor such as absenteeism at workplace.*

**Keyword:** Employee absenteeism, job stress, work-life balance and job satisfaction

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## 1.1 Background of the Study

Absenteeism is the one of the major problems that managers and supervisors have faced. It creates huge financial burdens on organizations and negatively influences its efficiency and productivity. Absenteeism is a serious problem at the workplace and an expensive phenomenon (Barmase & Shukla , 2013). Today, it is the main problem faced by almost all employers. Examining the general financial impact of employee absenteeism, the cost of absence is often

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considered as unmeasurable, misunderstood, or unappreciated as a negligible amount, however the total cost of employee absenteeism is very high, amounting 36% of the salary (Mercer, 2008). Perry (1997) stated, that “the real cost of chronic absenteeism is lowered morale among other employees who must shoulder load, lost revenue from sales not made, the loss of customers who flee to competitors for better services, a decline in business from poor service and the expense of additional temporary workers”. Furthermore, absenteeism is linked positively with turnover.

Since absenteeism has a huge impact on organizations, many researches have tried to investigate the phenomenon and identify the key factors contributing to absenteeism, so they may develop sound solutions to eliminate absenteeism. There are many studies held by various researchers who have developed different models, such as Nicholson (1997), Steers & Rhodes (1978), Steers & Rhodes (1990). The current study focuses on employee absenteeism in Middle eastern Airways.

Middle eastern Airways is an Uzbek governmental airlines company which performs flights to more than forty(40) countries worldwide – to Europe, Asia, America and Japan. It has overall 25 representatives worldwide. Middle eastern Airways’ airpark consists of contemporary and comfortable aircrafts such as Boeing-757/767, Boeing-787-8 Dreamliner, A-320, Il-114-100, and cargo aircraft Boeing-767-300 BSF. The company has a training center and training complex, where are located flight simulators of Boeing-757/767, AirBus320 and unique full-flight simulators of A320 and Il-114-100.

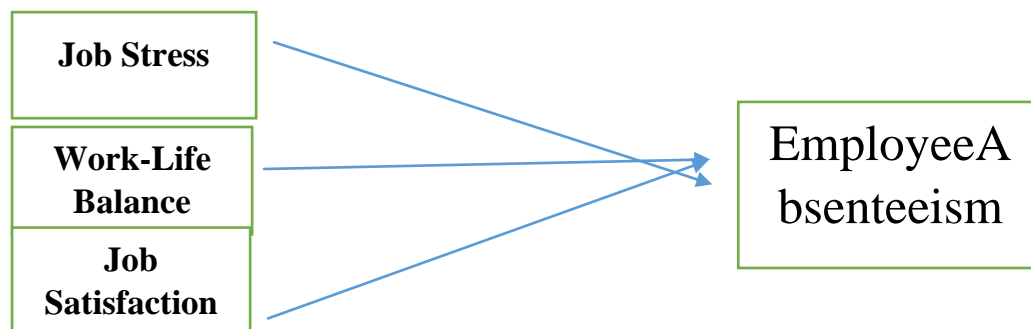


Figure 1.1 Research Framework

In total, there are fifteen thousand employee working in Middle eastern Airways (UzAirways, 2013). It has a huge strategic significance for Middle eastern, so it is indispensable for all employees to be on duty. However, sometimes some employees are not able to show up on their workplace due to some issues. That is why, the focus area of this research was to identify perceived factors contributing to employee absenteeism in Middle eastern Airways.

An unplanned absence is devastating and costly. When an employee is unavailable to do his job as expected, it often means that the work is done less efficiently by another employee or not done at all. Therefore, it is mandatory for

managers to focus on the absence of employees as it can become tremendously costly to organizations. In this research, the focus was devoted to perceived factors affecting absence of employees. Although there are significant numbers of recent researches done on identifying perceived factors contributing to absenteeism, they were mainly focused on general factors causing the absence. Moreover, the findings were contradictory.

In a study made by Josias (2015), was examined the relationship between absenteeism and job performance in Electrical Utility in the Western Cape and was found that there is a string relationship between Absenteeism and age, gender, stress, work-life balance and marital status. On the other hand, McClenney (1992) in a study of the relationship between absenteeism and personal characteristics, situational factors for employees in a public agency, and job satisfaction, did not find a strong relationship between absence and age, marital status, work-life balance, stress, gender and tenure. Bynoe (2008) proposes that more studies on absenteeism should be done from the perspective of the absentee, only then a full understanding of absenteeism will appear. That is why, this research is focused on understanding possible factors contributing to absenteeism from employee's point of view.

The major objective of this study is to identify what are the perceived factors contributing to Employee Absenteeism at Middle eastern Airways. Specific objectives are to examine the effect of Job Satisfaction on Employee Absenteeism, job stress on employee absenteeism and work-life balance on Employee Absenteeism at Middle eastern Airways.

#### 1.4 Research Framework

Figure 1.1 A study on how Job Stress, Work-Life Balance, and Job Satisfaction contribute to Employee Absenteeism.

#### 1.5 Research Questions

1. Does Job Stress affect Employee Absenteeism?
2. Does Work-Life Balance affect Employee Absenteeism?
3. Does Job Satisfaction affect Employee Absenteeism?

#### 1.6 Hypotheses

- H<sub>1</sub>:** There is a significant relationship between Job Stress and Employee Absenteeism.
- H<sub>2</sub>:** There is a significant relationship between Work-Life Balance and Employee Absenteeism.
- H<sub>3</sub>:** There is a significant relationship between Job Satisfaction and Employee Absenteeism.

#### 1.8 Limitation of Study

The reliability of this research depends on the memory and truthfulness of respondents in answering the questionnaire. The findings from this research only consisted of a small number of respondents and the final result is not generalized as whole. Finally, time and cost limiting conditions were also parts of this study's limitations.

#### 1.9 Terminology of the Study

Terms	Definition
<b>Employee Absenteeism</b>	Bhatia (1981) defines employee absenteeism as “failure of workers to report on the job when they are scheduled to work, that is when they are actually on pay rolls”.
<b>Job Satisfaction</b>	Spector (1997) defines job satisfaction as “the degree to which people like their jobs”. Basically, it is the extent to what people enjoy their work and consider it as an indispensable part of their lives.
<b>Job Stress</b>	Selye (1976) defines job stress as “a nonspecific response of the body to any demand”. Beehr (2014) defines job stress as “an individual reaction of the body to demands made on it and it can affect employees’ performance”.
<b>Work-life Balance</b>	Munn (2009) defines work-life balance as “the degree to which individuals attain equal levels of engagement and satisfaction in work performance and life”.

*Table 1.1 Definitions of Terms*

## LITERATURE REVIEW

In this chapter reviews and presents literatures related to this topic. This chapter is separated into several subtopics, namely: (1) employee absenteeism, (2) job satisfaction, (3) job stress, (4) work-life balance. Also, in this chapter the relationship between variables is evaluated.

### 2.1 EMPLOYEE ABSENTEEISM

Absenteeism is defined as inability of employees to report on the job when they are scheduled to work (Huczynski & Fitzpatrick, 1989). Absence was defined by Harrison and Price (2003) as, “lack of physical presence at a behavioral setting when and where one is expected to be”. However, absenteeism should be differentiated from lateness when the worker comes to workplace some minutes or hours after the regular time of reporting and turnover which shows that a worker is leaving the workplace permanently.

Any organization nowadays, whether large or small, private or public, rural or urban, faces the phenomenon of employee absence. It is extremely costly for both organizations and individuals, and many managers are concerned about the issue of absence. According to estimations made by Larossi (2009), because of absenteeism a company losses approximately eight days a year, which is equivalent to 3% of working time in a year. There are many research done in the field of absenteeism. It may be attributed to among different factors, imperative understanding of the various causes of this phenomenon, damaging effects of absence on performance and productivity, and high costs of absence behaviour to organizations (Nicholson & Martocchio, 1995). Various negative effects and significant costs are synonyms of absenteeism. Cascio and Boudreau (2010) in their study evaluated different costs associated by absenteeism of employee and categorized these costs into four categories namely: costs associated with decreased

amount quality of work outputs, costs related to employee substitution, costs associated with managing problems related to absenteeism and costs associated with absentee themselves.

Costs related to absentee include salaries and benefits of employee since during the absence the employee is still paid out. Furthermore, it includes supervisor's time spent on advising or reprimanding the absent employee (Lawson, 1998). However, costs related to management of absenteeism problems includes those costs associated with time spent by supervisor dealing with issues created by the unavailability of one or several workers to report on work (Cascio & Boudreau, 2010).

Costs associated with decreased amount or quality of work outputs relate to costs created from the use of changed employees. Lawson (1998) states, that "it usually leads to an increase in machine downtime, rejection of finished products due to deterioration in quality of goods produced, increased scrap, lost efficiency in work crews, breakdown of machinery and consequent idle machine hours". Also, due to reduced productivity and loss of revenue from not meeting the schedules of projects, it places a huge financial burden on employers.

Cascio & Boudreau (2010) claims that cost related to substitute employees involves costs of overtime allowances to meet the dates while those overtime rates are twice as much as normal salary rates. There is also wrong allocation of talents and skills of workers for substitute workers whereas HR planning is considered impossible. In order to meet staffing needs there is a human resource complement. Monitoring and training of substitute employee are also considered as costs.

## 2.2 Job Satisfaction

There are significant numbers of studies showing that employee job satisfaction is crucial for any organization to succeed. Job satisfaction has a significant impact on such organizational variables as turnover, productivity, efficiency and absenteeism, that is why it has been widely studied by many researchers. Atchison (1999) claims, that organisations spend huge amounts of money and time to achieve and maintain job satisfaction as it positively influences employee productivity and reduces turnover. Subsequently, it helps organisations to achieve their organisational goals and succeed much faster.

According to Hoole & Vermeulen (2003) "the popularity of this field of study is also due to its relevance to the physical and mental well-being of employees". Moreover, Robbins (2005) states that managers are responsible to provide their subordinates with rewarding, challenging and satisfying jobs. What is more, Alavi & Askaripur (2003) has introduced three main reasons why managers must be focused on employees' job satisfaction:

1. There is an evidence that employees who are not satisfied with their job are more likely to leave organizations.
2. Employees who are satisfied with their jobs do live longer and are in better health. According to Connolly & Myers (2003), employees who are not satisfied with their jobs are more likely to experience depression, anxiety and poor psychological and physical health. This, in turn, leads to absenteeism and lack of commitment.

3. Job satisfaction has a significant impact on employees' private lives. Consequently, it has an influence on work-related attitudes and behaviors, and especially on absenteeism.

According to Buitendach & De White (2005), job satisfaction is affected by personal characteristics of an employee as well as factors of the workplace environment. Subsequently, these factors are divided to two groups – extrinsic and intrinsic factors. Extrinsic factors are job environment factors and include supervision, recognition, promotion opportunities, pay and co-workers. Intrinsic factors are mainly individual's personal characteristics such as age, marital status, education, personality, and intelligence (Mullins, 1999). Spector (1997) proposes that those two group of factors work together and has an impact on individuals' job satisfaction.

### 2.3 Job Stress

According to Kahn, et al. (1964) and Hackman & Oldham (1975), job stress can be defined in terms of role demands created at the workplace. Jex & Beehr (1991) claim, that there are mainly three common reactions of body on job stress: psychological (e.g., burnout, anxiety), physical (e.g., high cholesterol, high blood pressure), and behavioral pressures (e.g., absenteeism, low performance). Selye (1976) argued, that “ stress is not something to be avoided. Indeed, it cannot be avoided, since just staying alive creates some demand for life-maintaining energy”. He also mentions, that stress can be eliminated only after the death of an individual. Jackson (1983) argues, that stressors significantly affect individuals' health. He defines stressors as “objective characteristics of the physical and social environment.” Furthermore, he claims that absenteeism can be reduced if employers identify those stressors and then eliminate them. As a result, it will be beneficiary for organisations in terms of improved performance, productivity, and job satisfaction and lowered risk of turnovers.

According to Beehr (2014), job stress is linked to job satisfaction and can influence absenteeism. Stress can be affected by factors both inside and outside the workplace. Organisational changes, excessive workload, bad relationships between colleagues, and lack of communication may lead to high work-related stress (Hillier, et al., 2005; Mondy & Martocchio, 2016). They also state, that due to these factors, employees may have headaches, high blood pressure, back spasms, mental illnesses, and other health problems. As a result, it has a negative effect on both employee and employer, as productivity decreases and absenteeism rates raise. It has been realized recently by organisations that mental health issues should be addressed and stress management policies should be introduced (McDaid, et al., 2005). Furthermore, according to CIPD (2016), “job stress was the most common cause for long-term absences among 29% of participating organizations and reported by 53% of respondents as one of the five most common causes for long-term absences. Job stress was also the most common cause for short-term absences of 13% of the organizations and reported by 47% as one of the five most common causes for short-term absences”.

## 2.4 Work-Life Balance

In past, the work market was commonly occupied by men, and women were mainly in charge of caring for kids and taking care of the household. However, nowadays women participation in the workforce has increased and men have started to participate in domestic lives more than before. As a result, Thoranna (2018) claims that “the issues of keeping a balance between work and private life transformed”. So, researchers have started to be more concerned with the work-life balance ideology (Crompton, 1999; Crompton & Lyonette, 2006). The lack of work-life balance may cause an individual health and performance problems at the individual, family, and organisational levels.

Currently, there is no universal definition for the work-life balance. Kirchmeyer (2000) defines work-life balance as “achieving satisfying experiences in all life domains and to do so requires personal resources such as energy, time, and commitment to be well distributed across domains” (p. 81). Greenhaus, et al. (2003) defines work-life balance as “the extent to which an individual is engaged in – and equally satisfied with – his or her work role and family role” (p. 513). Gropel & Kuhl (2009) define work-life balance as “the perceived sufficiency of the time available for work and social life” (p. 365).

It is interesting, that nowadays researchers use the term “work-life balance”, whereas in past was used the term “work-family balance”. It is mainly because individuals have their roles and obligations outside the family lives and they want to have a good balance between leisure activities and work (Jones, et al., 2013; Kalliath & Brough, 2008). Deery & Jago (2015) state, that “when the role expectations between the two fields do not match, it creates a conflict which appears to be strongly linked to job satisfaction, burnout, and higher absenteeism and turnover rates”. What is more, psychological stress may also be an effect of the lack of work-life balance, and for individuals who have more life or family duties, work-life conflicts influence the organisation as a whole (Netemeyer, et al., 1996).

## 2.5 Relationship between Job Stress and Employee Absenteeism

Past studies show that job stress is a common reason for employee absenteeism. Tang & Hammontree (1992) in their research found a relationship between job stress and absenteeism. However, Darr (2004) claims that “the casual precedence of stress, a methodological requirement for a true test for causation, has not always been maintained in empirical studies”.

McKee, et al. (1992) used employees’ past absence as the dependent variable to predict employee absenteeism due to job stress. Moreover, Dwyer & Ganster (1991) in their study measured how job stress and stressors affects employee attendance and concluded that stress has a significant impact on employee absenteeism.

What is more, Johns (1997) claimed that “the medical mediation proposition such as inability to attend due to illness has remained largely untested. A large number of studies assumed this to be the case. For instance, Dwyer & Ganster (1991) argued that jobs with a high level of stress are more likely to affect employees’ health. Furthermore, based on

the illness explanation, Ho (1997) has found a positive relationship between stress and absenteeism. Similar conclusion was made by Karasek (1990) in his study of absence and assessments of health problems.

Taking everything into consideration, the following hypothesis is proposed:

**H<sub>1</sub>:** There is a significant relationship between job stress and employee absenteeism.

## 2.6 Relationship between Work-Life Balance and Employee Absenteeism

Many researchers have attempted to examine the relationship between work-life balance and absenteeism. Morgan (2009) in his study on how work-life balance and family-friendly policies affect absences, concluded that those family-friendly policies increased employees' job satisfaction and reduced absenteeism. "The employees with proper work-life balance contributed to job satisfaction" (Nayak & Pandey, 2014). Triveni (2012) concluded that employees with a better work-life balance are less likely to be absent from their work compared to those with a lower work-life balance. Nwagbara & Akanji (2012) stated, that "turnover and absenteeism rate is lower among women employees who used flexible system which helped in achieving a balance". Brough, et al. (2005) claim that the lack of work-life balance may result a higher rate of absences, and decreased job satisfaction. In addition, Brough, et al. (2008) state, that "the organisational costs associated with absenteeism occurring specifically as a result of role overload and work-life imbalance were recently estimated at approximately CA\$11 billion per year".

Taking everything into account, the following hypothesis is proposed:

**H<sub>2</sub>:** There is a significant relationship between work-life balance and employee absenteeism.

## 2.7 Relationship between Job Satisfaction and Employee Absenteeism

The relationship between job satisfaction and absenteeism is one of the most researched topics in industrial psychology (Chelora & Farr, 1980). Many researchers has found that absenteeism has a negative relationship with overall job satisfaction (Brayfield & Crockett, 1955; Herzberg, et al., 1957; Muchinsky, 1977; Vroom, 1964). However, the relationship between variables has been questioned. Nicholson, et al. (1976) in their study has found that there are few strong relationships between job satisfaction and absenteeism and came to conclusion that there is an uncertain relationship between the two variables. The same result was reported by Ilgen (1977).

There is a limited knowledge of how job satisfaction affects absenteeism at any level other than common-sense. The earliest systematic research with a sample of female factory employees was conducted by Kornhauser & Sharp (1932). They have found that "unfavourableness of job attitudes is slightly correlated with lost time". What is more, in a study conducted by Patchen (1960), he measured job facet satisfaction as a predictor of absenteeism. In his research he stated that "satisfaction with pay and promotions is negatively correlated with absenteeism". Vroom (1964) reported that it is important to "... hedge generalizations about the relationship between job satisfaction and absenteeism with caveats about the strength, reliability and cause of the relationship". The researcher found no relationship between variables. Nonetheless, Metzner & Mann (1953) found a relationship between variables for blue-



collar, but not for white-collar employees. Nicholson, et al. (1976) has made the most complex review of the relationship between job satisfaction and absenteeism. Researchers had reviewed twenty nine studies and concluded that “the popular belief that job satisfaction is a major cause of absence from work has doubtful empirical validity” and “at best it seems that job satisfaction and absence from work are tenuously related” (Nicholson, et al., 1976: 734).

Taking everything into account, the following hypothesis is proposed:

**H<sub>3</sub>:** There is a significant relationship between job satisfaction and employee absenteeism.

## 2.8 Theory Building

The conceptual basis of this research is provided by The Family Management Model by Deacon and Firebaugh (1988). It was utilized to sort variables into input, throughput and output in sequence. To build the theoretical framework of the research was used Social Exchange Theory.

### 2.8.1 Family Resource Management Model

This model involves input, throughput and output. Input is available resources and demand placed upon those resources. Throughput includes the whole managerial process of planning and implementing behaviours which link input and output. Output is a sense of wellbeing when demand is being met (Deacon & Firebaugh, 1988) and this model suggests that in order to get an output, resources for inputs and throughputs should be used effectively. According to this model, an organization is viewed as a unit which makes decisions and uses material and human resources to meet demand. The application of the model on employee absenteeism (output) depends upon (a) respondents' job satisfaction, (b) job stress, (c) work-life balance.

### 2.8.2 Social Exchange Theory

Homans (1958) has developed a Social Exchange Theory which established the disciplines of sociology, economics and psychology. Homans (1958) states, that “Social behaviour is an exchange of goods, material goods but also non-material ones, such as the symbols of approval or prestige. Persons that give much to others try to get much from them, and persons that get much from others are under pressure to give much to them”. Then, Blau (1986) proposed, that when an individual does something voluntary, he or she expects something in return.as social exchange from relationship. This theory is used widely to understand the phenomena and practices between worker and the organization (Tsui, et al., 1997). This theory did explain the connection between employment relationship and it will influence employee absenteeism.

## **RESEARCH METHODOLOGY**

In this chapter is being discussed the design of this study, sample size, approach of conducting the study, research philosophy, layout of the questionnaire, data collection methods, time series of conducting the study, instrumentation, reliability of data, and ethical considerations.

### 3.1 Research Design and Sampling Methodology

#### 3.1.1 Research Design

This is a quantitative research. Quantitative approach is a way to collect data from surveys. Furthermore, this research used descriptive survey research design. The design of the survey is referred to the most appropriate research design to measure respondents' perceptions (Shaughnessy, et al., 2011). This design allows collecting cross-sectional data imperative for comparative analysis.

#### 3.1.2 Sampling Methodology

In this research were questioned employees of Middle eastern Airways who have been working there for more than one year. Since the total number of employees at Middle eastern Airways is approximately fifteen thousand (UzAirways, 2013) which is considered as a large sample group, Raosoft Sample Size calculator (Figure 3.1) suggested the minimum number of 96 employees of Middle eastern Airways to participate in answering the questionnaire.



Figure 3.1 Raosoft Sample Size Calculator

### 3.2 Research Philosophy

This study is based on the research philosophy of Positivism. Hudson and Ozanne (1988) claims that positivist ontology believes that there is an objective reality to research situation regardless of the researcher's perspectives. Positivism has a structured approach of conducting a research by picking up a specific topic for research, generate hypothesis and adopt an appropriate research methodology (Edirisingha, 2012). The hypothesis were formed and then tested to confirm whether it is a whole, a part, or rejected.

### 3.3 Research Approach

The approach of conducting this study is deductive. In this approach, a researcher develops hypothesis based on previous research and designs a research approach to test the formulated theory. There are five steps to progress: (1) derivation the hypothesis from the theory, (2) interpret the hypothesis in operational terms and outline a relationship between variables, (3) test the hypothesis, (4) examine the results which subsequently will either confirm the theory or there are adjustments to be done, (5) modification of the theory if it is not accepted (Robson, 2002).

### 3.4 Research Strategy

Research strategy is guided by the research questions, objectives, the knowledge, availability of resources and time (Saunders, et al., 2009). Also, Saunders, et al. (2009) state, that deductive approach is normally associated with survey strategy. This strategy is used to answer questions like what, who, where, how. This strategy is commonly used by business and management students.

### 3.5 Data Collection

In this research primary data was collected by distributing the questionnaire to the respondents. The questionnaire was created based on previous studies and questionnaire and distributed to the respondents via Google Forms. The respondents were randomly selected from the employees of Middle eastern Airways.

### 3.6 Time Series

This research is based on cross-sectional time horizon. Saunders, et al. (2009) state, that “Cross-sectional refers to the studies that had been carried out previously and studies a specific phenomenon at a range of period”. Cross-sectional is a study that employs survey strategy to collect and analyze the data form a representative subset that is to examine the relationships between dependent and independent variables (Hawker & Boulton, 2000).

### 3.7 Instrumentation

In this research, the questionnaire contained close-ended questions to collect primary data. The questionnaire had five parts, namely Part (A), Part (B), Part (C), Part(D) and Part (E). In Part (A) respondents had to answer questions regarding their demographic and background information. In Part (B) was assessed respondents' past absence behavior. Participants were required to choose only one option for each question. Those options are 'strongly agree', 'somewhat agree', 'neither agree nor disagree', 'somewhat disagree', 'strongly disagree'. In Part (C), employees were required to answer the questions about how stressful their job environment and organizational structure is. Participants were required to choose only one option for each question. Those options are 'strongly agree', 'somewhat agree', 'neither agree nor disagree', 'somewhat disagree', 'strongly disagree'. In Part (D), there were questions to assess how respondents manage to balance their work and personal life. Participants were required to choose only one option for each question. Those options are 'strongly agree', 'somewhat agree', 'neither agree nor disagree', 'somewhat disagree', 'strongly disagree'. In Part (E) was evaluated the satisfaction with respondents' job. Same as in Part (D), participants were required to choose only one option for each question, and those options are 'strongly agree', 'somewhat agree', 'neither agree nor disagree', 'somewhat disagree', 'strongly disagree'.

### 3.8 Research Questionnaire Layout

The questionnaire consisted of 24 questions.

In Part (A) there were six questions regarding demographics and background information. In Questions 1-4 were several options and participants were required to tick an appropriate option. Question 5 required respondents to indicate the number of years they have been working for Middle eastern Airways.

In Part (B) there were three Q6-Q8 questions where participants were required to indicate whether he or she was absent for the past twelve months. Respondents had to choose only one option out of five. The options were ‘strongly agree’, ‘somewhat agree’, ‘neither agree nor disagree’, ‘somewhat disagree’, ‘strongly disagree’.

In Part (C) there were four questions Q9-Q12, where respondents were required to answer whether they felt stressed at the workplace and what are the main causes of feeling stressed at the workplace. Respondents had to choose only one option out of five. The options were ‘strongly agree’, ‘somewhat agree’, ‘neither agree nor disagree’, ‘somewhat disagree’, ‘strongly disagree’.

In Part (D) there were six questions Q13-Q18 where statements were given, and respondents were asked to choose one option out of five. The options were ‘strongly agree’, ‘somewhat agree’, ‘neither agree nor disagree’, ‘somewhat disagree’, ‘strongly disagree’. This section was to assess the work-life balance of respondents.

In Part (E) there were six questions Q19-Q24 where respondents were required to evaluate their satisfaction with job. Respondents were required to choose only one option out of five. The options were ‘strongly agree’, ‘somewhat agree’, ‘neither agree nor disagree’, ‘somewhat disagree’, ‘strongly disagree’. This section was to assess respondents’ level of job satisfaction.

Part of the questionnaire	Author
Part A - Demographics	Thoranna, H. T., 2018
Part B – Measuring Absenteeism	Brooke, P. L. & Price, L. J., 1989
Part C – Measuring Job Stress	Darr, W. A., 2004
Part D – Measuring Work-life Balance	Greenhaus, J. H., Collins, K. M. & Shaw, J. D., 2003
Part E – Measuring Job Satisfaction	Ejere, E. I., 2010

*Table 3.1 Sources of Questionnaire*

### 3.9 Data Analysis and Interpretation

After the process of data collection, it was edited for completeness and consistency. Then, it was analyzed using Statistical Package for the Social Sciences (SPSS). Data was presented using descriptive statistics comprising percentages, standard deviations and tables to characterize and simplify the data and to summarize the findings.

### 3.10 Reliability of Data

Reliability test is used as an indicator of measure’s internal consistency for the generated results (Saunders, et al., 2012). Reliability of multi-item scale or internal consistency is commonly assessed using Cronbach’s alpha.

Cronbach’s alpha coefficient of reliability ranges between 0 and 1. Reliability of internal consistency becomes higher when the value of Cronbach’s alpha comes closer to 1.

In order to determine the Cronbach’s alpha, Independent variables (Job Satisfaction, Job Stress, Work-Life Balance) and Dependent variable (Absenteeism) were computed together.

**Reliability Statistics**

Variable	Cronbach's Alpha	No. of Items
Absenteeism	.611	3
Job Stress	.621	4
Work-Life Balance	.795	6
Job Satisfaction	.658	6

*Table 3.2 Cronbach’s Alpha*

Table 3.1 shows that Cronbach’s Alpha values for Absenteeism, Job Stress, Work-Life Balance and Job Satisfaction are 0.611, 0.621, 0.795, and 0.658 respectively, which is considered as acceptable according to Taber (2017). Furthermore, there are various researches proposing acceptance range of a coefficient between 0.6 to 0.8, and any value below 0.5 are considered as not acceptable for questionnaire’s reliability (Haghirian & Dickinger, 2014). Hence, data obtained from the questionnaire is considered as reliable.

**3.11 Ethical Considerations**

There are some ethical considerations that have been taken into account before conducting a research. Researchers are responsible to treat collected information from respondents as private and confidential. Researcher cannot force respondents to participate in survey; a researcher is obliged to get approval from respondents prior to survey. Researcher should not misinterpret collected data. Once respondents agreed to participate in a survey, they were required to give full cooperation to complete the research. Respondents were required to provide honest and truthful responses.

**DATA ANALYSIS, FINDING AND DISCUSSION**

Demographic information about respondents was analyzed using descriptive statistics. Next, data obtained was analyzed in order to determine whether it is normally distributed or not using Kolmogorov-Smirnov test, Q-Q Plot, and indicators of skewness and kurtosis. After that, Pearson’s Correlation analysis was used to understand the relationship between variables. Then, Standard Multiple Regression Analysis was conducted to find out how significant the impact of each independent variable on employee absenteeism is. Lastly, hypotheses were tested based on the analyzed data.

#### 4.1 Descriptive Statistics

Part A of the questionnaire consists of five questions related to respondents’ demographic information and number of years they have been working for Middle eastern Airways. Specifically, first four questions were developed to find out respondents’ age, gender, marital status, and highest level of education. Question 5 was developed to discover how many years respondents have been working for Middle eastern Airways.

##### 4.1.1 Age

<b>Age</b>			
	Frequency	Percent	Cumulative Percent
20-29	61	53.5	53.5
30-39	30	26.3	79.8
40-49	17	14.9	94.7
50 and above	6	5.3	100.0
Total	114	100.0	

Table 4.1 Ages of Respondents

Table 4.1 depicts that among 114 respondents, 61 (53.5%) are aged between 20-29, 30 respondents (26.3%) are aged between 30-39, 17 (14.9%) are aged between 40-49, and 6 (5.3%) are 50 and older. That means that the majority of respondents are aged between 20 and 29.

##### 4.1.2 Gender

<b>Gender</b>			
	Frequency	Percent	Cumulative Percent
Male	55	48.2	48.2
Female	59	51.8	100.0
Total	114	100.0	

Table 4.2 Gender of Respondents

As shown in Table 4.2, among 114 respondents, there were 55 (48.2%) males and 59 (51.8%) female respondents. Hence, the majority of respondents were female.

##### 4.1.3 Marital status

<b>Marital Status</b>			
	Frequency	Percent	Cumulative Percent
Married	49	43.0	43.0

Not Married	65	57.0	100.0
Total	114	100.0	

Table 4.3 Marital Status of Respondents

As can be seen from Table 4.3, among 114 respondents 49 (43%) were married while 65 (57%) were not married.

#### 4.1.4 Highest Level of Education

<b>Education</b>			
	Frequency	Percent	Cumulative Percent
Primary School	2	1.8	1.8
High School	4	3.5	5.3
Certificate/Diploma	16	14.0	19.3
Degree	57	50.0	69.3
Post Graduate	35	30.7	100.0
Total	114	100.0	

Table 4.4 Highest Level of Respondent's Education

As shown in Table 4.4, out of 114 people 2 (1.8%) have finished primary school only, 4 (3.5%) have finished high school only, 16 (14%) possess certificate/diploma, 57 (50%) have degree, and 35 (30.7%) are post-graduates.

#### 4.1.5 Number of Years Working for Middle eastern Airways

<b>Number of years working for Middle eastern Airways</b>			
	Frequency	Percent	Cumulative Percent
1	18	15.8	15.8
2	7	6.1	21.9
3	17	14.9	36.8
4	9	7.9	44.7
5	9	7.9	52.6
6	7	6.1	58.8
7	15	13.2	71.9
8	4	3.5	75.4
9	2	1.8	77.2
10 years and above	26	22.8	100.0
Total	114	100.0	

Table 4.5 Number of Years Working for Middle eastern Airways

Table 4.5 depicts that among 114 respondents 18 (15.8%) have been working for Middle eastern Airways for one year, 7 (6.1%) have been working for two years, 17 (14.9%) have been working for three years, 9 (7.9%) have been working for four years, 9 (7.9%) have been working for five years, 7 (6.1%) have been working for six years, 15 (13.2%) have been working for seven years, 4 (3.5%) have been working for eight years, 2 (1.8%) have been working for nine years, and 26 (22.8%) have been working for ten and more years.

#### 4.2 Normality Test

Normality test is crucial for determining whether data from the questionnaire is normally distributed or not and subsequently creates two outcomes: acceptance or rejection of null hypothesis of normally distributed data.

##### 4.2.1 Kolmogorov-Smirnov Normality Test

Normal data distribution is commonly assessed using Kolmogorov-Smirnov test.

#### Test of Normality

	Kolmogorov-Smirnov <sup>a</sup>		
	Statistic	df	Sig.
Job Stress	.118	114	.001
Work-Life Balance	.101	114	.006
Job Satisfaction	.131	114	.000
Absenteeism	.145	114	.000

a. Lilliefors Significance Correction

Table 4.6 Kolmogorov-Smirnov Test of Normality

As Table 4.6 shows, Kolmogorov-Smirnov test of normality constitute that for Job Stress, Work-life Balance, Job Satisfaction, and Absenteeism data is not normally distributed as there is a significant difference from normal distribution (significance level is lesser than *p*-value of 0.05). Hence, hypotheses should be rejected on the basis of non-normal distribution of data. Nonetheless, Howell (2010) claimed that Kolmogorov-Smirnov test is sensitive to sample size, and there is a greater possibility of achieving normal distribution with small sample size, whereas large sample size is a common reason of non-normal data distribution with subsequent rejection of null hypotheses. Thus, significance level less than 0.05 was accepted in this research.

##### 4.2.2 Q-Q Plot

Q-Q Plot presented below is a determinant of whether data is normally distributed or not.



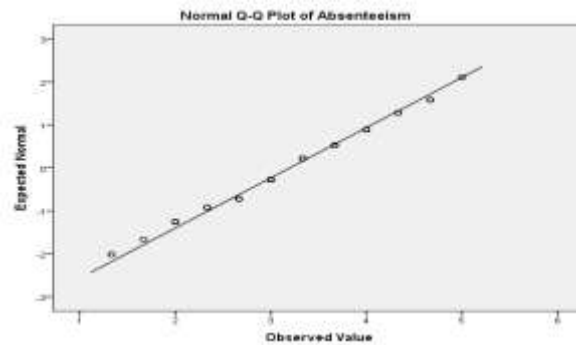


Figure 4.1

Q-Q Plot represents two quantiles showed against each other on Y-axis and X-axis. X-axis shows obtained quantiles from the dataset, while Y-axis represents expected quantiles which conform normal distribution. It is believed that obtained data is considered as normally distributed if it runs along the 45-degrees angle or relatively close to it. As can be seen from Figure 4.1, most of the points are at the 45-degrees angle line, with minor deviation at the upper right and lower left, yet the difference is insignificant. Thus, it is claimed that data obtained on Employee Absenteeism is normally distributed.

#### 4.2.3 Skewness and Kurtosis

Skewness and Kurtosis are commonly used in statistics to determine whether data is normally distributed or not (Brown, 1997).

#### Statistics

		Job Stress	Work-Life Balance	Job Satisfaction	Absenteeism
N	Valid	114	114	114	114
	Missing	0	0	0	0
Skewness		-.220	-.314	-.269	-.081
Std. Error of Skewness		.226	.226	.226	.226
Kurtosis		.764	-.539	-.850	-.300
Std. Error of Kurtosis		.449	.449	.449	.449

Table 4.7 Skewness and Kurtosis

According to Table 4.7, for Job Stress the skewness is -0.220, for Work-Life Balance is -0.314, for Job Satisfaction is -0.269, and for Absenteeism is -0.081. Moreover, the Kurtosis for Job Stress, Work-Life Balance, Job Satisfaction, and Absenteeism is 0.764, -0.539, -0.85, and -0.3 respectively. Brown (1997) stated that the range of data skewness to be accepted as normally distributed is between -1 and 1, and the range of Kurtosis should be between -3 and 3.

Hence, As value of skewness and kurtosis for all variables lies in the interval of acceptance, then data is assumed as normally distributed.

#### 4.3 Means and Standard Deviations

	Mean	Std. Deviation	N
Job Stress	13.5614	3.01922	114
Work-Life Balance	3.6243	.83637	114
Job Satisfaction	4.0015	.59558	114
Absenteeism	3.1988	.85499	114

Table 4.8 Means and Standard Deviations

As Table 4.8 depicts, Means of Job Stress, Work-Life Balance, Job Satisfaction, and Absenteeism are 13.5614, 3.6243, 4.0015, and 3.1988 respectively. Moreover, Standard Deviation of Job Stress is 3.01922, of Work-Life Balance is 0.83637, of Job Satisfaction is 0.59558, and of Absenteeism is 0.85499.

#### 4.4 Pearson’s Correlation Analysis

Pearson’s Correlation Analysis is a common tool used to assess relationships between independent variables and dependent variable, and determine significance level of correlations. Pearson’s coefficient of correlation is denoted as  $r$  and its range is between +1 and -1. Particularly, it establishes the strength of correlation between variables and specifies the type of relationship. Positive relationship occurs at  $r > 0$ , negative relationship happens at  $r < 0$ , and no relationship is at  $r = 0$  (Gogtay & Thatte, 2017). Level of significance is established at two levels which are at 0.01 and 0.05 (2-tailed).

#### Correlations

		Job Stress	Work-Life Balance	Job Satisfaction	Absenteeism
Job Stress	Pearson Correlation	1	.334**	-.026	.436**
	Sig. (2-tailed)		.000	.785	.000
	N	114	114	114	114
Work-Life Balance	Pearson Correlation	.334**	1	.199*	.397**
	Sig. (2-tailed)	.000		.034	.000
	N	114	114	114	114
Job Satisfaction	Pearson Correlation	-.026	.199*	1	.043
	Sig. (2-tailed)	.785	.034		.651

	N	114	114	114	114
	Pearson Correlation	.436**	.397**	.043	1
Absenteeism	Sig. (2-tailed)	.000	.000	.651	
	N	114	114	114	114

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

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

Table 4.9 Pearson’s Correlation Analysis of all Variables

4.4.1 Relationship between Job Stress and employee Absenteeism at Middle eastern Airways.

**Correlations**

		Job Stress	Absenteeism
Job Stress	Pearson Correlation	1	.436**
	Sig. (2-tailed)		.000
	N	114	114
Absenteeism	Pearson Correlation	.436**	1
	Sig. (2-tailed)	.000	
	N	114	114

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

Table 4.10 Pearson’s Correlation Analysis of Job Stress and Employee Absenteeism

The relationship between Job Stress and Employee Absenteeism was assessed using Pearson’s correlation analysis. According to Table 4.10, there is a positive correlation between two variables stated above at  $r=0.436$ ,  $n=114$ ,  $p=0.000$ . It means that high Job Stress is one of the factors influencing Employee Absenteeism.

4.4.2 Relationship between Work-Life Balance and Employee Absenteeism.

**Correlations**

		Work-Life Balance	Absenteeism
Work-Life Balance	Pearson Correlation	1	.397**
	Sig. (2-tailed)		.000
	N	114	114
Absenteeism	Pearson Correlation	.397**	1
	Sig. (2-tailed)	.000	

N	114	114
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\*\* . Correlation is significant at the 0.01 level (2-tailed).

*Table 4.11 Pearson’s Correlation Analysis of Work-Life Balance and Employee Absenteeism*

Pearson product-moment correlation coefficient was computed to evaluate the relationship between Work-Life Balance and Employee Absenteeism. According to Table 4.11, there is a positive correlation between Work-Life Balance and Employee Absenteeism at  $r=0.397$ ,  $n=114$ ,  $p=0.000$ . Hence, lack of Work-Life Balance influences Employee Absenteeism.

#### 4.4.3 Relationship between Job Satisfaction and Employee Absenteeism

##### Correlations

		Job Satisfaction	Absenteeism
Job Satisfaction	Pearson Correlation	1	.043
	Sig. (2-tailed)		.651
	N	114	114
Absenteeism	Pearson Correlation	.043	1
	Sig. (2-tailed)	.651	
	N	114	114

*Table 4.12 Pearson’s Correlation Analysis of Job Satisfaction and Employee Absenteeism*

A Pearson’s Correlation Analysis was used to assess the relationship between Job Satisfaction and Employee Absenteeism. According to Table 4.12, there is very low positive correlation between variables at  $r=0.043$ ,  $n=114$ ,  $p=0.651$ . Thus, Job Satisfaction does not influence employees to be absent from work.

#### 4.5 Standard Multiple Regression

A Multiple Regression Analysis was performed to assess whether Job Stress, Work-Life Balance, and Job Satisfaction has a significant impact on Employee Absenteeism. It can be said, that these three predictors explained 26.1% of the variance.

##### 4.5.1 Model Summary

###### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.511 <sup>a</sup>	.261	.241		.74471

a. Predictors: (Constant), Job Satisfaction, Job Stress, Work-Life Balance

b. Dependent Variable: Employee Absenteeism

Table 4.13 Model Summary

Model Summary shown in Table 4.13 includes three predictors which are Job Satisfaction, Job Stress, and Work-Life Balance and an outcome which is Employee Absenteeism. These predictors have an influence on outcome and the Model Summary determines whether they have a significant impact on an outcome or not. The R value determines strength of relationship between Employee absenteeism and predictors (Work-Life Balance, Job Stress, and Job Satisfaction) which are computed together. As can be seen from Table 4.13, the R value is moderate at 0.511 and this model has a moderate level of outcome prediction. The Coefficient of Determination or R Square indicates what percentage of the outcome variable is explained by three predictors. In this study,  $R^2=0.261$  or 26.1%. Hence, only 26.1% of Employee Absenteeism is explained by predictors (Work-Life Balance, Job Stress, and Job Satisfaction).

4.5.2 ANOVA

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.599	3	7.200	12.982	.000 <sup>b</sup>
	Residual	61.006	110	.555		
	Total	82.604	113			

a. Dependent Variable: Absenteeism

b. Predictors: (Constant), Job Satisfaction, Job Stress, Work-Life Balance

Table 4.14 ANOVA

ANOVA test is commonly used to identify whether the Model is a significant predictor of the outcome variable. According to Table 4.14, we got a significance level or *p*-value of 0.000 which is less than 0.05 and  $F(3,110)=12.982$ . It means that the Regression Model significantly predicts Employee Absenteeism.

4.5.3 Coefficients

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.862	.587		1.468	.145
	Job Stress	.387	.099	.341	3.909	.000
	Work-Life Balance	.290	.091	.284	3.186	.002

Job Satisfaction	-.007	.121	-.005	-.055	.956
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a. Dependent Variable: Absenteeism Table 4.15 Coefficients

As Table 4.15 shows, significance level of Job Stress and Work-Life Balance significantly contributed to the model at  $p=0.000$  and  $p=0.002$  respectively, whereas Job Satisfaction did not significantly contribute to the model at  $p=0.956$ . The information about relationship between predictors and outcome variable is given by the Unstandardized Beta Coefficient and since there is a positive relationship between Job Stress, Work-Life Balance Employee Absenteeism and negative relationship between Job Satisfaction and Employee Absenteeism, following statements are created:

- Job Stress ( $B_1=0.387$ ): as level of Job Stress increases by one unit on the level of job stress scale, Employee Absenteeism increases by 0.387 units.
- Work-Life Balance ( $B_2=0.290$ ): as lack of Work-Life Balance increases by one unit on the lack of work-life balance scale, Employee Absenteeism increases by 0.290 units.
- Job Satisfaction ( $B_3=-0.007$ ): As lack of Job Satisfaction increase by one unit on the lack of job satisfaction scale, Employee Absenteeism decreases by 0.007 units.

There is a statistical equation derived from the model:

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3$$

- Where Y represents the outcome variable
- $X_1$  represents the first predictor variable
- $X_2$  represents the second predictor variable
- $X_3$  represents the third predictor variable

$$\text{Employee Absenteeism} = B_0 + B_1 \text{ Job Stress} + B_2 \text{ Work-Life Balance} + B_3 \text{ Job Satisfaction}$$

#### 4.6 Hypothesis Confirmation

Research Hypothesis	Pearson`s	Standard Multiple Regression	
	Correlation	(R-square=0.261)	
	<i>r</i> -Value	<i>p</i> -Value	Results
H <sub>1</sub> : There is a significant relationship between Job Stress and Employee Absenteeism	$r=0.436$ (Moderate, Positive)	$p=0.000$	H <sub>1</sub> : Accepted
H <sub>2</sub> : There is a significant relationship between Job Stress and Employee Absenteeism	$r=0.397$ (Moderate, Positive)	$p=0.000$	H <sub>1</sub> : Accepted

H<sub>3</sub>: There is a significant relationship  $r=0.043$   $p=0.651$  H<sub>1</sub>: Rejected  
 between Job Satisfaction and Employee Absenteeism (Negligible, Positive)

Table 4.16 Hypothesis Confirmation

#### 4.7 Discussion

In order to assess **Hypothesis 1 (H<sub>1</sub>: There is a significant relationship between Job Stress and Employee Absenteeism)** two tests were conducted. The first test (Table 4.10) was Pearson's Correlation Analysis ( $r=0.436$ ,  $p=0.000$ ). According to this analysis, Job Stress correlation is significant at the 0.01 level (2-tailed). The second analysis performed was the Standard Multiple Regression Analysis shown in the Table 4.15 ( $p=0.000$ ). Both analyses confirm H<sub>1</sub> and prove that increase in level of Job Stress subsequently increases level of Employee Absenteeism. Hence, **H<sub>1</sub> is accepted.**

Therefore, the management of Middle eastern Airways should understand that Job Stress is a predictor of Employee Absenteeism and allocate more resources on reducing it.

In order to assess **Hypothesis 2 (H<sub>2</sub>: There is a significant relationship between Work-Life Balance and Employee Absenteeism)** same tests were used (Pearson's Correlation and Standard Multiple Regression). As Table 4.11 shows, Pearson's Correlation Analysis suggested that there is a significant correlation between variables at 0.01 level (2-tailed) and  $r=0.397$ ,  $p=0.000$ . According to Table 4.15, Standard Multiple Regression test suggested that an increase in lack of Work-Life Balance will result subsequent increase of Employee Absenteeism, and  $p=0.002$ . Therefore, both analyses suggest that there is a relationship between Work-Life Balance and Employee Absenteeism, and **H<sub>2</sub> should be accepted.**

The management of Middle eastern Airways should understand that lack of Work-Life Balance leads to Employee Absenteeism.

Same two analyses (Pearson's Correlation and Standard Multiple Regression) were conducted to assess **Hypothesis 3 (H<sub>3</sub>: There is a significant relationship between Job Satisfaction and Employee Absenteeism)**. According to results of Pearson's Correlation Analysis (Table 4.12), there is insignificant relationship between two variables ( $r=0.043$ ,  $p=0.651$ ). As Standard Multiple Regression test (Table 4.15) shows, there is insignificant relationship between variables ( $p=0.956$ ). So, both tests suggest that there is insignificant relationship between Job Satisfaction and Employee Absenteeism, and **H<sub>3</sub> is rejected.** Level of Job Satisfaction has no or very limited influence on being absent from the workplace. It may be explained by the fact that employees have an obligation to go to work and their level of job satisfaction does not affect their absence rates since they are earning money.

It can be concluded that Employee Absenteeism is significantly affected by level of Job Stress and Work-Life Balance and insignificantly affected by level of Job Satisfaction.

#### 4.8 Summary

In this chapter were introduced various models and analyses which are relevant to the purpose of this study. There were presented descriptive statistics, tests of data normality, correlation and regression analyses which assessed all independent variables (Job Satisfaction, Job Stress, Work-Life Balance) and dependent variable (Employee Absenteeism) and the relationship[ between them. At the end it was concluded that Job Stress and Work-Life Balance are predictors of Employee Absenteeism and Job Satisfaction has very limited influence on dependent variable.

### CONCLUSION AND RECOMMENDATION

#### 5.1 Summary of Findings

Summary of findings is presented below starting from demographic findings to statistics analyses.

##### 5.1.1 Demographic Analysis

Respondents' demographic information was assessed, and it can be concluded that majority of respondents were females (Table 4.2), while majority of respondents were aged between 20 and 29 (Table 4.1). Moreover, there was a prevalent number of non-married respondents (Table 4.3) and majority of respondents have done they bachelor's degree (Table 4.4). Lastly, most of respondents have been working for Middle eastern Airways for 10 years and more (Table 4.5).

##### 5.1.2 Inferential Statistic Findings

Pearson's Correlation analysis was conducted to assess relationship between variables (Table 4.9). Test results suggest that there is a positive moderate relationship between job stress and employee absenteeism ( $r=0.436, p<0.01$ ), work-life balance and employee absenteeism ( $r=0.397, p<0.01$ ) and negligible positive relationship between job satisfaction and employee absenteeism ( $r=0.043, p>0.05$ ).

Standard Multiple Regression analysis determined that R-square was equal to  $R^2=0.261$  or 26.1% (Table 4.13). It means that job stress, job satisfaction and work-life balance computed together explain only 26.1% of employee absenteeism. Next, Coefficients table (Table4.15) analyzed the level of significance that each variable has on employee absenteeism. It may be concluded that job stress and work-life balance has a significant impact on employee absenteeism, at  $p=0.000$  and  $p=0.002$  respectively. However, job satisfaction did not have a significant impact on employee absenteeism, with  $p=0.956$ .

So, based on findings from Pearson's model and Standard Multiple Regression model, Hypothesis 1 and Hypothesis 2 were accepted, whereas Hypothesis 3 was rejected since it has non-significant contribution to employee absenteeism.

##### 5.1.3 Hypothesis Decision Making

#### Hypotheses

#### Results



**H<sub>1</sub>:** There is a significant relationship between Job Stress and Employee Absenteeism **H<sub>1</sub>: Accepted**

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**H<sub>2</sub>:** There is a significant relationship between Work-Life Balance and Employee Absenteeism **H<sub>1</sub>: Accepted**

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**H<sub>3</sub>:** There is a significant relationship between Job Satisfaction and Employee Absenteeism **H<sub>1</sub>: Rejected**

*Table 5.1 Hypotheses decision making*

## 5.2 Implications

### 5.2.1 Managerial Implications

This study has a great contribution towards understanding why employees are being absent from their scheduled work. It found out that job stress and work-life balance significantly influence employee absenteeism, whereas job satisfaction does not. Hence, HR managers of Middle eastern Airways should focus more on reducing level of stress created at the workplace and do not place burdens on employees to work overtime, since they will face a lack of work-life balance and high stress levels which subsequently will lead to absence. What is more, managers should decrease their focus on employees' job satisfaction since it does not influence absenteeism. Since employee absenteeism is devastating for the company, they should change the way of treatment employees. If they focus more on eliminating job stress and increasing level of work-life balance, both employees and employer will benefit because employees will be less frequently absent and able to do their works effectively and efficiently, from which employer will benefit.

### 5.2.2 Academic Implications

This research identified that job stress and work-life balance significantly influences employee absenteeism while job satisfaction does not. So, this study significantly contributes to knowledge regarding employee absenteeism and people may use it as a reference for further research or just to find out what are the predictors of employee absenteeism.

## 5.3 Limitations of the Study

This research was conducted with a limited number of Middle eastern Airways employees. In particular, out of 15,000 employees only 114 participated. Although there were enough respondents to obtain a dataset and subsequently test hypotheses developed in this study, it would be much better if the sample size was larger, at least more than 114 samples. Thus, by having a larger sample size data will be more accurate and even results may differ from what we got in this research.

As this study is cross-sectional, it was limited to a certain amount of time since there were deadlines established to submit it and very limited time to meet the deadlines. It should be said that only limited amount of data may be obtained during a short time-period, and it would be better to conduct same research for a longer period of time to gain more responses and more reliable data.

#### 5.4 Recommendations

Larger sample size is important for any study since researcher is getting more responses and subsequently more data. When larger dataset is obtained, then there is a broader picture of how job satisfaction, job stress, and work-life balance affect employee absenteeism at Middle eastern Airways. As this research was conducted with a sample size of 114 employees, it is suggested to increase the sample size to 200 or even more. It is suggested for future researches to use a longitudinal approach. Compared to cross-sectional, longitudinal takes more time to collect data from samples which may lead to different results and the broader picture will be seen. As this study of how job stress, work-life balance, and job satisfaction affect employee absenteeism at Middle eastern Airways explained only 26.1% of employee absenteeism (Table 4.13), it is suggested to other researchers to pick up other variables which possibly may influence employee absenteeism, such as age, turnover, or transportation.

#### 5.5 Conclusion

This study was designed to find out how job stress, job satisfaction, and work-life balance affect employee absenteeism at Middle eastern Airways. It was confirmed by various statistical analyses that both job stress and work-life balance has a significant impact on employee absenteeism. However, it was found out that job satisfaction has insignificant and very limited relationship with employee absenteeism, so the hypothesis regarding significant relationship between job satisfaction and employee absenteeism was rejected. But, both hypotheses 1 and 2 were accepted with regards that there was a significant relationship between job stress and work-life balance and absenteeism.

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