

Absenteeism: Consequences for the Organization

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Abstract

The issue of absenteeism is increasingly present within organizations, generating great concern among managers, since employee absences negatively impact productivity and product costs. The overall objective of this research is to verify why people are absent from work and what consequences absenteeism generates for the organization. Therefore, the following specific objectives were outlined: to identify the main factors that cause absenteeism; to verify the impacts of absenteeism on productivity; and to evaluate strategies to minimize absenteeism. To provide a foundation for understanding absenteeism, the topics of human resource management and quality of work life (QWL) were also addressed, as they are complementary subjects to the proposed study. The data approach in this research is both qualitative and quantitative, of an applied nature. Regarding the method, exploratory and descriptive research was used, employing a case study for data analysis and contextualization. A closed-ended questionnaire was used with employees of a metallurgical company in the Serra Gaúcha region, in addition to a semi-structured interview with the human resources manager. The results were analyzed and compared with the literature review.

Keywords: People management. Quality of life at work. Absenteeism .

Introduction

The term absenteeism began to be used after the Industrial Revolution; however, employee absences have been occurring for much longer. During the slavery period in ancient Egypt, people who did not show up for work were severely punished in an attempt to make them more diligent and serve as an example to others. Over time, along with the evolution of society, the employers' perspective changed, replacing harsh punishments with milder ones. Currently, the most common way organizations reduce absenteeism is by seeking to motivate and engage workers, acting preventively rather than remediating.

Absenteeism means an employee's failure to show up at their workplace during the period they should be performing their duties. Absence can be for extended periods, such as days, weeks, or even months, but it can also be due to simple lateness or early departures, since the worker will not be producing during that absence. When an employee does not show up for work, it causes negative consequences for the company, mainly in reduced productivity and a lack of quality in products and services. Absence also implies problems for the employee themselves, as there will be salary deductions in cases of unjustified absences, in addition to the risk of dismissal in case of recurring absences.

There are several factors that cause absenteeism. Among the most common are illnesses, lateness and early departures, family problems, personal problems, financial problems, transportation problems, excessive pressure for results, impossible goals, work overload, unprepared management, lack of career plan, disorganization, troubled relationships, lack of ethics, poor communication, unhealthy work environment, among others. Lee and Ericksen (1990) explain that absenteeism is directly related to job satisfaction, where the employee's absence can be seen as a way to escape existing problems in the work environment.

Daft (1999) reports the importance of identifying the causes of absenteeism, because only after they are identified will it be possible to seek the necessary actions to remedy them. To reduce absenteeism, the worker needs to be aware of their importance within the organization and the problems that their absence will cause. Penatti Filho (2006) adds that the causes of absenteeism are psychological, physical, or environmental in nature, and it is up to managers to detect and act upon the factors found.

Fernandes (1996) highlights that quality of work life (QWL) also impacts employee satisfaction and motivation. Conceptually, QWL seeks to reconcile the interests of employees and companies by offering appropriate working conditions for task completion. Organizations that strive for employee satisfaction and well-being experience fewer absences and consequently higher productivity.

This study has the general objective of verifying why people are absent from work and what consequences absenteeism generates for the organization. To this end, the following specific objectives were outlined: to identify the main factors that cause absenteeism; to verify the impacts of absenteeism within the organization; and to evaluate strategies to minimize absenteeism. Therefore, through the proposed objectives, the aim is to answer the following research question: why are people absent from work and what are the consequences absenteeism generates for the organization?

According to Gerhardt and Silveira (2009), regarding objectives, exploratory analysis seeks to provide greater familiarity with the problem and also to identify the causes that contribute to the occurrence of events. Therefore, it aims to clarify the reasons why the phenomenon occurs, through the results obtained in the research. Gil (2002) adds that objectives are essential for the exploration to follow the desired path. The general objective refers to the management of the research, that is, the central idea of the work, while the specific objectives envision what should be obtained in each phase, contributing to the achievement of the general objective.

To justify this research, it is important to note that this is a matter of extreme importance, which can help organizations find solutions to absenteeism, making them more productive and qualified. With strong market competition and increasing globalization, the issue of absenteeism is becoming increasingly present within organizations. Absenteeism is generating numerous concerns for managers, after all, it has a direct impact on company productivity and product costs.

The following chapters are structured, beginning with a literature review, providing a foundation for people management, quality of work life (QWL), and absenteeism. Relating these topics, the detailed methodology of the final course project (TCC) will then be explained.

Literature

This chapter will present the main concepts that underpinned the development of this research. These are foundations related to human resource management, quality of work life (QWL), and absenteeism. Considering the objectives proposed by the project, the topics and their segments will support the researcher in compiling ideas, knowledge, and suggestions.

2.1 Human Resource Management

According to Vilas (2009), the human resources department consists of developing practices for the processes of planning, organizing, directing, and controlling people in an organization. These processes promote more efficient employee performance, with the aim of achieving organizational and individual objectives, directly or indirectly related to the company.

Historically speaking, Caldas (2015) mentions that, with the emergence of classical management theory and bureaucracy theory, the process of standardizing people management, based on authoritarianism, began. The personnel department was the first major historical design of the people management model. On the company's side, there was significant control of procedures and tasks, a type of paternalistic and authoritarian authority. On the employees' side, there was low workforce qualification, but great obedience to the orders received (LACOMBE; BENDASSOLLI, 2004).

After the end of World War II, industries, transportation, and the media began transformations that intensified. Organizations started seeking professionals based on their qualifications, developing, motivating, and evaluating them. It is through this process that the best professionals are found (MELO, 2012).

The first human resources departments emerged during the neoclassical industrialization period, also known as the post-war period, replacing industrial relations departments with more specialized responsibilities such as recruitment, selection, training, and employee evaluation. Studies on human behavior in organizations increased significantly during this period, incorporating topics such as leadership, motivation, conflict resolution, participation in decision-making, well-being, leisure, and health (TONELLI; LACOMBE; CALDAS, 2002).

According to Ulrich (2001), managers used to view the role of human resources simply as an executor of operational functions. HR focused only on managing routine activities, such as payroll and other mechanized tasks, without participating in the strategic part of the company. Starting after the Second World War, personnel management began to focus more on working conditions, the benefits provided to its employees, and assisting managers and directors in their decision-making (GIL, 2001).

In the old way of managing, employees were seen only as standardized machines, being treated as mere production resources (COSTA, 2010).

Chiavenato (2010) follows the same line of reasoning and mentions that human resource management is ceasing to be a department focused on the past, based on the traditional model and retrograde thinking, to establish itself in an area inclined towards the future and the destiny of the organization. This will be human resource management for the present and the future, but for this to happen, old mental models need to be overcome. Through this new vision, organizations will begin to view people as beings endowed with intelligence, knowledge, and skills, thus becoming new partners of the organization. This new perspective on people management will provide a competitive advantage over other organizations that still insist on working under the traditional management model (VILAS, 2009).

According to Claro and Nickel (2002), further emphasizing the changes that have occurred over time, the human resources department has evolved from a simple personnel department into a transformation department within the organization, providing changes and offering support when they are implemented. The work performed by employees should not be considered merely as an activity aimed at production, but also as a very important factor in human relations and society as a whole (SILVA, 2007).

According to Martin (1996), HR has assumed a new vision and new responsibilities within companies. Toledo (1986) adds that HR is the area of administration that develops all actions that seek to integrate the worker within the characteristics of the company, resulting in increased productivity. The human resources professional needs It is important to know how to differentiate and understand the people you work with, as they have different personalities, cultures, life stories, and profiles. In addition to different personal characteristics, individuals have different

characteristics related to work, such as knowledge, experience, skills, and abilities appropriate to the management of organizational resources (RIBEIRO, 2005).

The author Coutinho (2006) emphasizes that human resource management is based on the fact that an organization's performance depends profoundly on the contribution of the people who compose it and on how they are organized, stimulated, trained, how they are treated in the work environment, and the importance of a positive organizational climate. Human resource management also addresses how the company hires and manages people. These activities involve performance evaluation, training, development, and employee retention. Furthermore, individual negotiation processes and negotiations with groups of employees affiliated with unions are also related to human resource management (BOXALL; PURCELL, 2003).

Training is one of the main ways to develop employees' skills, adapting them to the needs of the tasks and the organizational culture of the company. Training can be defined as a set of actions that seek to achieve certain objectives, guidelines, and adaptation within the organization's culture, aimed at the training, updating, and development of employees. The more knowledge and skills people have, the higher their qualifications will be, bringing personal and organizational benefits. Companies are always seeking productivity and efficiency in results; therefore, employee training is crucial for achieving objectives (SOUZA, 2011).

There is a relationship between the goals of individuals and the goals of companies; therefore, it is up to the human resources department to act as an intermediary in this process, knowing how to leverage the positive aspects of both sides for the greater good, the success of the organization. It is worth noting that individuals join an organization expecting their personal satisfaction to outweigh their efforts. The organization, in turn, expects each individual's contribution to be greater than the costs generated by their presence within the company (ORLICKAS, 2002).

Xavier (2006) emphasizes the importance of managers knowing the needs and expectations of the people they work with. Based on the knowledge acquired, strategies can be created to engage employees, generating a productive agreement that helps achieve goals.

For a company to be successful, it must consider its entire organizational structure, not just its financial resources. Within the organizational structure, there is also human capital, which is of

essential importance, as it is people who have the capacity to think. With the imminent globalization of business and market competition, the watchwords have become productivity, quality, and competitiveness (Chiavenato, 2000).

Human resource management should not only benefit the company's clients or users, but all members who participate directly or indirectly in the organization. This group of members consists of suppliers, employees, third parties, managers, directors, clients, users, investors, capitalists, intermediaries, among others. Whenever possible, companies should also benefit the most disadvantaged communities and society as a whole (CHIAVENATO, 2011).

According to Fleury (2000), companies are investing in gender and racial diversity, recruiting more women and Black people to join their workforce. When companies hire employees, they seek to meet their needs through the service provided by those individuals, always aiming for profit and organizational growth. In addition to company growth, the offering of new jobs contributes to societal development. Migliolli (2018) complements this by emphasizing the importance of companies investing in diversity-related practices, as well as their concern for social responsibilities.

Currently, organizational environments are made up of cultural diversities, challenging the people management model that traditionally values a uniform organizational culture. The intention was for the profile of the working class to be homogeneous without differentiation; however, with the need for specialization on the part of employees, a heterogeneous organizational model is increasingly being adopted (CASTRO; PEZARICO; BERNARTT, 2019).

According to Mascarenhas (2008), human resource management has the duty to align the company with the external environment, analyzing competitors and market competitiveness, in order to develop the company and make it capable of achieving its desired objectives. Also within the external environment, it is very important to understand the culture in which the company is embedded, as the company and society need to complement each other. In addition to the external environment, the internal environment must also be aligned with the company; after all, only through internal knowledge can strategies be defined to increase productivity and organizational development.

Companies possess diverse knowledge acquired throughout their existence, providing competitive advantages over their competitors. Employees, in turn, possess skills and professional experiences that may or may not be being used by companies. While companies transfer their knowledge to people, making them more prepared and suited to organizational needs, people also transfer their learning to companies. This exchange of knowledge and experiences helps in facing new challenges, whether personal or professional (DUTRA, 2002).

2.2 QUALITY OF LIFE AT WORK (QWL)

Although the pursuit of quality of life at work began around the 1950s, the term "quality of life at work" (QWL) was only coined in the 1970s. QWL originated due to the success of companies that already used management techniques focused on employee well-being. Over time, the search by workers for comfort and satisfaction in the work environment became increasingly visible (Chiavenato, 2004). Limongi-França (2012) adds that the academic and business sectors have increased their interest in the topic of quality of life at work. In addition to factors directly related to worker satisfaction, another relevant factor is the impact that technological growth is having on labor relations.

According to Ramos (1995), the main objective of QWL is to keep employees motivated, addressing the needs and aspirations they naturally possess. Quality of life can be defined as the harmony between various factors, such as work, leisure, health, family, sex, and spiritual development.

Expanding on this topic, Timossi (2009) mentions that several models have been developed to identify the main factors that influence quality of life at work.

Limonge - France (1996) developed another model for QWL called the Biopsychosocial and Organizational Model (BPSO). This model exhibits a broader system and consists of a set of indicators used to analyze the quality of work life in companies.

Davis and Werther (1983) mention other factors that influence QWL and make employees more engaged with their job and the company. Among the main ones, they cite supervision, benefits, adequate remuneration, career plan, and working conditions. Bom Sucesso (1997)

follows the same line of thought and cites other factors that influence the quality of life at work and that require special attention from companies: the image that the company presents to society, employee self-esteem, pride in the work done, and the balance between work and leisure time.

According to Jimenez (2014), QWL can be conceptualized as a management tool focused on employees, with the purpose of making the work environment healthy and conducive to employees performing their tasks efficiently. Moretti (2007) adds that quality of life at work is related to the well-being of employees, therefore it is up to managers to keep them motivated and satisfied with their work.

Internal *marketing* is also considered a tool to improve the quality of life at work, as it consists of developing techniques aimed directly at the internal audience. Companies that practice *internal marketing* have several advantages over others, since employees are aligned with the organization's objectives. One of the premises of *internal marketing* is that employees should be considered as internal clients of organizations who need satisfaction, motivation, and a healthy work environment in order to produce quality work for the end customer (BEKIN, 2004).

Employees seek satisfaction in the work they perform, while companies seek increased productivity and quality generated by employee satisfaction. Human beings are endowed with physiological and psychological needs; therefore, it is necessary for companies to understand and meet these needs through a good work environment, since employees spend a large part of their day inside the company (VARGAS, 2010).

According to Gonçalves (2000), when discussing QWL (Quality of Working Life) in family businesses, the complexity of the topic becomes apparent, considering that these companies present several unique characteristics. Their culture is a direct reflection of the values of their owners, completely influencing the type of management used and decision-making. According to Donnelley (1976), family businesses are defined as organizations whose management control is held by members of the same family. Bornholdt (2005) adds that assigning managerial positions to family members, who typically lack the necessary technical skills, leads to flawed decisions that harm company productivity.

Still within the theme of family businesses, Souza (2010) highlights that disagreements among family members directly impact relationships with employees, harming the work

environment as a whole. Generally, within this type of company, family interests are placed above business interests. Vidigal (1996) adds that these characteristics cause various conflicts of interest, such as family conflicts, conflicts regarding ownership, and conflicts related to the control and management of the company, harming relationships and the organizational environment. Conflicts negatively affect the physical and mental health of employees, as well as job satisfaction and the level of QWL (DESCANIO, LUNARDELLI, 2007).

According to Ferreira, Alves, and Tostes (2009), current QWL policies have a mitigating and compensatory character, meaning they only momentarily alleviate the problems caused by the intensification of work in the current scenario. For Padilha (2010), QWL practices are being used only as a safety valve, acting as a kind of analgesic to minimize the discomfort generated by poor work environments, without addressing the true root causes of organizational problems. Within this current context, companies are creating beautiful and attractive spaces to try to minimize the sacrifices generated by work. Areas related to sports and leisure are being implemented in order to make QWL more satisfactory for employees (PADILHA, 2008).

According to Prestes (2017), there is a constant search for improvements in QWL (Quality of Working Life). In 2011, the National Policy on Occupational Safety and Health (PNSST) was published, with the aim of promoting health and improving the quality of life of employees. The PNSST emerged to ensure workers are protected from accidents and health risks within an organization. In addition to establishing guidelines for worker health, the National Policy on Occupational Safety and Health includes programs that help employees understand institutional practices, both individually and collectively.

Despite the association between QWL (Quality of Working Life) and job security, the benefits are much broader, since employees become more motivated, participate in decisions, and disseminate knowledge (LIMONGI-FRANÇA, 2012).

2.3 Absenteeism

Absenteeism means the habit of not showing up for work or all absences from work. Organizations have contracts, supported by laws, that establish how employees should attend

work, specifying the days and times the employee must be present at work (AGUIAR; OLIVEIRA, 2009).

According to Quick and Lapertosa (1982), the term absenteeism originates from a model of agricultural exploitation where an agent acted as an intermediary between the farmer and the landowner. The expression was widely used when landowners migrated to the cities and left the hard work of the farm to employees. Over time, the term absenteeism has changed and today it is used to refer to absence from work, when attendance is mandatory.

According to Bassi (2010), absenteeism is the expression used to indicate Employee absenteeism, highlighting recurrence and other key characteristics. time span of absences. Therefore, absenteeism is understood to be determined by absence from the work environment, which could include, for example, absences due to illness, absences for personal reasons, engaging in other activities during working hours, or extending breaks. Lunch, snacks, and rest breaks, and being absent without permission. Absenteeism constitutes the sum of the periods in which employees are not at work, whether due to absence, leave, or some other reason. Tardiness. Absence from work is directly linked to low productivity, which ultimately reflects negatively on the company's results (NETO, 2006).

Jorge (1995) views absenteeism as absences from work due to unjustified absences and absences due to medical leave, that is, unscheduled absences. Vacations are excluded from this group, as they are considered planned absences within a work schedule, where the employer can organize this absence in advance within the workforce.

Absenteeism rates can increase due to the so-called "cascade effect," which consists of problems generated by the redistribution of other team members to meet the needs created by the employee's absence. The dissatisfaction of other employees also affects turnover rates, which in turn leads to higher costs for organizations (MARTINATO, 2010).

According to Affonso (2014), absenteeism is considered the main factor indicating employee dissatisfaction or maladjustment to their work. An employee's failure to appear at their workplace clearly points to a lack of fulfillment of their expectations. Antunes (2015) adds that

absenteeism is present in various work classes, such as industrial classes, rural classes, salaried jobs, outsourced jobs, and temporary jobs.

For a company, having employees does not mean they will work the entire workday. Employee absenteeism causes several problems and distortions related to productive capacity, as many delays in product delivery are due to decreased productivity caused by a lack of manpower. The opposite of absenteeism is presence, that is, the time the employee spends at work. Furthermore, delivery times and operational costs are usually calculated based on presence (SIQUEIRA, 2013).

2.3.2 Reasons for absenteeism

The most well-known causes of absenteeism are forced postures, unhealthy working conditions and ergonomic problems, strenuous movements mandated by the job, psychological pressure, pressure for results, unattainable goals, lack of infrastructure, poor work environment, tension, and constant fear of losing one's job. Absenteeism is not linked to negligence or laziness on the part of workers, but rather to work-related problems, considered an indicator of low quality of life for the employee (ALVES, 1996).

The likely factors that generate absenteeism may include inhumane working conditions, lack of ethics, workplace harassment, stress, depression, lack of autonomy, and lack of identification with the work. An employee who only works on a small part of the process, without understanding the company as a whole, does not know the true meaning of their work, missing the opportunity to interact and improve their activities. In this way, the individual ends up dissatisfied, demotivated, and automatically moves towards absenteeism (LACH, 1999).

Zapelini (2002) mentions that, according to research, a deficient work environment has a direct impact on absenteeism and turnover in organizations. Each company has its own defined work methods based on its culture; therefore, the level of absenteeism is relative and varies from one organization to another. Also related to the work environment, Balerini (2003) states that workers exposed to heat, noise, vibrations, chemicals, and a lack of ergonomics are much more prone to developing illnesses, which directly affects absenteeism.

Jucius (1979) cites several other reasons that cause absenteeism in organizations, such as repetitive activities that generate occupational diseases over time, poor working conditions, and other related problems. Personal matters also have a significant impact, such as the negative influence of others, family problems, and even bad weather. Furthermore, social and economic problems also increase absenteeism levels in companies.

As seen above, there are many reasons why people are absent from work, but, according to Nogueira and Azevedo (1982), a very common practice is for employees to not show up for work and bring medical certificates, even if the reasons are not health-related. According to the legislation, medical certificates usually excuse absences, allowing unscrupulous people to take advantage of the situation. This practice ends up generating doubts among managers, as they cannot know if the employee is really sick or if they just want to be absent from work for any reason.

2.3.4 Impacts of absenteeism on companies

Aguiar and Oliveira (2009) describe the various causes and consequences of absenteeism in an organization. This generates great concern among business owners, as it impacts the quality of services and products offered, overburdens and demotivates present employees, causes delays in deliveries, and reduces productivity. In addition to the consequences for productivity, there is also demotivation among employees who are usually present at work, since they have to compensate for the absences of others with more effort and without rewards (SUKUMARAN; ALAMELU, 2014).

The main impact that absenteeism generates for the organization is directly related to costs, which, in turn, are divided into two... Groups: financial and economic. Financial costs are direct costs and These tasks relate to hiring, training, firing, and other aspects of the process. An organization that meticulously follows all these steps can generate costs equivalent to two projected salaries per position, without... Consider the cost of dismissal, which varies as it depends on the length of time. Worked, cost of notice period, 13th salary and termination penalty. Thus, one can get an idea of the great impact that absenteeism can generate in relation to organizational costs (ECKERT, 2011).

Silva (2014) highlights that absenteeism also generates indirect costs for the organization, as it has a direct impact on reduced productivity, increased production costs, lower quality products and services, disorganized activities, limited performance, inefficient work, and organizational problems.

Regarding the cost factor, Dutra (2009) mentions that this is the main impact generated by absenteeism, as the drop in sales and profits is caused by the increase in production costs. Costs increase due to the low productivity generated by absenteeism, since employees are absent and cannot perform their tasks. This absence from work triggers several extra costs, such as training costs, costs related to employee turnover, and costs associated with increased overtime. These extra costs are directly included in the final price of the product, negatively impacting the company's sales.

In addition to the previously mentioned impacts of absenteeism, such as high costs, low productivity, poor quality products, and delivery delays, Kotler (2002) discusses customer satisfaction. When a product or service is offered, the customer expects to receive it with quality and within the stated timeframe. The purchasing experience can generate pleasure, but if it does not meet expectations, it can lead to dissatisfaction and loss of customer loyalty. Almeida (1995) adds that customer satisfaction is a relationship between what the customer expected to receive and what they actually received.

2.3.5 Strategies to minimize absenteeism

Chiavenato (2000) emphasizes that motivation for attendance can be achieved through practices such as rewards for those who do not miss work and punishments for those who contribute to absenteeism. Motivation and satisfaction are essential for presence at work. The worker must have needs, desires, values, and interests that lead them to act in a committed way towards their tasks and the company, striving to achieve their professional satisfaction goals (SIQUEIRA, 1984).

Novais and Cardoso (2008) state that organizations need to seek alternatives that can fulfill the professional ambitions of their employees, improving their quality of life through economic and social incentives, in order to try to retain their workforce. Motivation represents a natural desire of individuals who engage in work tasks, considering the satisfaction it

can offer. People are looking for positions that can provide them with fulfillment, as well as being respected as individuals and valued through recognition of their work. (BERGAMINI, 2008).

According to Corrado (1994), another way to boost employee motivation is through *internal marketing*, since companies that use this tool have a higher level of commitment from their employees, which automatically generates greater quality and productivity. Prepared and motivated employees help companies reduce absenteeism rates (DESSLER, 2003).

Chiavenato (2004) also mentions other factors that managers should work on in order to motivate employees and make them more satisfied, more diligent, and more productive. Among the main factors are hygiene factors, working conditions, including physical conditions, benefits offered, salaries commensurate with the functions, and ethics in relationships. Hirschfeld (2002) adds that for the absenteeism rate to be reduced, employees need to have positive perceptions of the company where they work.

According to Shahid and Azhar (2013), those responsible for employee management should be aware that a good work environment helps keep them engaged in the organization's objectives. Engaged employees are more responsible and have fewer absences from work, thus delivering better results for the company, increasing productivity, generating more profits, and satisfying the customer. The more engaged the worker is, the lower the production cost will be, as fewer expenses will be generated by absences or resignations (BAKKER, 2011).

Alves (2011) emphasizes that organizations are introducing Quality of Life at Work (QWL) programs, where it is possible to develop and motivate employees. A healthy work environment is of paramount importance for employees to perform their tasks with commitment and quality. Communication is a very important factor in having a good work environment, because when expressed correctly, it generates trust, learning, mutual respect, and creates a bond between the parties involved. Communication also consists of knowing how to listen to the ideas of others in order to improve interpersonal relationships and achieve the proposed objectives (CUNHA, 2007).

According to Souto (1980), organizations that value their employees, prioritizing their safety and satisfaction, exhibit a lower absenteeism rate. Through this appreciation, employees feel more important and supported by the company. In-house services also help companies minimize absenteeism, such as transportation, meals, and medical services.

Tremblay (2003) emphasizes that companies need to understand that employees have a personal life in addition to their professional life, often requiring support and advice from managers.

2.3.6 How to calculate absenteeism?

The absenteeism rate is calculated by dividing the number of hours lost by the total number of hours planned. After the division, the result should be multiplied by 100 to find the result as a percentage (BANCALER, 2007).

According to Yeung and Bernan (1997), human resource indicators should be geared towards future activities, based on the results obtained. Efforts should be concentrated on the HR system as a whole, not just on the individual performance of employees. Brancato (1997) adds that organizations can only manage what has been measured, obtaining parameters for the pursuit of future improvements.

An employee's absence from work directly implies a failure to complete their tasks, overburdening other colleagues and decreasing productivity. In this context, absenteeism must be calculated and measured using indicators, because only through the data obtained can the causes of the problem be found, and thus action plans be developed to solve them (MARRAS, 2011).

Method

In order to achieve the objectives proposed in this project, some methodological procedures were established. According to Michel (2015), preparing a work means learning to organize one's own ideas, order the data, and use the necessary techniques to achieve the defined objectives. In addition to the knowledge acquired by the author of the work, the bibliographic research should be useful for other people who study the proposed topic.

Research methodology, according to Migueles (2004), is a combination of research methods and procedures, with the aim of collecting, structuring and Organizing data in a solid and credible way, serving as a basis for scientific interpretations. According to Kauark, Manhães and Medeiros (2010), research is characterized by seeking or searching for answers to a problem to be solved. In short, research is the main path to knowledge.

According to Marconi and Lakatos (2017), bibliographic research involves all published literature related to the study topic. Publications are found in books, journals, articles, newspapers, bulletins, research papers, theses, monographs, and more. Information obtained through electronic means is also widely used by researchers and is seen as a major advancement, as it facilitates access to the desired topic and provides faster updates (SOUZA; SILVA; CARVALHO, 2010).

According to Minayo (1993), research is a continuous and endless process, which should not be considered simply as a single, sovereign truth, but rather as an increment for future research. Following the same reasoning, Fachin (2003) emphasizes that research is an intellectual matter, in which the investigator seeks to acquire knowledge through the study of a specific topic and by exploring the continuity of new truths.

3.1 RESEARCH DESIGN

This work will be produced through a case study in a metallurgical company in the Serra Gaúcha region. To this end, the author will draw upon knowledge acquired through bibliographic analysis, as well as a questionnaire administered to the company's employees and a semi-structured interview with the HR manager.

Regarding the nature of the research, applied research was used. According to Silva and Menezes (2001), the main objective of applied research is to generate knowledge for the application of measures aimed at solving problems. Applied research seeks to produce foundations in order to motivate practices aimed at resolving internal issues, focusing on the speed and effectiveness of problem analysis, in order to subsequently solve them in the best possible way (GIL, 2002).

Regarding the data approach, both qualitative and quantitative research methods were used.

According to Flick (2008), qualitative research is used when there is an interest in describing and understanding the meaning of a phenomenon, not necessarily linked to the frequency with which it occurs. Qualitative research allows for greater familiarity with the subject matter and an increase in the range of ideas and discoveries about the topic. Qualitative studies are conducted using relevant methods and theories, based on the knowledge of different authors.

According to Minayo (1998), qualitative research operates in the field of reality that cannot be quantified, answering very specific questions. The main characteristics of qualitative research are flexibility in the research process, focus on interpretation, and concern for the overall context. Within qualitative research, the researcher exerts influence over the object studied, just as the object studied also exerts influence over the researcher (MOREIRA, 2002).

According to Creswell (2010), quantitative research is characterized by the collection of numbers, where the results can be quantified using statistical techniques to analyze and classify them. The main objective is to verify how the answers found fit into existing theories. Dalfovo , Lana, and Silveira (2008) add that quantitative research provides more assertive results, with a greater margin of safety, avoiding possible distortions in the analysis and interpretation of the data.

Mattar (2001) highlights that quantitative research seeks to validate assumptions through the use of organized data, analyzing a large number of cases. In the conception of quantitative research, the answers found are quantifiable through statistical techniques, allowing the results of the samples to be disseminated to a specific audience (MALHOTRA, 2012).

Regarding the objectives of this work, exploratory and descriptive research methods will be used.

According to Gil (2008), exploratory research is the foundation for a broad investigation, with the main objective of forming the problem or theories for future research. This type of research provides an overview of a given fact, presenting less rigidity in its planning. Exploratory research is recommended when the researcher wishes to broaden perspectives, conducting research on subjects that develop their knowledge (SAMPIERI; COLLADO; LUCIO, 2006).

According to Zikmund (2000), exploratory research is important even when the researcher already has knowledge about the subject matter, since there can be several different explanations for the same organizational fact. Exploratory studies are generally useful for exploring alternatives and discovering new concepts.

Selltiz , Wrightsman and Cook (1965) add that descriptive research seeks to describe a situation in detail, encompassing the particularities of the people and groups analyzed.

According to Triviños (1987), descriptive research aims to accurately describe the facts of a certain reality. Descriptive studies are used when the researcher wishes to understand a particular community, its main characteristics, values, and cultural problems.

Regarding the technical procedures, bibliographic and documentary research, surveys, and case studies were used.

Souza, Silva, and Carvalho (2010) highlight that bibliographic research is one of the best ways to begin a study, looking for similarities and differences between the researched materials, which will later be used in the theoretical framework. According to Gil (2002), bibliographic research is based on past data, that is, works recorded by previous studies, which assist the researcher on the desired subject.

According to Goode and Hatt (1969), a case study can be defined as a technique for observing social truth, constructing data through various techniques such as interviews, observations, and the collection of documents related to the object of study. For Roesch (1999), the strength of the case study lies in its ability to explore social processes relevant to organizations, allowing for their analysis and contextualization. Case studies are typically used when the author wishes to understand complex social phenomena or when the research requires a more extensive perspective. The main objective of a case study is to study a specific case, group, or organization (Yin, 2015).

Regarding the data collection instruments, a structured questionnaire, semi-structured interviews, documents, materials, and files were used.

According to Malhotra (2012), interviews allow the researcher to clarify various factors relevant to the subject studied, such as motivations, fears, beliefs, sentimental values, and culture. Through the data collected, it is possible to make a comparative, investigative, and more assertive analysis of the desired reality.

Table 1 briefly presents the research methodology used in this work.

Table 1 – Summary of the research methodology

Regarding nature	Applied
Regarding the data approach	Qualitative and quantitative
Regarding the objectives	Exploratory and descriptive
Technical procedures	Bibliographic, documentary, survey and case study.
Data collection instruments	Structured questionnaire
	Semi-structured interview
	Documents, materials and files

Source: prepared by the author (2022).

3.2 DATA COLLECTION AND ANALYSIS PROCESS

A closed-ended questionnaire was used with the organization's employees, in addition to a semi-structured interview with the human resources manager.

The semi-structured interview was developed and used by Mileide Quirino D'Avila (2018), as per Appendix A. The author will make some adaptations to make the questions suitable for this study. For the semi-structured interview, 12 open-ended questions will be asked to the HR manager, covering topics related to absenteeism and turnover.

The questionnaire was developed and used by Lauro Gildo da Silva Filho (2018), as per Appendix B. The author will make some adaptations to align the questions with the bibliographic references used. The structured questionnaire contains 25 closed-ended questions, 9 related to the respondent's profile and 16 related to absenteeism and people management in the workplace. Initially, a pilot batch will be applied to some employees to verify if respondents have any doubts or difficulties while answering the questions. The final results of this questionnaire will be analyzed and compared with the bibliographic references.

The specific questions about absenteeism were structured according to the Likert Scale, which provides the respondent with a wider range of answer options, even when dealing with closed-ended questions. According to Edmonson (2005), the response categories used in the Likert

Scale are generally structured in five levels of options; therefore, the interviewee is not limited to simply answering yes or no, since the response options are more comprehensive, specifying the degree of agreement with the statement. The Likert Scale is one of the most widely used models in studies because it is easy to understand and apply, and is adaptable to different research projects.

The results obtained will be interpreted and analyzed in a way that complements the bibliographic study, disseminating knowledge about absenteeism, as well as verifying the main causes and consequences of this phenomenon within organizations.

Result

The data was collected through a questionnaire with closed-ended questions, administered to the organization's employees, as well as a semi-structured interview with the human resources manager.

4.1 Questionnaire Applied to Employees

Regarding the employee questionnaire, a pilot batch was initially applied to 10 employees, with no questions from the respondents. After the positive *feedback* from the pilot batch, the structured questionnaire was applied to the remaining employees, with 206 respondents from various sectors of the organization.

The universe or population of the research refers to all 601 employees of the metallurgical company analyzed by the author. Given the total number of 601 employees, a portion of the population was selected, resulting in a sample of 206 respondents. In percentage terms, the number of responses obtained corresponds to 34.28% of the total number of employees.

For administrative and engineering areas, the questionnaire was administered directly via a Google *Forms link*. For production and third-party personnel, a printed sheet was provided for employees to manually mark their answers. The application was overseen by the author of the research and assisted by the leaders of the sectors involved. After the responses were obtained, they were transcribed into a *Google Forms document*. The tabulation of responses was done automatically by *Google Forms itself*, generating the necessary graphs for the questions developed in the study.

The structured questionnaire contains 25 closed-ended questions, the first 9 related to the respondent's profile and the other 16 related to absenteeism. The specific questions about absenteeism were structured according to the Likert Scale, providing respondents with five different levels of responses: never, rarely, occasionally, frequently, and always, as per Appendix B.

Question 1 represents the gender of the respondents, with the answer options being male, female, other, and prefer not to answer.

According to Carvalho, Junqueira and Andrade (2009), gender can be defined as a stereotype, a simple and partial representation based on perceived sexual differences. Through stereotypes, prejudices are manifested against men and women who do not conform to societal expectations.

Based on the results presented, it can be observed that 50.5% of respondents are male, 48.1% are female, 1% preferred not to answer, and 0.4% chose the "other" option.

Question 2 refers to the age range of the respondents, from a minimum of 18 years to 58 or more. According to Castro (2012), unlike education and professional qualifications, age is a particularity of each human being and cannot be acquired or altered.

As shown, the majority of workers are between 28 and 37 years old, corresponding to 30.1% of respondents, followed by 28.2% in the 18-27 age group, 21.8% between 38 and 47 years old, 15% between 48 and 57 years old, and 4.9% are 58 years or older.

Question 3 refers to the marital status of the respondents, presenting the following answer options: single, married, separated, divorced, and widowed. According to Martuccelli and Singly (2012), we are currently experiencing a democratization of family relationships and a search for personally satisfying relationships. The survey shows that 45.1% of the employees are married, 40.3% are single, 6.8% are separated, 6.8% are divorced, and 1% are widowed.

In question number 4, the number of children of the employees was questioned, ranging from no children to 4 or more children. According to Matos and Magalhães (2014), before having a child, the contemporary couple prioritizes the pursuit of individual projects and better economic conditions. It is observed that 44.2% of employees have no children, 28.6% have only 1 child,

19.4% have 2 children, 5.8% have 3 children, and 2% have 4 or more children. It is important to highlight that the majority of employees have children, reaching a total of 55.8%.

Question 5 refers to the educational level of the respondents, with the answer options being elementary school, high school, incomplete higher education, complete higher education, and postgraduate/master's/doctorate. According to Paschoal (2001), educational requirements vary depending on the position. Regarding education, the study shows that the majority of employees have completed high school, representing a total of 50.5%. This is followed by incomplete higher education at 18%, complete higher education at 12.6%, elementary school also at 12.6%, and 6.3% with postgraduate, master's, or doctoral degrees.

In question number 6, the number of people living with the interviewed employee was asked. According to Santos (2011), housing and urban space are fundamental to our lives. By right, all people need access to housing, regardless of whether or not they have money. Based on the results presented, it can be seen that 31.6% of employees live with their spouse and children, 21.4% live with their parents, 19.4% only with their spouse, 17% live alone, and 10.7% with other family members.

Question 7 refers to family income, where respondents were asked about the income range their family falls into. The results show that 21.4% fall into the range between R\$ 4,000.00 and R\$ 5,000.00, followed by 15% between R\$ 2,000.00 and R\$ 3,000.00, and finally, 9.2% fall into the range between R\$ 1,000.00 and R\$ 2,000.00.

Question number 8 refers to the length of time an employee has worked at the company, ranging from 0 to 1 year to more than 5 years. According to Mendes (2001), factors such as length of service and employee age are also causes of absenteeism. It is observed that 42.7% of respondents have worked at the company for 5 or more years, 18.4% between 0 and 1 year, 14.6% between 3 and 4 years, 13.1% between 1 and 2 years, and 11.2% between 2 and 3 years.

Question 9 represents the positions and functions performed by the respondents, offering the following answer options: production, administration, engineering, outsourced, and also the option "other". According to Zimpeck (1990), a position can be defined as a combination of functions related to the same sector of the company. It is observed that the majority of respondents

work in production, totaling 56.8%. Following this, 20.4% work in administration, 10.2% in other functions, 8.7% work in engineering, and 3.9% perform outsourced work.

From question number 10 onwards, more specific questions were applied to the term absenteeism. Question number 10 inquired about the degree of employee satisfaction with the work performed. According to Robbins (2006), job satisfaction can be defined as doing work that one enjoys and feeling fulfilled by the work performed. The data shows that 42.2% of respondents always like the work they perform, 32.5% frequently like it, 16.5% occasionally like it, 5.8% rarely like it, and 3.0% never like the work they perform.

Question 11 refers to remuneration, asking whether the employee considers their salary fair and consistent with the services they provide to the company. According to Nogueira (1980), remuneration should correspond to the effort given by the employee at work. Marras (2011) adds that the more the employee progresses in their level of skills and competencies, the more their remuneration should increase. It is observed that 30.1% rarely consider their remuneration fair, 25.2% occasionally, 20.4% frequently, 16% never, and finally, 8.3% always consider their remuneration fair.

In question number 12, respondents were asked if they have relationship problems with their colleagues. According to Cunha (2007), communication is very important for a good professional relationship; therefore, it is necessary to listen to and understand the perspectives of others. Based on the results presented, it is observed that 43.2% of respondents rarely have relationship problems with colleagues, 37.9% never have problems, 11.2% occasionally, 5.3% frequently, and 2.4% always.

Question number 13 asked whether employees have relationship problems with their superiors. Ausubel, Novak, and Hanesian (1980) highlight that well-structured dialogues between managers and employees can serve as tools to prevent absenteeism. The knowledge acquired between the parties generates a bond of trust and develops the relationship. 44.2% of respondents never have relationship problems with their superiors, 38.3% rarely have problems, 9.2% occasionally, 4.9% always, and 3.4% frequently.

With the intention of finding out if employees receive *feedback* from their superiors, question 14 asked about the frequency with which this occurs. According to Gil (2001), for

management to be efficient, employees must be guided within the company and *feedback must be applied* to their professional performance. It is observed that 30.6% of employees rarely receive *feedback* from their superiors, 26.7% never receive *feedback*, 17% frequently, 16.5% occasionally, and only 9.2% always receive *feedback* from their superiors.

Question 15 refers to pressure, asking employees if there is excessive pressure for results, or if productivity goals are consistent with productive capacity. According to Marins (2003), companies are currently in a great hurry and want results as quickly as possible. It is observed that 30.6% of respondents occasionally receive excessive pressure for results, followed by 27.7% who rarely receive excessive pressure, 18.9% who responded frequently, 12.6% always, and 10.2% never.

Question number 16 asked if employees feel overwhelmed with tasks. According to Chiavenato (2011), being overwhelmed with tasks is a sign of inefficient management. To reverse this situation, planning by supervisors is necessary, seeking alignment between human resources, financial resources, and raw material resources. According to the results presented, 33% of employees occasionally feel overwhelmed with tasks, 23.8% responded rarely, 22.8% frequently, 10.7% never, and 9.7% always feel overwhelmed.

In question number 17, respondents were asked if they experience any stress or anxiety while performing their tasks. Competition between companies, increasing globalization, and pressure for productivity generate stress for individuals. It was observed that 30.6% of respondents rarely feel stress or anxiety while performing their tasks, 24.8% occasionally, 21.4% frequently, 12.6% never, and finally, 10.7% always feel stress or anxiety.

In question number 18, it was asked whether employees feel tired or experience any type of pain while performing their tasks. According to Coelho and Reis (1998), the monotony of work and the repetitiveness of certain movements cause tension in muscles and ligaments, leading to pain in the body's joints during work.

Graph 18 shows that 35.4% of respondents rarely feel tired or experience any type of pain while performing tasks, 25.2% responded occasionally, 15.5% frequently, 14.6% never, and 9.2% always feel tired or experience some type of pain.

Question 19 refers to the work environment, asking employees how they consider the work environment in which they are involved. According to Alencar (1998), the work environment is an extremely important factor within companies, after all, a good work environment positively influences employee performance. As presented, 37.9 % of respondents frequently consider a good work environment, 30.6% responded that it is always good, 18.9% occasionally good, 8.3% rarely good, and only 4.3% never consider the work environment good.

Question number 20 asked whether the machines and equipment are appropriate for employees to perform their duties. It is the responsibility of managers to eliminate or minimize these possibilities, and 35.4% frequently consider the machines and equipment appropriate for the functions performed, 29.9% always consider them appropriate, 18.4% occasionally, 11.2% rarely, and only 5.9% answered never.

Question number 21 addressed whether employees feel motivated to work. According to Spector (2012), motivation can be defined as an internal state that leads a person to engage in certain actions. For Maximiano (2005), motivation is exclusive; it is impossible for a person to be motivated to do everything. An individual cannot be motivated to work and study at the same time. Regarding motivation, the survey shows that most employees frequently feel motivated to work, representing a total of 33%. Following this, 27.7% responded that they always feel motivated, 20.4% occasionally, 11.2% rarely, and 7.8% responded that they never feel motivated to work.

In question number 18, the frequency with which employees need to be absent from work was asked. According to Stockmeier (2004), absenteeism is defined as absence from work for any reason.

Regarding absenteeism, the data shows that 54.4% of employees responded that they rarely miss work, 18.4% responded that they never miss work, 17% occasionally, 7.3% frequently, and only 2.9% responded that they always miss work.

Question number 23 asked whether personal problems interfere with employees' professional performance. It was observed that 39.8% of employees responded that personal problems rarely interfere with professional performance, 39.3% responded that they never interfere, 12.6% that they occasionally interfere, 4.4% frequently, and 3.9% that they always end up interfering.

Question 19 refers to benefits, where employees were asked if the benefits offered by the company help motivate them. According to Rigotto (1998), when a company offers benefits, whether monetary or not, it promotes greater commitment from employees. According to the analysis, the majority of respondents always consider that benefits contribute to motivation, totaling 34%. Following this, 26.2% responded that they frequently contribute to motivation, 20.4% responded occasionally, 12.6% rarely, and only 6.8% responded that benefits never interfere with their motivation.

Question number 25 asked whether the company offers a career plan and opportunities for professional growth. According to Schuster and Dias (2012), a career plan is an excellent tool for professional growth, retaining new talent, and reducing absenteeism. With this practice, employees can visualize possible career paths within the company. As observed, 30.6% of employees responded that the company occasionally offers a career plan and opportunities for growth, 26.2% responded rarely, 23.3% responded never, 11.2% frequently, and 8.7% responded always.

4.2 INTERVIEW APPLIED TO THE HUMAN RESOURCES MANAGER

The semi-structured interview was conducted with the HR manager using a printed sheet with handwritten answers. The interview was observed by the author of the thesis, who subsequently transcribed the responses obtained into the format of the paper.

Twelve essay questions were administered, covering topics related to absenteeism and turnover, as detailed in Appendix A.

Below are the responses obtained through the human resources manager:

1. How many employees does the company have?

Currently, there are 601 active employees.

2. Are there any employees currently absent? If so, what are the main reasons? Yes, the vast majority are due to health reasons. During 2022, 67% of absences were justified, mainly due to medical certificates and maternity leave. The remaining absences were not justified, cited by a large number of employees as being due to personal problems.

3. Do employees miss a lot of work? What is the absenteeism rate?

Absenteeism rates fluctuate at different times of the year. In 2022, for example, we started the year with a high absenteeism rate due to the COVID-19 pandemic, but as the year progressed, the percentage remained within the company's established target. The average for 2022 was 6.93%.

4. What are the impacts of absenteeism on the company?

Absenteeism has a significant impact in two main ways: economically, since most of the hours missed are paid because they are considered justified absences. The other impact is on the quality of work and products, because every absence leads to the reassignment of labor, which often does not have the same technical skills to perform the tasks.

5. In the company's view, what are the main reasons for absenteeism?

This cause is not fully identified, as the reasons are very varied.

6. When an employee is absent from work, are any benefits lost?

One of our benefits is the food allowance card, and it's directly linked to the employee's attendance. Therefore, if an employee is absent during the month, it will impact the amount of food allowance they receive.

7. Does the company have any method for verifying the true reason for the absence?

No, it only checks whether the hours are justified or not.

8. Does the company have any strategy to reduce absenteeism?

The company develops various campaigns through Preventive Medicine, as well as through psychological services, employing a psychologist. The company also invests in ergonomics (employing an ergonomist) and well-being initiatives such as anti-smoking campaigns, interdepartmental interaction programs, and others. In addition to the aforementioned campaigns, the company also offers benefits related to attendance.

9. Is employee turnover high? What is the turnover rate?

The turnover rate is around 4%.

10. What are the costs associated with employee turnover?

In addition to training costs, we have costs associated with exams, severance pay, benefits, and the hours of human resources professionals involved in the employee selection, hiring, and termination processes.

11. What are the main reasons for employee turnover in a company?

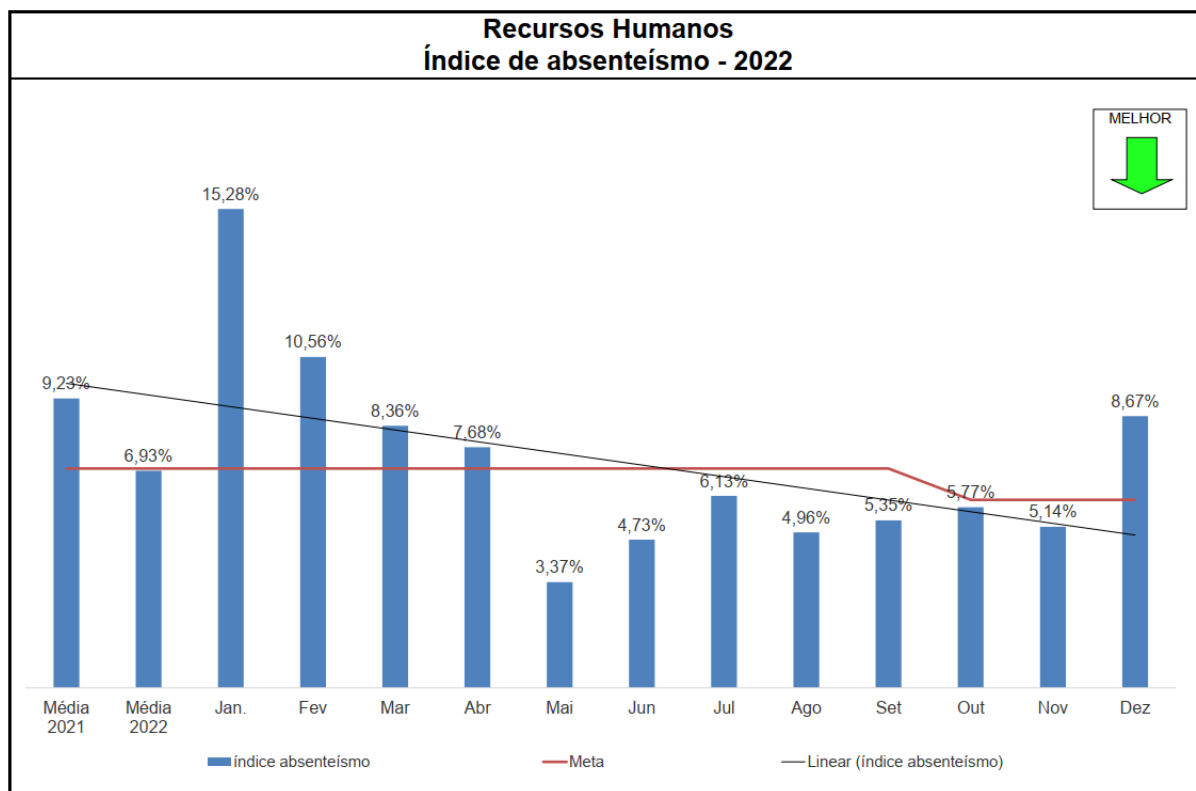
We understand that there is a large supply of jobs in the municipality. There are many vacancies for few good candidates, which generates high turnover and competition among companies.

12. What are the consequences of employee turnover for the organization?

Loss of skilled labor, decreased productivity, and the need for constant team training.

Image 1 refers to the company's absenteeism rate during the year 2022, exemplifying how the indicator is controlled and how corrective actions are taken when necessary. According to Lucena (2017), human resources indicators allow for a shift away from the traditional view that they only serve as a quantitative forecast of personnel. Through the analysis of indicators, the human resources department can identify and analyze needs, developing appropriate strategies, policies, and programs aligned with the company's objectives.

Image 1 – Absenteeism rate 2022



Análise Crítica/Análise Tendência: 1º Trimestre:	Resultado do indicador acima da meta em todo o primeiro trimestre. Aplicar a ação corretiva proposta e continuar monitorando mês a mês o indicador.
Análise Crítica/Análise Tendência: 2º Trimestre:	Analisando a linha de tendência é possível observar que o resultado do indicador tende a continuar dentro da meta nos próximos trimestres. Já é possível verificar uma redução significativa na contaminação por COVID-19, o que retorna o resultado do indicador ao seu percentual normal. Havendo uma estabilidade no percentual do próximo trimestre, será reavaliada a meta para o 4º trimestre do ano.
Análise Crítica/Análise Tendência: 3º Trimestre:	Como o resultado do indicador se manteve dentro da meta nos últimos meses, e com o fim da pandemia do COVID, o indicador retornou aos seus resultados como antes da pandemia. Foi reavaliado e definido uma nova meta baseada na média do último trimestre, devendo ser praticada a partir do mês de outubro. A meta foi reduzida de 7% para 6%.
Análise Crítica/Análise Tendência: 4º Trimestre:	Foi implementado um programa de Gestão da Saúde onde todos os funcionários com atestado CID M e CID G56 passem pela médica do trabalho e também funcionários que apresentem mais de 3 dias de atestados corridos dentro do mês. Será avaliada a ação entre o 1º e 2º trimestre de 2023.

Período	Descrição do Problema	Ação Corretiva/ Preventiva	Resp.	P. Prev	P. Realiz
1º Trimestre:	Houve um pico de contaminados pelo COVID-19 nos meses de janeiro e fevereiro, gerando vários afastamento do trabalho.	Conscientizar sobre a importância das doses de reforço da vacina e continuar com os cuidados básicos e importantes, dentro e fora da empresa.	Pedro	30/04/2022	30/04/2022
2º Trimestre:	N/A	N/A	N/A	N/A	N/A
3º Trimestre:	N/A	N/A	N/A	N/A	N/A
4º Trimestre:	Diversos funcionários apresentaram atestados de 3 dias ou mais dentro do mês de dezembro, tendo impacto direto no resultado do indicador.	Avaliar com a médica do trabalho a implantação de um programa para que funcionários com mais de 3 dias de atestado ou atestados com CID específicos, passem por uma avaliação realizada pela médica.	Pedro	28/02/2023	28/02/2023

Source: metallurgical company (2023)

Image 1 shows that the first quarter of 2022 had an absenteeism rate above the target due to several COVID-19 cases. After the first quarter with high numbers, subsequent quarters stabilized, allowing for a reduction in the absenteeism target from 7% to 6% in the last quarter. December was above the target due to the high number of sick leave certificates for 3 days or more. The average absenteeism rate for 2022 ended at 6.93%, which is considered a good number, given the lingering effects of COVID-19. HR expects the average for 2023 to be below 6%, and a further reduction in the target is not ruled out.

Furthermore, regarding the data obtained from the Human Resources manager, it was reported that 67% of absences were justified by employees, largely through medical certificates and maternity leave. The remaining 33% were unjustified absences, mostly cited simply as personal problems. Unjustified absences directly result in deductions from the absent employees' pay.

Discussion

Through this research, it was possible to visualize the main reasons that lead people to be absent from work, the consequences generated for the organization, and finally, some strategies to minimize absenteeism.

Absenteeism is present in all types of organizations, hence the importance of understanding it. Effective human resource management is capable of identifying, analyzing, and implementing strategies that help combat absenteeism; however, this is quite a challenging task.

Regarding the research question, the problem raised in this study was: why do people miss work and what are the consequences of absenteeism for the organization? Through the theoretical framework used, specific subheadings were designated to support the answer, in which it is possible to understand the main reasons that lead people to miss work and what impacts it causes for the company.

There are several factors that lead to absenteeism, but absenteeism due to illness deserves special mention, as it is the most frequent within companies. Drawing a parallel with the data obtained through the HR manager, the effectiveness of the study is confirmed, since 67% of employee absences in the analyzed company were justified absences related to health issues.

In 2022, the average absenteeism rate was 6.93%. Relating this to responses obtained from employees, some logical data can be observed. 2.9% of employees responded that they are always absent from work, and 7.3% responded that they are frequently absent, totaling 10.2%. Thus, it is clear that the absenteeism rate is closely related to the percentage of respondents who are always/frequently absent from work.

In an organizational context, the main impact of absenteeism is related to the extra costs generated by the company. Employee absence reduces productivity and product quality, automatically increasing production costs. In addition to costs directly related to production, dismissals also represent additional costs for the company. Beyond the costs mentioned above, obtained through theoretical study, the HR manager highlights other costs resulting from absenteeism: training costs, examination costs, and costs associated with increased hours dedicated by human resources professionals.

According to the HR manager, the organization employs several strategies to help combat absenteeism. Among the main strategies are preventive medicine campaigns, psychological assistance, investments in ergonomic work, programs for interaction between departments, and benefits linked to employee attendance. The strategies used by the company are directly linked to the theoretical framework used by the author.

The work carried out by the company psychologist and the ergonomics risk manager is yielding the expected results, since only a minority reported always or frequently experiencing

pain/fatigue and stress/anxiety. Although these are current setbacks for any organization, the research showed that there are ways to address the problems and mitigate their impact.

The benefits offered by the company have a significant impact on employee motivation, as the vast majority of respondents believe that benefits contribute to their motivation. The theory suggests that benefits are strategies used by companies to motivate employees, which aligns with the responses obtained in the questionnaire.

Life (QWL) was a major focus of the research, since a good work environment contributes to employee motivation and engagement. According to the questionnaire administered to employees, it was clear that the majority of respondents like their work environment, consider the machines and equipment appropriate, and feel satisfied with their work.

Motivation is a key factor in the relationship with absenteeism. Motivated and engaged employees are more responsible with their professional tasks and consequently have fewer absences from work. 60.7% of respondents stated that they always or frequently feel motivated to work. Only 7.8% responded that they never feel motivated to work, a percentage similar to those who always/frequently miss work and the absenteeism rate.

Questions addressing pressure for results and work overload also yielded positive results, with the vast majority of responses falling between never, rarely, and occasionally. Excessive pressure for results and work overload are factors that directly influence absenteeism.

Several points were identified that require special attention from human resources management. Most employees responded that they rarely or occasionally consider their salaries fair. Regarding opportunities for growth and career development plans, respondents also expressed dissatisfaction, with most responses ranging from never, rarely, and occasionally. According to the theoretical framework used, fair compensation and opportunities for growth are of paramount importance, impacting employee motivation.

Still regarding future improvements for the company, when employees were asked if they received *feedback* from their superiors, the majority responded that it never or rarely happens. The application of *feedback* It contributes to the employee's development because it recognizes the

quality and importance of the service provided by the employee, in addition to highlighting aspects that can be improved.

Overall, the results obtained for the company analyzed were positive, although some improvements can be made by the organization to achieve even more satisfactory results. Several data cross-checks reinforced this research, as the results obtained from employees and the HR manager showed similarities to the literature review.

It is important to emphasize that the results obtained refer only to the study of one company, based on responses obtained from employees and the human resources manager. If another company chooses to use a similar survey, the results will certainly be different, since each company has different characteristics and culture.

Given the proposed objectives and the results presented, it is concluded that this final course project contributes to future academic research on absenteeism, as well as providing professional assistance to companies seeking solutions to minimize this indicator. The lower the absenteeism rate, the greater the productivity and quality of the products.

Limitations of the study

Although there were no pertinent doubts regarding the content and wording of the questions, a minor difficulty was encountered related to the availability of employees to answer the questionnaire, since not all of them were able to respond at the time they received the questions.

The company has several machines in its assets that cannot be interrupted because they have a defined and automated cycle time. In these cases, the sector supervisors informed the employees of the most appropriate times to answer the questionnaire, allowing for monitoring of the research. Furthermore, it is worth noting that a large sample size was used, totaling 206 respondents.

Another factor that briefly limited the study was the fact that some employees were apprehensive about answering the questions, imagining that the answers would reach supervisors and the HR department individually and with the names being made public.

Suggestions for Future Work

For future work, it is suggested that the research be applied to other companies in the municipality, as well as in other cities in the Serra Gaúcha region, in order to verify and compare the results found. The sample size could also be increased to see if the results remain similar. The more studies that are conducted and the more detailed the research, the greater the chances of minimizing absenteeism in companies.

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