

A STUDY OF THE RELATIONSHIP  
BETWEEN ABSENTEEISM AND JOB SATISFACTION,  
CERTAIN PERSONAL CHARACTERISTICS, AND SITUATIONAL FACTORS  
FOR EMPLOYEES IN A PUBLIC AGENCY

BY

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## CHAPTER 1

### INTRODUCTION

Employee absenteeism is a costly personnel problem that concerns employers. Studies show consistent patterns of absence behavior across organizations of varying sizes, industries and in different regions of the country. An understanding of the relationship between job satisfaction and other factors to absenteeism may provide important insight for public managers who must cope with the consequences of employee absenteeism. Understanding these factors may help public managers design policies that provide positive work environments prompting employees to have positive feelings about the work situation.

The cost of absenteeism can be a significant drain on agency budgets. Research has identified several significant costs associated with absenteeism:

1. Overtime, extra hours for part-time employees, or overstaffing;
2. Regular fringe benefits that must be paid when workers are absent;
3. Costs of maintaining and administering an absence control system;
4. Time spent by supervisors revising work schedules, counseling and reprimanding workers, and checking on output of substitutes;
5. Reduced productivity and morale among co-workers;

6. Higher level of turnover, grievances and tardiness.

This study will investigate the relationship between absenteeism, job satisfaction, certain personal characteristics, and certain situational factors for employees in Bexar County. A review of the relevant literature and discussion of the conceptual framework of the study including the hypotheses that will be examined are presented in Chapter 2. Chapter 3 provides a discussion of the background and setting for the study. Methodological information, including a discussion of data collection, variable measurement, and statistical tools used to analyze the results are included in Chapter 4. The findings of the study are presented in Chapter 5. Chapter 6 presents conclusions and suggestions for action.



## CHAPTER 2

### LITERATURE REVIEW

#### INTRODUCTION

Employee absenteeism is a costly personnel problem that has concerned employers and attracted researchers. Absenteeism is universal. Studies show consistent patterns of absence behavior across organizations of varying sizes, industries and in different regions of the country. The most comprehensive study on absence rates shows the average absence rate in the U.S. for the period 1980 to 1985 at about 4.7% (Klein, 1986: 26-30; Rhodes & Steers, 1990: 2). The cost of employee absenteeism has been estimated at between \$26 and \$46 billion and a loss of 400 million workdays a year in the United States alone (Steers & Rhodes, 1978: 391; Rhodes & Steers, 1990: 6).

The major focus of the research has been on the relationship between absenteeism and employee attitudes. Such studies have generally investigated the proposition that workers who are less satisfied with their jobs will be absent more than those who experience job satisfaction (Hackett & Guion, 1985: 340; Hackett, 1989: 235; Ilgen & Hollenbeck, 1977: 148). Most absence research has concentrated on two main themes: (1) the association of personal characteristics with absence and (2) the association of job satisfaction with absence (Johns, 1978: 431).

This study investigates the relationship between absenteeism, job satisfaction, certain personal characteristics, and certain situational factors for employees in the Bexar County.

#### ABSENTEEISM: CONCEPTUALIZATION AND MEASUREMENT

##### Definition

Muchinsky stated that the conflicting and contradictory findings reported in studies on absenteeism are attributable to the ill-defined concept of absenteeism (Muchinsky, 1977: 317). Defining absenteeism should be simple. "A person either is or is not at work." However, there is not universal agreement on its meaning (Rhodes & Steers, 1990: 11-12).

To the manager, absence may be a category of behavior. To the employee, it may be symbolic of deeper feelings of hostility or perception of inequitable treatment in the job situation or it may be a social phenomenon - part of an absence culture which represents a duty to co-workers who are less than perfect (Rhodes & Steers, 1990: 11-12). Brooke and Price (1989: 2) defined absence as the "non-attendance of employees for scheduled work."

Some studies organize absenteeism into two main types: "voluntary and involuntary". While voluntary absenteeism implies a conscious decision by the worker about whether to attend work on any given day, involuntary absence implies that it is beyond the immediate control of the worker, e.g. transportation problems, sickness or family funeral (Hackett & Guion, 1985: 341-342; Steers & Rhodes, 1978: 392-393). Other studies differentiate absence behavior into four specific types: unexcused, excused personal, excused sick family and tardiness (Blau,

1985; 448). Whatever the definition, absence behavior appears to be a function of both the individual and the situation. Certain types of absence behavior appear to be more dependent on situational characteristics such as family situation and individual motivation. Unexcused absence seems to depend on organization rewards/constraints (Blau, 1985: 449).

Among the models that have been most widely accepted is the Steers and Rhodes process model that used 104 studies of absenteeism to build a conceptual framework that incorporates 209 variables considered to be related to absenteeism. Of the 209 variables, nineteen relate to work attitudes and forty-nine relate to personal factors. The model systematically and comprehensively examines the various influences on employee attendance behavior. The results of the research using the model suggest that employee attendance is largely a function of (1) an employee's motivation to attend and (2) an employee's ability to attend (Steers & Rhodes, 1978: 392-393; Brook & Price, 1989: 3).

The results of previous research have been inconclusive; sometimes job satisfaction and absenteeism are correlated, other times they are not (Hackett, 1989: 239). In addition to definitional problems, there are multiple measures of absenteeism. The measurement of absence behavior presents a very different problem.

#### Measurement

The most frequently used measures of absence are frequency and time lost (Rhodes & Steers, 1990: 12). Most theories hypothesize that dissatisfaction is reflected by frequency of absence for employees rather than the number of days they miss (Johns, 1978: 431).

In an analysis of twenty-three studies, Scott and Taylor used absence frequency to measure the relationship between employee absenteeism and job satisfaction. The stronger association between job satisfaction and absence frequency supports the hypothesis that absence frequency will be more strongly related to job satisfaction than absence duration. Withdrawal theory predicts that job satisfaction is more strongly associated with absence frequency than with absence duration (Scott & Taylor, 1985: 599, 601). In such studies, one day of absence equals one absence event and two or more consecutive days equals one absence event. Interpretations of results based on self-reports of absence frequency require the "assumption that measurement error associated with subjective estimates of the dependent variable (absenteeism) do not seriously threaten estimates of relationships between other variables and absenteeism" (Brooke & Price, 1989: 5-6). One day absence measures relate more accurately to company records and are more valuable in understanding individual behavior and attitudes than other measures (Nicholson et al., 1977: 503; Brooke & Price, 1989: 5).

### Summary

Absenteeism, a problem with no clear cause, is expensive for both the organization and the individual. The conflicting and contradictory results of previous research are often attributed to the ill-defined concept of absenteeism and inadequate measures. Most studies focus on the relationship between absenteeism and employee attitudes.

## RELATIONSHIP BETWEEN ABSENTEEISM AND JOB SATISFACTION

### Defining Job Satisfaction

Job satisfaction is the most frequently studied and widely discussed work attitude. According to Cook, "job satisfaction is considered to be an attitude which...manifests itself in evaluation of the job and of the employing organization...as contributing suitably to the attainment of one's personal objectives" (Cook, 1981: 19). Smith et al. (1969) define job satisfaction as "feelings a worker has about his job" (Smith et al., 1969: 15). According to Daley, job satisfaction assesses the organization in terms of the individual employee's "happiness". He concludes that job satisfaction reflects an individual focus rather than an organizational focus (Daley, 1986: 134).

### Theories of Job Satisfaction

The results of job satisfaction surveys evoke discussions of what workers mean when they express satisfaction with their jobs. Over the years, researchers have collected substantial evidence supporting the association between job satisfaction and a reduced incidence of absenteeism. Many studies report that job satisfaction depends as much on work values and expectations as the objective circumstances of the work itself (Lincoln & Kallenberg, 1990: 24-26). Campbell et al. (1970) suggested that theories of job satisfaction are divided into two categories: content theories and process theories. Content theories assess the factors that influence job satisfaction. Process theories assess the process through which factors such as expectations, needs and values interact with job characteristics to produce job satisfaction.

Using a process theory, Hackman and Oldham (1975) suggest that job satisfaction exists when a job contains task identity, skill variety, task significance, autonomy and feedback (Hackman & Oldham, 1975: 161-162). According to these researchers, job satisfaction is present when three "critical psychological states" (meaningful work, responsibility for the outcomes of work and knowledge of the results of work activities) are present for an individual. Their theory proposes that high internal motivation, high work satisfaction, high quality performance and low absenteeism exist when these three "critical psychological states" are present (Hackman & Oldham, 1975: 160). Job satisfaction in this theoretical model relates the core job dimensions, the critical psychological states and on the job outcomes. Additional evidence suggests that job satisfaction is a result of the "fit or lack of fit" between worker requirements and the objective situation (Witt, 1988: 485).

The "have-want" discrepancy theory proposes that job satisfaction is determined by the discrepancies between what workers currently have by way of job experiences and what they want to have. The positive and negative discrepancies depend on the combination of job facets and the standard of comparison used (Rice, 1989: 591).

The models that have been used to test the relationship between absenteeism and job satisfaction have resulted in conflicting findings. One researcher stated that models based on the assumption that dissatisfaction is a primary cause of absence do not seem the appropriate ones to test further (Hackett & Guion, 1985: 375). Another stated that because it seems logical that satisfied workers are more

productive, any evidence to the contrary is unlikely to shake our belief in that principle (Steel & Warner, 1990: 6).

While it is generally believed that morale in the public sector is low, some studies suggest that public sector employees manifest significantly higher levels of job satisfaction than their private sector counterparts (Steel & Warner, 1990: 13). Other studies show public sector professionals are no more satisfied than those in the private sector (Cherniss, 1987: 127).

#### Negative relationship

Some empirical studies have found a significant negative relationship between overall job satisfaction and absenteeism (e.g. Waters & Roach, 1971; Hrebiniak & Roteman, 1973; Muchinsky, 1977; Oldham et al., 1986). Waters and Roach reported that frequency of absence was significantly related to overall job satisfaction (Waters & Roach, 1971: 93). Hrebiniak and Roteman observed that job dissatisfaction correlated significantly with the number of days absent from the job (Hrebiniak & Roteman, 1973: 382). Muchinsky stated that it seemed highly logical that withdrawal from work should be related to attitudes toward work (Muchinsky, 1977: 326). According to the Oldham et al. (1986) study on the relationship between job facet comparisons and employee reactions, those who felt underrewarded were less satisfied and exhibited lower performance and higher absenteeism than employees who felt equitably treated or overrewarded (Oldham et al., 1986: 43). Nicholson et al. found work satisfaction was negatively related to both absence measures (Nicholson et al., 1977: 504). In studies that used tardiness as part of the dependent variable measurement, results indicate that tardiness

is not just another form of absenteeism. Those studies found that persons who report more absences are not more or less inclined to report being tardy (Leigh, 1988: 92).

#### Zero relationship

Other studies have contradicted those that observed a strong relationship between job satisfaction and absenteeism. Nicholson et al. (1976) found that job dissatisfaction is not a major cause of absence. Their research reported that the "common view that absence is a pain reductive response on the part of a worker to his work experience is naive, narrow and empirically unsupportable." However, they concluded that under some situational and individual circumstances there may be some causal relationship (Nicholson, Brown & Chadwick-Jones, 1976: 734-735). Other studies have found a weak relationship (e.g. Ilgen & Hollenbeck, 1977: 152-158; Johns, 1987: 33).

In a study of employees of a state governmental agency, Cheloha and Farr found that the relationship between job satisfaction and absenteeism is not as simple as might be interpreted from zero-order correlational analysis. They found job satisfaction was negatively related to absence behavior when simple correlational analysis was conducted. However, when partial correlations of job satisfaction with absenteeism were conducted, there appeared no consistent relationship (Cheloha & Farr, 1980: 468-472). Clegg and Youngblood found that there is no causal relationship between job satisfaction and absence (Clegg, 1983: 97; Youngblood, 1984: 114). Leigh found that global job satisfaction showed no significant relationship at any level to absenteeism (Leigh, 1988: 91).



Recent meta-analyses have concluded that the conflicting findings are a result of sampling error and measurement reliability, scale inadequacies and the use of different measures of job satisfaction and absence (Hackett, 1989: 236; Scott & Taylor, 1985: 599,601).

### Measurement

The Job Descriptive Index (JDI), developed and copyrighted by Smith, Kendall and Hulin (1969), uses five scales to measure job satisfaction in the areas of pay, promotion, supervision, work and co-workers. The items on the scale describe a particular aspect of the job. The subject is asked to respond with a Y if the item describes that particular aspect of his job, N if the item did not describe that aspect, or ? if he could not decide (Smith et al., 1969). The JDI is job-referent rather than self-referent since the dimensions of basic needs and relevance to job satisfaction have not been clearly established. It does not ask an employee directly how satisfied she/he is with the work, but how she/he describes that work (Smith, 1969: 70). Schneider and Dachler concluded that as a measure of satisfaction the JDI has utility as a useful, stable instrument particularly in time-based studies (Schneider & Dachler, 1978: 651-653).

Recent studies have reported conflicting findings that have been attributed to the relevance and validity of attitude measures and the range and type of attitude measures used (Nicholson et al., 1977: 499-502). The recent use of the JDI and other surveys based on the JDI have made comparison of results easier to analyze. (See for example, Waters & Roach, 1971; Johns, 1978; Blau, 1985; Hackett & Guion, 1985; Scott &

Taylor, 1985; Garcia, 1987; Rice et al., 1989; Brooke & Price, 1989; Goff, 1990.)

Studies using the JDI have shown a direct negative effect of pay on absenteeism which supports the relationship between pay and absenteeism. Pay acts in combination with job satisfaction and not as a determinant of job satisfaction as in the causal model (Brooke & Price, 1989: 16). In Blau's study, co-worker satisfaction and friendship opportunities were negatively related to unexcused absence, but positively related to tardiness (Blau, 1985: 448). Promotion, pay and co-worker facets were found to be negatively related to unexcused absenteeism, and work satisfaction was found to have a negative relationship to unexcused absenteeism, though very low in significance (Blau 1985: 448). Using the JDI, Garcia found that three out of five factors on the JDI showed no significant correlation. Although there was a significant correlation between total hours used and the over all satisfaction score on the JDI, it was extremely weak (Garcia, 1987: 53).

Ilgen and Hollenbeck suggest that it is unlikely that a high degree of satisfaction with pay, security, and company policy would lead to a more regular attendance in organizations with liberal sick leave benefits. There is no reason to believe that one's position with co-workers will be jeopardized by occasional absences; therefore, they conclude that higher satisfaction with co-workers should not necessarily be associated with lower absenteeism. Only satisfaction with supervision appears to create a force toward attendance--possibly because of the power the supervisor holds over the reward system (Ilgen & Hollenbeck, 1977: 159). Supportive supervision has been associated

with higher rather than lower levels of absenteeism among employees (Goff, 1990: 804).

### Summary

Job satisfaction, the most frequently studied work attitude, usually focuses on the individual employee's happiness with the job. There have been many models and theories proposed to explain and test job satisfaction. Generally, studies of the relationship between job satisfaction and absenteeism have resulted in mixed findings. The inconsistencies in previous research have been attributed to sampling errors, scale inadequacies and the use of different measurements of job satisfaction and absence. The results of this study are expected to support the hypothesis that employees who report higher job satisfaction will be absent less frequently (see Table 2.1).

### ABSENCE RELATED TO PERSONAL CHARACTERISTICS

Personal characteristics have been shown to be important correlates of satisfaction with work (Steel & Warner, 1990: 9).

#### Age

Studies examining the relationship between age, absenteeism and job satisfaction have resulted in mixed findings. Some studies show job satisfaction is consistently found to be positively related to age (Lorence, 1987: 534; Kallenberg & Loscocco, 1983: 78). Other studies report that age has little direct impact on job satisfaction. Although employee age seems to be important in how it affects the employees structural location in the organization, age does not show a direct effect on work satisfaction (Zeitz, 1990: 420-424). In studies of public employees, little, if any, relationship between age and job

satisfaction was observed (Steel & Warner, 1990: 18; Blackburn & Bruce, 1989: 20). Garcia (1987) found that his hypothesized link between sick leave usage and age was neither supported nor refuted by the data on younger and older employees; although, he observed a greater use of sick leave by employees in the 31-40 age category (Garcia, 1987: 52).

Blackburn and Bruce (1989) observed the same curvilinear pattern when testing the relationship between age and job satisfaction (Blackburn & Bruce, 1989: 20).

### Gender

Similarly mixed findings have occurred in studies examining the relationship between gender, job satisfaction and absenteeism. Some studies found little relationship between gender and levels of job satisfaction; while others found that gender had a significant impact on job satisfaction (Blackburn & Bruce, 1989: 20; Steel & Warner, 1990: 18). Studies on absenteeism have consistently shown that females are absent more often than males (Garcia, 1987: 52; Johns, 1978: 441). According to Witt, working women with family responsibilities tend to be more satisfied with convenient jobs (Witt, 1988: 485).

### Marital Status

According to a study conducted on the determinants of tardiness, married people and those with long tenure have more committed personalities than non-married persons and persons who have begun working only recently (Leigh, 1988: 81). Blau found that sick family absence is influenced by the number of dependents and marital status (Blau, 1985: 449).

### Kinship Responsibility

Investigations of the relationship between kinship responsibility and absenteeism have resulted in mixed findings. Blau found that the more dependents a nurse supports the more likely she or he would be absent because of sickness (Blau, 1985: 448). In contrast, Blegen et al. found no significant level of correlation between kinship responsibility and absenteeism, even with females only (Blegen, Mueller & Price, 1988: 405). Because day care for worker's children has been a hotly debated topic in recent years, the results of a study by Goff have been particularly interesting. He found that the relationship between absenteeism and employer supported child care showed no significant difference in absenteeism between employees whose spouse cared for children and those whose spouse was employed and child care occurred outside the home (Goff et al., 1990: 802). Although the study found that on-site day care was not significantly related to absenteeism, they found that parent's satisfaction with child care in any setting is related to important work related outcomes (Goff et al., 1990: 807).

### Education

A study that used educational level as a determinant of job satisfaction showed that educational level had little impact upon levels of job satisfaction among early labor force participants (Steel & Warner, 1990: 18). In his study of sick leave usage, Garcia reported that employees with only a high school diploma tended to use considerably more sick-time, especially for long term illness (Garcia, 1987: 52).

### Primary Source of Income

In a study of breadwinner vs. non-breadwinner differences in married women's job satisfaction, breadwinners expressed significantly more job satisfaction and less absence than non-breadwinners. Witt concluded that the differences in bread-winners vs non-breadwinners perceptions may be accounted for by family status and a result of economic concerns (Witt, 1988: 487). Blau's study did not show any relationship between absence and primary source of income; although, it showed a positive relationship to tardiness (Blau, 1985: 448).

### Summary

Absenteeism is believed to be influenced by a constellation of often interrelated factors. Studies of the relationship between personal characteristics and absenteeism have resulted in mixed findings. The conflicting findings are generally thought to be a result of imprecise measurement techniques or sampling errors. Overall, most studies show that personal characteristics are predictors of absence. This study will investigate the relationship between certain personal characteristics (age, gender, marital status, kinship responsibility, education and primary source of income) and absenteeism. It is expected that the results of this study will support the following hypotheses (see Table 2.1):

1. Workers with children have higher incidence of absenteeism.
2. Females have higher incidence of absenteeism than males.
3. Employees who are the primary source of income in the family are less likely to be absent.

4. Employees with a higher educational level are less likely to be absent.
5. Older employees are less likely to be absent.

#### ABSENCE RELATED TO SITUATIONAL FACTORS

Absenteeism is associated with a number of interrelated factors. In addition to personal characteristics, certain situational factors influence an employee's rate of absence. Job classification and length of employment are two situational factors that have been used as independent variables in studies of absenteeism and job satisfaction.

##### Job Classification

Few studies have been done that focused primarily on management and professional level personnel. The studies that have been done have shown that the higher the job level, the lower the incidence of absenteeism. Studies of white collar (nonclerical) workers--managers and professionals--show higher levels of job satisfaction as compared to workers in other occupations. Researchers theorize that because managers and professionals have higher prestige occupations, they exercise more control over their work setting than those in lower status occupations (Steel & Warner, 1990: 19). Waters and Roach observed that absence criteria were significantly correlated with job grade and company tenure (Waters & Roach, 1971: 93).

In a study of sick time usage by management and professional employees in the public sector, Garcia found that professionals used significantly more sick time than managers. Managers not only used less time in general, they reported a much higher rate of zero absence than professionals (Garcia, 1987: 45, 53). The results of a study by

Hrebiniak and Roteman found that, although job dissatisfaction correlates significantly with the number of days absent from the job, hierarchical level and job dissatisfaction is not statistically significant (Hrebiniak & Roteman, 1973: 382). The high job satisfaction observed for high status public sector professionals is believed to be the result of the adaptation notion. As one climbs the occupational and organizational ladder, professionals exhibit more satisfaction (Cherniss, 1987: 132).

#### Tenure

In a 1988 study conducted among Iowa civil servants, Daley found that length of service was negatively associated with levels of job satisfaction. A study of Nebraska municipal clerks by Blackburn and Bruce in 1989 found that the lowest levels of job satisfaction were evident among clerks with less than one year service. Other studies show that job tenure was associated with lower termination rates among workers and that longer service was associated with higher job aspirations (Steel & Warner, 1990: 11). Although length of employment had a significant negative impact on job satisfaction in the private sector, length of service had little noticeable impact on levels of job satisfaction for the public sector (Steel & Warner, 1990: 18). Garcia found that employees with 21 or more years service recorded more zero absences and used less sick time. Employees with 1 to 15 years were responsible for the highest usage of sick time (Garcia, 1987: 52).

#### Summary

Job classification and length of employment have been used as independent variables in many studies of absenteeism and job



satisfaction. Studies of the relationship between absenteeism and job classification have generally shown that the higher the job level, the lower the rate of absenteeism. Studies have also shown that professionals and managers exhibit higher job satisfaction than workers in lower job classification levels. The results of this study are expected to support the following hypotheses (see Table 2.1):

1. Professional and managerial employees are less likely to report high levels of absence.
2. Employees with longer job tenure in the organization will have lower incidence of absenteeism.

### CONCLUSION

The preceding is not intended to be a comprehensive or exhaustive review of the literature on absenteeism or job satisfaction. The studies reported are generally the most recent studies that have been done and those which develop the concepts that will be tested in the planned study (see Table 2.2). The following hypotheses have developed from the examination of the foregoing literature:

#### Hypotheses

##### Job Satisfaction

1. Employees who report higher overall job satisfaction are absent less frequently.

##### Personal Characteristics

1. Workers with children have higher incidence of absenteeism.
2. Females have higher incidence of absenteeism than males.
3. Employees who are the primary source of income in the family are less likely to be absent.

4. Employees with a higher educational level are less likely to be absent.
5. Older employees are less likely to be absent.

#### Situational Factors

1. Professional and managerial employees are less likely to report high levels of absence.
2. Employees with five or more years of service in an organization have a lower incidence of absenteeism than employees who have less than five years.

The conceptual framework developed for this study is particularly suited to the setting described in Chapter 3.

TABLE 2.1  
A SUMMARY OF HYPOTHESES

Independent Variables	Dependent Variable Absence behavior	
	Frequency	Time Lost
Job Satisfaction**	-	-
Work		
Supervision		
Pay		
Promotion		
Co-Workers		
Personal Characteristics		
Age	+	+
Gender		
Female	+	
Male	-	
Kinship Responsibility	+	+
Marital Status	*	*
Number of dependents	+	+
Years of Education	+	+
Primary Source of Income	-	-
Situational Factors		
Job classification		
Professional/Manager	-	-
Other	+	+
Tenure		
5 years or more	-	-
Less than 5 years	+	+

\*\*Measured on the Job Descriptive Index (Smith, Kendall & Hulin 1969)

Key:

- (+) signifies a positive relationship between independent & dependent variables
- (-) signifies a negative relationship between independent & dependent variables
- (\*) signifies no hypothesized relationship between independent & dependent variables

Table 2.2

## SUMMARY OF HYPOTHESES AND PRIOR RESEARCH

<u>HYPOTHESES</u>	<u>PRIOR RESEARCH</u>
<u>Job Satisfaction</u>	
Employees who report higher overall job satisfaction are absent less frequently.	Waters & Roach, 1971; Muchinsky, 1971; Hrebiniak & Roteman, 1973; Nicholson et al., 1977; Oldham et al, 1986
<u>Personal Characteristics</u>	
1. Workers with children have higher incidence of absenteeism.	Blau, 1985
2. Females have higher incidence of absenteeism than males.	Johns, 1978; Garcia, 1987
3. Employees who are the primary source of income in the family are less likely to be absent.	Witt, 1988
4. Employees with a higher educational level are less likely to be absent.	Garcia, 1987
5. Older employees are less likely to be absent.	Garcia, 1987
<u>Situational Factors</u>	
1. Professional and managerial employees are less likely to report high levels of absence.	Waters & Roach, 1971; Garcia, 1987
2. Employees with five or more years of service in an organization have a lower incidence of absenteeism than employees who have less than five years.	Waters & Roach, 1971; Garcia, 1987; Daley, 1988; Blackburn & Bruce, 1989; Steel & Warner, 1990

## CHAPTER 3

### BACKGROUND AND SETTING

Bexar County, a public corporation and political subdivision of the State of Texas, has a population of over one million individuals. The governing body of the County is the Commissioners Court. Commissioners Court was created by the legislature to carry out a policy common to the whole state. The duties of Commissioners Court are administrative rather than judicial. Unlike city government, which by law is allowed to do anything it is not specifically prohibited from doing, county government is limited to those powers and duties specifically authorized by the Texas Constitution and statutory law.

The government of Bexar County is divided into separate offices, headed by either elected or appointed officials. The duties of each office are prescribed by the Texas Constitution and/or by legislative act. In addition, Commissioners Court has established other departments that support the activities of the County.

Bexar County has approximately 3,400 employees. As provided by statute, most of the positions within the County come under the Civil Service System. Under the Civil Service System, positions in Bexar County are divided into two categories: exempt and non-exempt. Exempt employees are not covered by the Civil Service System and include all District Attorney's Office employees, all Auditor's Office employees, Juvenile Probation, District Judges' employees, Commissioners Court assistants and secretaries, County Judge's office assistants and secretaries, Constables, and ten positions in the Sheriff's Office.

Exempt employees serve at the "pleasure" of the official or department head and can be terminated at the will of the employer. All other employees are considered non-exempt and are covered by Civil Service. All positions, except elected and certain appointed positions, are classified by the Bexar County Classification Plan.

The Bexar County Classification Plan is the outcome of a year-long compensation study conducted by the accounting firm, KPMG Peat Marwick. Jobs are placed into classification tables by grade, and employees are placed into steps by experience and merit. Each job is classified according to the type of work and the responsibility of that job. For pay and other purposes, it places similar jobs with similar duties into the same category. For instance, a Clerk Typist's duties are different from a Clerk's duties. The Classification Plan places each employee into one of four tables, grades and steps:

<u>Table</u>	<u>Classification</u>	<u>No. of grades</u>	<u>No. of Steps</u>
1	Department/Professional/Technical	18	25
2	Administrative/Clerical/Support	12	18
3	Maintenance	16	18
4	Law Enforcement	12	20

Employees in Bexar County are either regular, part-time or temporary. Regular and part-time employees are subject to a six-month probationary period. During the probationary period, vacation and sick leave time are accrued. However, the employee is not eligible to use vacation leave until the probationary period ends. At the discretion of the official or department head, sick leave may be used if the employee is ill. Temporary employees do not accrue leave time.

The Personnel Rules and Civil Service Rules of Bexar County that govern the leave policy of the County are set forth in Local Government Code 157.062 note and Local Government Code 158.002 (see Appendix A). In addition, the law authorizes the Civil Service Commission to issue regulations governing the administration of the leave system. However, if there is a conflict between the Personnel Rules of Bexar County and the Civil Service Rules, the Personnel Rules take precedence.

According to the law and regulations, the overall responsibility for administering the leave system is given to the department heads. They are responsible for insuring that a leave account is established and maintained for every employee. Department supervisors are responsible for controlling absence and leave so that all employees use leave according to legal requirements.

Authority to approve requests for leave is accompanied by the responsibility for verifying that the leave granted is legal and justifiable. Approval of leave is usually the responsibility of immediate supervisors since they are most familiar with the situation. Although the immediate supervisor may be consulted, requests for extensive or advance leave is usually placed at a higher organizational level. Beyond the department, the responsibility for the interpretation of leave regulations is given by law to the Civil Service Commission.

The County Auditor's Office is responsible for answering any questions concerning the financial accounts of the individual's leave record. Appeals from any decision of the Civil Service Commission or County Auditor's Office are directed to Commissioners' Court for their consideration. Since leave can be accumulated from year to year, the

Personnel Section of the Auditor's Office requests leave balances (vacation, sick and compensatory) for all regular employees in Bexar County at the end of each Fiscal Year. Leave balances are used only to determine the financial impact of paying a terminated employee for eligible accrued leave. The guidelines for departments to use when granting leave are determined by the purpose of the leave.

Sick leave is for employees to use for personal illness or medically related reasons such as medical or dental appointments and family illness. Three days of current sick leave may be converted to personal leave each year. Personal leave may be used by an employee for any reason. At the end of each fiscal year, any unused personal leave reverts to sick leave.

Vacation leave is provided and used for two general purposes:

1. To allow every employee an annual vacation period of extended leave for rest and recreation, and
2. To provide time off for personal and emergency purposes.  
For example: religious observances, attendance at conferences or conventions not required by the County, securing a driver's permit, or other personal business.

The difference between sick leave and vacation leave is the purpose for which it is granted. Employees are expected to use sick leave only for illness or other medical purposes. On the other hand, vacation leave is given for physical and mental renewal through rest and recreation.

The political nature and setting of County government makes generalization of leave policies and practices impossible. Each



department headed by an elected or appointed official may administer the leave policy according to that individual's own values or understanding of the rules. For example, one office may allow leave to be taken in increments of one hour only; while another may allow individuals to charge a quarter or half hour against leave balances.

This study concerns the relationship between absenteeism (or the use of leave as a withdrawal mechanism) and job satisfaction for employees classified on the Department Head/Professional/Technical (Bexar County Pay Classification Table 1) and Administrative/Clerical/Support (Bexar County Pay Classification Table 2) in Bexar County. Because the duties and demands on employees in law enforcement and maintenance are different, it was necessary to limit the study to employees on the preceding tables.

Based on the concepts developed in Chapter 2 and the unique setting described in this chapter, the following chapter discusses the methodology used to test the hypotheses.

## CHAPTER 4

### METHODOLOGY

#### INTRODUCTION

This chapter describes the methodology used to test the hypotheses listed at the end of Chapter 2. First, the strengths and weaknesses of survey research methodology will be discussed. Second, a discussion of the data source and sampling procedures will be presented. The procedure and measurement of the dependent and independent variables, including the validity and reliability of the measures, will follow. Finally, the statistical techniques used to test the hypotheses will be discussed.

#### SURVEY RESEARCH

Survey research is used to collect original data that can be used to measure and explain attitudes and behaviors.

Babbie (1989) identifies the unique strengths and weaknesses of survey research as follows:

##### Strengths

1. Describe characteristics of a large population.
2. Flexible
3. Makes defining and measuring concepts easier
4. Because of standardization, it is strong on reliability

##### Weaknesses

1. May produce superficial, often misleading data
2. Seldom deals with the context of social life or develops the feel of the total life situation
3. Inflexible, since it may not deviate from the original design
4. Subject to artificiality -May affect the attitude just by studying it

## 5. Generally weak on validity

There are three accepted methods of collecting survey data: self-administered questionnaires, personal interviews and telephone surveys. Although each has its advantages and disadvantages, the self-administered questionnaire is cheaper, quicker and is more appropriate for dealing with sensitive or controversial subjects. The self-administered questionnaire provides anonymity that is not possible in either a personal interview or telephone survey. Although a questionnaire can ask standardized questions that give the same choice of answers to all respondents, it cannot deal with contingency questions or explain a concept that the respondent does not understand (Babbie, 1989). Based on previous research, the survey method yields the best data for the purposes of this research question.

### DATA AND SAMPLING TECHNIQUE

For this study, the unit of analysis is individual employees in Bexar County classified on the Department Head/Professional/Technical (Bexar County Pay Classification Table 1) and Administrative/Clerical/Support (Bexar County Pay Classification Table 2). The sampling frame was drawn from the payroll files contained on the county's mainframe computer. After separating the employees classified on Table 1 and Table 2, the list was arranged in alphabetical order and the sample of 200 was drawn using a systematic sample with a random start.

### PROCEDURE

#### Survey Questionnaire

Since the purpose of this study is to investigate and explain the

relationship between absenteeism and job satisfaction, personal characteristics and situational factors, survey research, using a self-administered questionnaire, appears to be the best method of collecting the necessary data. This study utilized a three-part self-administered questionnaire distributed to a random sample of 200 individual employees classified on the Department Head/Professional/Technical and Administrative/ Clerical/Support job classification tables in Bexar County.

To anticipate any negative reaction, permission was sought from and granted by Commissioners Court and the County Auditor to distribute the questionnaire with paychecks. In addition, the County Judge signed a letter to all officials and department heads stating the purpose of the study and indicating that it was not an official Bexar County study. With the bi-monthly paychecks, the individuals in the sample received a letter explaining the study and a questionnaire, as well as a stamped, preaddressed envelope to be returned to a private post office box. The questionnaires were coded to identify the respondents so a follow-up could be sent two weeks later to those individuals who had not responded in the allotted time.

The questionnaire was divided into three sections. Part I contained questions for collecting demographic data and data on the situational factors being used. Part II contained the Job Descriptive Index that collected data on job satisfaction and work attitudes. Part III requested absence information on a self-reported absence questionnaire. (See Appendix B)

### Measurement

A summary of the variables, including the definition and measurement, used in this study is shown on Table 4.1.

TABLE 4.1 A SUMMARY OF VARIABLES:  
DEFINITION AND MEASUREMENT

<i>Variable name</i>	<i>Variable Definition</i>	<i>Number of Items</i>	<i>Questionnaire Item</i>	<i>Level of Measurement</i>
<i>Frequency of absence</i>	<i>An absence event</i>	<i>1</i>	<i>Part III, No. 1</i>	<i>ratio</i>
<i>Time lost</i>	<i>Number of hours absent</i>	<i>1</i>	<i>Part III, No. 2</i>	<i>ratio</i>
<i>Job satisfaction</i>	<i>Job Descriptive index</i>	<i>72</i>	<i>Part II</i>	<i>ordinal</i>
<i>Work</i>	<i>Attitude about work</i>	<i>18</i>	<i>Part II, A</i>	<i>ordinal</i>
<i>Supervision</i>	<i>Attitude about supervision</i>	<i>18</i>	<i>Part II, B</i>	<i>ordinal</i>
<i>Pay</i>	<i>Attitude about pay</i>	<i>9</i>	<i>Part II, C</i>	<i>ordinal</i>
<i>Promotions</i>	<i>Attitude about promotions</i>	<i>9</i>	<i>Part II, D</i>	<i>ordinal</i>
<i>Co-workers</i>	<i>Attitude about co-workers</i>	<i>18</i>	<i>Part II, E</i>	<i>ordinal</i>
<i>Age</i>	<i>Age</i>	<i>1</i>	<i>Part I, No. 1</i>	<i>ratio</i>
<i>Gender</i>	<i>Gender</i>	<i>1</i>	<i>Part I, No. 2</i>	<i>ratio</i>
<i>Marital status</i>	<i>Married or not married</i>	<i>1</i>	<i>Part I, No. 3</i>	<i>ratio</i>
<i>Kinship responsibility</i>	<i>Number of dependents under 12</i>	<i>1</i>	<i>Part I, No. 4</i>	<i>ratio</i>
<i>Education</i>	<i>Level of education</i>	<i>1</i>	<i>Part I, No. 5</i>	<i>nominal</i>
<i>Time in present position</i>	<i>Number of years in the present position</i>	<i>1</i>	<i>Part I, No. 6</i>	<i>ratio</i>
<i>Total time with organization</i>	<i>Total number of years worked for Bexar County</i>	<i>1</i>	<i>Part I, No. 7</i>	<i>ratio</i>
<i>Job classification</i>	<i>Classification on Table 1 or Table 2 of Bexar County Pay Classification System</i>	<i>1</i>	<i>Part I, No. 8</i>	<i>nominal</i>
<i>Primary source of income</i>	<i>Individual is the primary source of income in the family unit</i>	<i>1</i>	<i>Part I, No. 10</i>	<i>nominal</i>

Dependent Variable: Absenteeism was measured using frequency and time lost, the most frequently used and reliable measures of absence (e.g., Johns, 1978; Muchinsky, 1977; Hackett & Guion, 1985). Frequency was measured using each absence event. For example, an absence of two

consecutive days equals one absence event or one hour would equal an absence event. The indicator for frequency asks, "During the past three months, how many different times were you off from regularly scheduled work: For example, if you took a half day off to go to the dentist, this would be considered 'one time'; or if you had the flu and were absent two days in a row, this would be considered 'one time'." Scoring ranges from 0 for none to 10 for ten or more (see Appendix B, Part III, 1).

Time lost was measured by summing all hours an employee was absent. The indicator for time lost asks, "How much leave have you taken the past three months for any of the following reasons? For example, indicate '4' if you took 4 hours for a doctor's appointment or '16' if you were on vacation for 2 days. If not absent, indicate with '0'." Respondents were asked to indicate the number of hours they were absent for any of the following eight reasons: family responsibilities, community activities, personal illness, family illness, medical or dental appointment, personal business, just take a day off, and vacation (see Appendix B, Part III, 2).

Independent Variables: Job satisfaction was measured using a modified form of the Job Descriptive Index (JDI). The JDI, developed and copyrighted by Smith, Kendall and Hulin (1969), uses five scales to measure job satisfaction in the areas of pay, promotion, supervision, work and co-workers. Permission to use the instrument was granted by Bowling Green State University in Ohio, which owns and enforces the copyright. Copyright fees are based on the number of copies of the questionnaire expected to be used.

The items on the scale describe a particular aspect of the job rather than an employee's feelings about the work (Smith et al., 1969; Cook et al., 1981). For the purposes of this study, respondents were asked to answer "Yes" or "No" to each item on the scale (see Part II, Appendix B). Each of the 72 items on the five scales is an adjective or a phrase. Approximately half of the items in each scale are negatively worded. The scales for work, supervision and co-workers contain eighteen (18) items. Pay and promotion scales contain nine (9) items each. Because the pay and promotion scales contain half the items on the other scales, scores for these two are doubled to make them comparable to the other values. Scores for each scale range from 0 to 54. Scoring is shown in Table 4.2.

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Table 4.2  
Scoring for JDI

<u>Response</u>	<u>Score</u>
Yes to a positive item	3
No to a negative item	3
Missing or ambiguous response	1
Yes to a negative item	0
No to a positive item	0

---

The scale that measures satisfaction with work on the present job includes: fascinating, routine (N), satisfying, boring (N), good, creative, respected, hot (N), pleasant, useful, tiresome (N), healthful, challenging, on your feet (N), frustrating (N), simple (N), endless (N), gives sense of accomplishment.

Demographic Independent Variables: The demographic data (personal characteristics and situational factors) which represent the remaining independent variables were measured as shown in Appendix B, Part I. Age, number of dependents under age 12, time in present position and total number of years worked for Bexar County were measured by asking study participants to indicate the number that represents the answer. Because some respondents used months and others years, all values were converted to months for comparison. Primary source of income was measured by asking if the respondents income was the primary source of income in the household (0 = yes, 1 = no). Respondents were asked to indicate job classification by checking the appropriate blank (0 = Department Head/Professional/ Technical, 1 = Administrative/Clerical/ Support). Highest educational level attained was measured by checking the appropriate item (0 = some high school, 1 = H.S. Diploma, 2 = Some College, 3 = Business College, 4 = College Degree, 5 = Some Graduate Work, 6 = Master's Degree, 7 = Ph.D. Degree). Several respondents added an additional item, "Law Degree", which required collapsing Ph.D. Degree and Law Degree into one item.

#### Reliability

The reliability of any measure of a concept ultimately relies on the ability to retest that concept in the same time period and under the same circumstances to determine whether similar findings will be shown. The JDI has been through various stages of development and has been used in many studies. So it could be used in all settings, the JDI was designed for comprehensibility by workers with a low educational level. Schneider and Dachler concluded that as a measure of satisfaction it has



utility as a useful, stable instrument particularly in time based studies (Schneider & Dachler, 1978).

Hackett and Guion (1985) determined that frequency and time lost were reliable absence measures. Brooke and Price (1989) reported that the use of self-reported absence measures demonstrated adequate reliability. In previous studies, self-reported absence measures and record-based absence measures were significantly correlated.

### Validity

Although ultimate validity cannot be proven, the test of validity is the extent to which an empirical measure accurately reflects the concept that it is intended to measure.

The JDI is job-referent rather than self-referent since the dimensions of basic needs and relevance to job satisfaction have not been clearly established. It does not ask an employee directly how satisfied s/he is with the work, but how s/he describes that work (Smith et al., 1969).

According to Brooke and Price (1989), self-reported absence measures have demonstrated adequate validity. The distribution of responses between record-based absence data and self-reported absence data was considered further evidence of the validity of the self-reported measure.

### STATISTICAL ANALYSIS

Multiple regression was used to show the strength of the relationship between the dependent and independent variables controlling for other factors. Multiple regression is appropriate because it provides the unique effect of the independent variables on the dependent

variable. Multiple regression is particularly well-suited to ratio level dependent variables, such as number of hours absent. Both dependent variables in this study are measured in ratio form. Furthermore, many of the independent variables were measured in ratio form or converted into ratio form (see Table 4.1). In addition, the sample size is sufficient for multiple regression. The significance of the relationship between the dependent and each independent variable was tested using *t-statistics*. *F-statistics* were used to tell whether the regression as a whole is significant, and  $r^2$  was used to give the degree of variance or goodness of fit explained by the model.

#### CONCLUSION

Of the 200 surveys distributed with pay checks, 121 were returned. Three weeks after the initial distribution, the District Clerk returned twenty-one (21) surveys sent to his office. His reasons for refusing to distribute them to his employees were never explained. Because there was not enough time to substitute other employees, the sample was reduced to 179 resulting in a response rate of 64 percent which compares favorably with the response rate reported by Johns (57 percent) and Brooke and Price (57.4 percent) (Johns, 1978; Brooke & Price, 1981). Of the 121 surveys returned, 115 were usable responses.

#### DEMOGRAPHIC CHARACTERISTICS OF SAMPLE

The mean age of the respondents was 38.2 years. Of the 115 respondents, the majority were male (67.8 percent); 53.9 percent were not married; and 61.7 percent are the primary source of income in the household. Seventy of the respondents (60.8 percent) reported no dependents under age twelve.

Somewhat surprising was the educational level of the respondents. Only 18 respondents (16 percent) reported a high school diploma as the highest level of education attained; while 42 percent reported some college work. While one third of the respondents reported a college degree or higher, 10 percent reported business college as their highest level of education. Of the respondents, 56.5 percent were classified on the Administrative/Clerical/ Support table. The analysis showed the mean time in the present position was 45.5 months or 3.8 years; the mean total time with Bexar County was 77.4 months or 6.5 years. Table 4.3 describes the variable means and percentages of the demographic characteristics.

The next chapter summarizes and discusses the results of the statistical analyses performed on the data described in Chapter 3.

Table 4.3 DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

VARIABLES	MEAN	<i>n</i>	%
Age (years)*	38.17 <sup>a</sup>		
Sex			
Male		78	67.8
Female		37	32.2
Marital Status			
Married		53	46.1
Not Married		62	53.9
Level of Education			
High School		18	15.7
Some College*		48	41.7
Business College		11	9.6
College Degree		17	14.8
Some Graduate Work		8	6.9
Masters Degree		7	6.1
Law Degree or Ph.D.		6	5.2
Number of dependents under age 12			
None		70	60.8
One or more		45	39.2
Job Classification			
Professional/Technical		50	43.5
Administrative/Clerical/Support		65	56.5
Primary Source of Income			
Yes		71	61.7
No		44	38.3
Months in Position (years)*	45.5 <sup>b</sup> (3.8)		
Total Months with County (years)	77.4 <sup>c</sup> (6.5)		
<i>n</i> = 115			

<sup>a</sup> Range - 21 - 69<sup>b</sup> Range - 2 - 252 (.2 - 21)<sup>c</sup> Range - 2 - 336 (.2 - 28)\* Steel & Warner (1990) - Mean age - 26 yrs; Mean education - 14 yrs (SD 2.40);  
Mean Time in Present Job - 34.7 (2.89)

## CHAPTER 5

### SUMMARY OF FINDINGS

#### INTRODUCTION

This chapter summarizes and discusses the results of the statistical analyses. First, the means for the facets of job satisfaction and the dependent absence variables used in the multiple regression are discussed. Second, the correlations of the job satisfaction factors with the absence measures in the multiple regression are presented. Finally, the regression results are presented and interpreted.

The hypotheses were tested using the model developed in Chapter 2. All models were rejected because they did not achieve statistical significance either with the *f*-test or the  $r^2$ . Although there was a hint that job satisfaction might play a part, the regressions turned out to be insignificant. Once it became clear that the theory did not do a good job of explaining either frequency or time lost, the logic for the study shifted from deductive to inductive. Therefore, with the data as the guide, a new equation was formulated using the disaggregated job satisfaction variable and four other control variables. This regression turned out to have the highest *f*-value. The following are the results of this equation.

#### JOB SATISFACTION FACTORS AND ABSENTEEISM VARIABLES

The means for the job satisfaction factors and the two absence variables are presented in Table 5.1. For the dependent variables

(frequency and time lost) and the job satisfaction factors, a comparison with other studies shows that the averages are very similar.

For frequency of absence, the mean 2.6 and standard deviation 1.8 with a range of 0 - 10 compares favorably with the Brooke and Price (1989) study, which yielded a mean score of 1.93 with standard deviation of 1.8. Consistent with the results of other studies, time lost showed no relationship; therefore, there were no data available for comparison.

Table 5.1  
MEAN OF JOB SATISFACTION FACTORS AND ABSENTEEISM VARIABLE  
FOR BEXAR COUNTY AND COMPARISON WITH OTHER STUDIES

VARIABLES	BEXAR COUNTY		SMITH et al.*	
	MEAN <sup>a</sup>	SD	MEAN	SD
Work	36.6	10.9		
Males			36.57	10.54
Females			35.74	9.88
Supervision	41.3	13.0		
Males			41.10	10.58
Females			41.13	10.05
Pay	24.1	14.1		
Males			29.90	14.53
Females			27.90	13.65
Promotions	15.5	15.3		
Males			22.06	15.77
Females			17.77	13.38
Co-workers	38.6	14.8		
Males			43.49	10.02
Females			42.09	10.51
Frequency	2.6** <sup>b</sup>	1.8**		
Time Lost	24.7 <sup>c</sup>	25.9		

\*Job Descriptive Index; Smith, Kendall & Hulin (1969)

\*\*Brooke & Price (1989) Mean for Frequency of Absence - 1.93, SD 1.80

<sup>a</sup> Range Min 0 - Max 54

<sup>b</sup> Range Min 0 - Max 10

<sup>c</sup> Range Min 0 - Max 128

For the job satisfaction variables, a comparison of the means and standard deviations show that they are very close to those found by Smith et al (1969). However, testing the significance of the similarity was impossible because of the differences in the sample size and because the sample was divided into males and females. For work and supervision, the means for both males and females were almost identical. An average of the means for males and females for pay shows an almost identical result. Promotion and co-workers show the greatest differences. The greatest difference was for promotion with a mean of 15.5 for this study and 22.06 for males and 17.77 for females in Smith et al. Just as the results in Table 5.1 suggested that the data was similar, the results were also similar for the models that were used.

#### CORRELATIONS OF JOB SATISFACTION FACTORS WITH ABSENCE MEASURES

Correlations among the measures are shown in Table 5.2. A look at the relationship between the two dependent variables and the disaggregated components of job satisfaction shows the degree to which the variables move together, either positively or negatively. As frequency of absence goes up, the value for work goes down. This relationship provided the highest correlation. With the exception of pay and frequency and promotion and time lost, all correlations were negative between the job satisfaction factors and the dependent variables. In each case, the correlations are very small.

The variable that shows the greatest degree of correlation is work with frequency as the dependent variable. That correlation was  $-.309$ . When the regression was performed using the disaggregated job satisfaction components, work had the highest degree of correlation with

frequency. In Hackett (1989) the strongest links of absence to attitudes were observed between absence frequency and work satisfaction ( $p=0.21$ ).

Table 5.2  
CORRELATIONS OF JOB SATISFACTION FACTORS WITH ABSENCE MEASURES

FACTOR	FREQUENCY	TIME LOST
WORK	N = 115 -.309	N = 114 -.182
SUPERVISION	N = 115 -.239	N = 114 -.254
PAY	N = 115 .068	N = 114 -.011
PROMOTIONS	N = 115 -.128	N = 114 .019
CO-WORKERS	N = 114 -.228	N = 113 -.08

### Control Variables

A series of factors (age, sex, number of dependents under 12, and total time with county) were retained in the model with the work component of job satisfaction. Although age was negatively related, neither age, sex, number of dependents under age 12 nor total time with the County achieved statistical significance alone indicates the data was not statistically different from zero and the variables were not related to the dependent variable.

### MULTIPLE REGRESSION ANALYSIS

The results of the regression summarized in Table 5.3 show what the inductive logic revealed. In this case, the results indicated that there is not a lot that explains absenteeism; although, at some point, the equation showed some hint of significance.



First, the model was significant with an *f-value* of 2.764 which gave a probability of slightly over 2 percent ( $p = .0218$ ) of the significance being other than by chance. This was the smallest likelihood of an error and the only one to achieve statistical significance.

Second, of the equations tested, the  $r^2$  was the highest although still relatively small at .115 demonstrating that even this model did not adequately account for the variation in the dependent variables.

The Intercept at 4.773 indicates that if no other data is available the result would show almost 5 days of absence. It suggests a high random component in the way that people take off.

The unique contribution of the independent variables as well as their relationship to frequency of absence is shown below:

Table 5.3  
MULTIPLE REGRESSION ANALYSES OF ABSENCE FREQUENCY WITH AGE, SEX,  
NUMBER OF DEPENDENTS, TOTAL TIME WORKED FOR BEXAR COUNTY, AND WORK

VARIABLES	Beta	t	p
Age	-.018	.913	NS
Sex	.323	.883	NS
Dependents under age 12	.056	.325	NS
Total Time with County	.001	.389	NS
Work	-.051	3.34	.0012*
Intercept	4.773		
R <sup>2</sup>	.115		
F-Value	2.764		
Mean Dependent	2.6		
n	111		

Note: NS = Not significant

\* $p < .05$

The only variable that achieved statistical significance was work (*t-value of 3.34 and  $p=.0012$* ) and it was negatively related to frequency of absence. Although none of the independent variables except work achieved statistical significance, the *f-value of 2.764 with  $p=.0218$*  indicates that the sum of the variables achieved statistical significance. Because the addition of the control variables achieved more significance than work by itself, this was the regression that was chosen.

### CONCLUSION

All the models previously hypothesized were rejected since they did not achieve statistical significance either with the *f-test* or the  $r^2$ . The fact that  $r^2$  is relatively low, accounting for a little over 11 percent of the variance, means that more factors are involved than are included in the model. This study, as well as other studies, has not been able to account for all the predictors and moderators that affect absence behavior. Although significant correlations have been found in previous research, the lack of any significant correlations is not inconsistent with the model considered in this study.

The following chapter is a review of the study and a discussion of the conclusions based on the results of the multiple regression described in Chapter 5.

## CHAPTER 6

### CONCLUSION

Chapter six reviews the hypothesized relationships between the dependent and independent variables, the setting for the study and the methodology used for testing the hypotheses. Next, the results of the multiple regression are summarized. Third, the conclusions suggested by the findings are presented. Finally, future research areas are proposed.

### REVIEW OF THE STUDY

This study was designed to examine the relationship between certain personal characteristics, situational factors, job satisfaction and absenteeism for employees in Bexar County. As noted in Chapter 2, the studies on absenteeism resulted in conflicting and contradictory findings. Some empirical studies found a significant negative relationship between job satisfaction and absenteeism, while others observed no significant relationship at any level. Based on the research, this study proposed a model to test the proposition that workers who possess certain personal characteristics and situational factors and who are less satisfied with their jobs will be absent more frequently.

Using a self-administered questionnaire, data were gathered from a random sample of 179 employees in two selected job categories in Bexar County. The survey instrument consisted of three parts which included questions to collect demographic and situational factor data; the Job

Descriptive Index to collect data on job satisfaction; and a self-reported absence questionnaire.

Multiple regression analyses were used to test the strength of the relationship between the dependent and independent variables. In addition, a *t-test*, *f-test* and  $r^2$  were used to show the significance of the relationship and degree of variance and goodness of fit for the variables and model.

#### SUMMARY OF THE FINDINGS

While there are many studies that show job satisfaction and personal characteristics to be important correlates of satisfaction with work and absenteeism, the results of this study do not support the general proposition that job satisfaction is significantly related to absenteeism. In the present study, the conclusion must be reached that job satisfaction is, for the most part, unrelated to absenteeism. This is true when satisfaction is related directly to absenteeism and when the possibility of other relationships is explored. Ilgen and Hollenbeck (1977) observed that there may be three reasons for the lack of significant relationships: (1) the appropriate factors were not measured, (2) the measures were not sufficiently reliable or valid to detect a difference, or (3) job satisfaction has very little relationship to absenteeism.

Using variables chosen from other studies, the proposed models were developed. Nevertheless, all the models were rejected for a new equation which included only five control variables and the dependent variable, frequency of absence. Consistent with the findings of this study, the strongest links of absence to job satisfaction observed in

the literature have been between frequency and work satisfaction (Hackett, 1989). Given the new equation, the relationship between the work component of job satisfaction and frequency of absence showed the greatest degree of correlation at  $-.309$ . The mean score of  $2.6$  (SD  $1.8$ ) for frequency of absence compared favorably to other studies which reported a mean of  $1.93$  (SD  $1.8$ ). In addition, the mean score for work (Mean  $36.6$ , SD  $10.9$ ) was almost identical to the mean reported by Smith et al. for males (Mean  $36.57$ , SD  $10.54$ ). In the multiple regression, only work achieved any statistical significance and that significance was only achieved when added to the control variables (age, sex, number of dependents under 12 and total time worked for Bexar County).

Left with the conclusion that job satisfaction is not strongly associated with absence behavior in this setting, a search of the published literature indicated that the present findings may not be that atypical. Studies reviewed showed the relationship between job satisfaction and absenteeism was only moderately correlated.

#### CONCLUSIONS SUGGESTED BY THE FINDINGS

Most of the literature focuses on the detrimental effects of absenteeism and the detrimental effects that such behavior has in an organization. However, it is possible that some absenteeism may be "healthy" for organizations since such behavior may allow an escape from stressful situations. Reduced absenteeism may result in poor quality work, a higher accident rate, and poor employee mental health. Consequently, serious questions could be raised concerning the desirability of improving attendance. Hackett (1989) suggests four reasons that the relationship between absence and job satisfaction is

not stronger: (1) some absence is simply unavoidable because of illness, weather conditions or other pressing matters, (2) opportunities for off-the-job satisfaction on a missed day may vary (i.e. you may love your job, but love fishing or water skiing even more), (3) some organizations have attendance control policies that can influence absence more than satisfaction does, and (4) the influence of workgroup norms on acceptable absence behavior may be much stronger than individual satisfaction levels. According to Rhodes and Steers (1990) there are three sets of highly interactive factors that influence an employee's attendance motivation (1) absence culture (2) organizational policies and practices with respect to the workplace, and (3) employee attitudes, values and goals.

A growing body of research suggests that absence behavior is a product of the individual as well as the situation. The number of influences, decisions and the ability to attend work come both from the individual and the work environment. One employee may be intrinsically motivated to attend because of a challenging job. This individual may not feel any strong external pressures to attend because s/he likes the job itself. Another employee may have a distasteful job, but come to work because of other pressures. Thus, for different reasons both employees come to work (Steers & Rhodes, 1978).

The findings of this study are consistent with the literature. The results show that satisfaction with the work itself is the one component of job satisfaction which achieves significance. This suggests that when someone is attracted to the work they do, there is less likelihood they will be absent.

Ilgen and Hollenbeck (1977) suggested two general views about the causal relationship between job satisfaction and absence behavior. The first assumes that satisfaction causes the behavior; the second assumes that the behavior leads to satisfaction. In the first model, attendance is assumed to be the converse of absence. Company policies that allow for more frequent absences may provide a basis for greater satisfaction. However, company policies that include liberal sick leave benefits and use seniority-based decisions about layoffs, promotions, and raises are unlikely to lead to regular attendance.

The second model, assumes that attendance behavior leads to satisfaction. In this model, the explanation for the low correlation between job satisfaction and absenteeism is very simple; in many organizations few rewards or punishments are perceived to be tied directly to absenteeism. Sick leave, personal leave policies, and a decrease in a general work ethic all tend to decrease the contingency between the absence behavior and rewards. However, leaders may influence absence to the extent that various rewards and punishments under their control are made contingent upon attendance patterns (Johns 1978).

The findings of this study suggest that perhaps people have a number of days absence that is acceptable. If they have a pressing, good reason, they will use the days that they have, but not go beyond them. Conversely, if they do not have a good reason, they will take time off for other reasons that may be less justifiable but important to them.

At the end of each fiscal year, the Personnel Section of the Auditor's Office requests leave balances (vacation, sick and compensatory) for all regular employees in Bexar County. Leave balances are used only for determining the fiscal impact of paying a terminated employee for eligible accrued leave. An analysis of sick leave balances for employees employed one year or more in Bexar County revealed that as of September 30, 1991, more than 460 employees in Bexar County carried 32 (4 days) or less hours sick leave into Fiscal Year 1992. This is significant since each regular full-time employee accrues 96 hours (12 days) sick leave each year.

An analysis of vacation leave was not done since the purpose of vacation leave is different from the purpose of sick leave. However, a check of employees with 32 or less hours sick leave showed that a low sick leave balance was generally associated with a low balance of vacation leave. A high balance of vacation leave and a low balance of sick leave was an indication of a long period of illness. A random check of employees in the previous category bore out this conclusion.

#### FUTURE RESEARCH

Overall, the results of this study suggest that absence behavior is a function of both the individual and the situation. One general limitation of this investigation was that the results are limited by the context in which the data were gathered. This study took place using a narrowly defined sample in an organization with different definitions and controls for absence within departments. Because each office interprets the rules according to the values and beliefs of the official



or department head, differentiating between types of absence was impossible.

Given the results of this study, future research might focus on the meaning and role of absenteeism from the absentee's perspective (e.g., the possibility that a day away from work brings satisfaction to the work situation). Although this research did not specify the types of absence, differentiating between the types of absence behavior and the types of attitudes might result in more significant findings.

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**APPENDIX A.1****BEXAR COUNTY  
PERSONNEL RULES****5.01 Work Conditions**

- 5.0173 Each office/department shall keep a record of each employee's time accumulation, the reasons thereof, expenditures accrued, and will supply the Auditor's Office with such information as required.

**5.02 Leave Policies**

- 5.021 All regular employees are covered by the leave policies set out in the Personnel Rules. The Personnel Rules refer to the Bexar County Civil Service Rules and Regulations, Chapter 630, Absence and Leave, which give a more comprehensive description.
- 5.0221 Full-time employees with less than five years service earn six hours and forty minutes vacation each month worked (80 hours a year). Juvenile Detention Center employees with less than five years of service earn ten hours of vacation for each month worked (120 hours a year).
- 5.0222 Full-time employees with five, less than ten years service earn eight hours vacation each month worked (96 hours a year). Juvenile Detention center employees with five, but less than fifteen years of service earn twelve hours of vacation for each month worked (144 hours a year).
- 5.0223 Full-time employees with ten, less than fifteen years service earn ten hours vacation each month worked (120 hours a year).
- 5.0224 Full-time employees with fifteen or more years service earn twelve hours vacation each month worked (144 hours a year). Juvenile Detention center employees with fifteen or more years of service earn fourteen hours of vacation for each month worked (168 hours a year).
- 5.0225 Part-time employees (those with less than a basic forty hour work week but with a regularly assigned tour of duty on at least one day of each week in the pay period) earn a pro rata amount that a full-time employee earns.
- 5.0226 Regular County employees may not carry forward from one fiscal year to another vacation in excess of 240 hours (30 days of eight hours each day). Vacation accrued by an employee shall not be given or credited to another employee.

- 5.0227 Vacation shall be taken at the discretion of the official or department head.
- 5.0228 On termination an employee is paid a lump sum for unused accumulated vacation not to exceed 30 days.
- 5.0229 Unless otherwise indicated, individuals who are off due to an on-the-job injury will not accrue vacation time.

#### 5.023 Sick Leave

- 5.0231 Full-time regular employees (with the basic forty hour work week) earn sick leave at the rate of eight (8) hours for each full month. Sick leave is earned from the first pay period of employment and its earning is not affected by the length of service. There is no qualifying period for the earning of sick leave. Sick leave is available and may be granted to probationary employees.
- 5.0232 Part-time employees (those with less than a forty hour work week but with a regular weekly assigned tour of duty) earn a pro rata amount of sick leave as full time regular employees. Credit may not exceed 8 hours of sick leave for any calendar month.
- 5.0233 Sick leave may be accumulated up to a maximum of 720 hours (90 days of eight hours each day). Sick leave accrued by an employee shall not be given or credited to another employee.
- 5.0234 An employee who has been employed by Bexar County for five consecutive years shall upon leaving the employment of Bexar County for any reason whatsoever, be paid on a per diem basis, for one-half of sick leave days accrued and not taken. Payment shall not exceed 30 days.
- 5.0235 Unless otherwise indicated, individuals who are off due to an on-the-job injury will not accrue sick leave.
- 5.0236 See 5.029 for sick leave converted to personal leave.

#### 5.027 Reporting Absences

- 5.0271 In the event of absence from work, except for compensatory time off, fill in the appropriate spaces on a Status Form reporting the nature and duration of such absence. The Status Form shall then be forwarded to the Auditor's Office, where it will be filed in the employee's personnel file and appropriately recorded in the employee's personnel records.

## 5.029 Personal Leave

- 5.0291 Three current sick leave days may be converted each year, by the employee, into personal leave and, if not used, they revert back to sick leave at the end of each year. Personal leave may be used by the employee for any reason desired.



**APPENDIX A.2****BEXAR COUNTY  
CIVIL SERVICE RULES****SUBCHAPTER 1. GENERAL PROVISIONS****1-1 INTRODUCTION**

This chapter describes and explains the various kinds of leave in the County service.

**1-2 LEGAL AUTHORITY**

- A. Basic Law: The statutes governing the leave system are V.A.C.S. 2372h and 2372h-1 (repealed; now Local Government Code 157.062 note) and 2372h-6 (repealed; now Local Government Code 158.002).
- B. Regulations: This law authorized the Commission to issue regulations governing the administration of the leave system.

**1-3 LEAVE ADMINISTRATION****A. Department:**

- 1. Overall Responsibility: Department Heads administer the leave system according to the law and regulations. They are responsible for insuring that a leave account is established and maintained for every employee. Department supervisors are also responsible for controlling absence and leave so that all employees use leave according to legal requirements and without abuse of leave privileges.
- 2. Approval Authority: The approval of leave is usually the responsibility of immediate supervisors who best know whether the time off requested is compatible with the situation. While the immediate supervisor may be consulted on requests for extensive or advanced leave, authority for approval is usually placed at a higher organizational level. Authority to approve leave requests is accompanied by the responsibility for verifying that leave granted is legal and justifiable.

- B. Interpretation of Leave Regulations: The Civil Service Commission will be responsible for interpreting this regulation concerning leave administration. The County Auditor's Office will be responsible for answering any questions concerning the financial accounts of the

individual's leave record. Appeals from any decision of the Civil Service Commission or County Auditor's Office will be directed to Commissioners' Court for their consideration.

1-4 ABSENCE OF DISABLED VETERANS

A disabled veteran can be granted sick leave or annual leave as appropriate, or leave without pay, if necessary, for medical treatment when he presents an official statement from a duly constituted medical authority that medical treatment is required. The veteran must give prior notice of the period during which his absence for treatment will occur.

1-5 ABSENCE WITHOUT LEAVE

Absence without leave is an absence from duty which is not authorized or for which a request for leave has been denied. The employee receives no pay for the period of the absence. Disciplinary action may also be taken when considered appropriate. If the absence is later excused because the circumstances surrounding the absence are such that the absence would have been approved, the charge to absence without leave may be changed to the appropriate approved leave account.

1-6 CONCURRENT LEAVE RIGHTS

An employee entering the armed forces may elect to be paid in a lump sum for annual leave or to have his annual leave remain to his credit until he returns from active duty.

SUBCHAPTER 2. GENERAL PROVISIONS FOR ANNUAL AND SICK LEAVE

2-1 COVERAGE

Employee Covered: Permanent, full-time, or part-time County employees or temporary employees who work for six (6) consecutive months and who become a permanent employee without a break in County service effective with date of their conversion to a permanent status, are covered by leave policies prescribed by this chapter.

2-2 DEFINITIONS

- A. Accrued Leave: Leave earned by an employee during the current leave year that is unused at any given time in that year.
- B. Accumulated Leave: The unused leave remaining to the credit of any employee at the beginning of the leave year.
- C. Contagious Disease: A disease requiring isolation of the patient, quarantine, or restriction of movement as prescribed by health authorities.

- D. Employee: An employee to whom the law applies.
- E. Leave Year: The period beginning with the first day of the first complete pay period of the employee in a calendar year and ending with the day immediately before the first day of the first complete pay period in the following calendar year.
- F. Medical Certificate: A written statement signed by a registered practicing physician or other practitioner, certifying to the incapacitation, examination, treatment, or the period of disability of an employee while he was undergoing professional treatment.

## 2-3 ACCRUAL OF LEAVE DURING PAY PERIODS

- A. Full Semi-Monthly Pay Periods: To earn leave, an employee must be employed during a full semi-monthly pay period. He is considered to have been employed for a full period if he is on the rolls on all days falling within the pay period exclusive of holidays and non-work days.
- B. Fractional Pay Periods: If employment is continuous, but an employee's service is interrupted by a non-leave-earning period, he may be credited with leave on a pro rata basis for that fraction of a pay period during which he was in a leave-earning status. This situation occurs, for example, when an employee is carried in LWOP status.
- C. Accrual Reduction Because of Nonpay Absence: When a full-time employee's absence in a nonpay status totals the hours for one pay period, his sick leave credit is reduced by one-half day and his annual leave credit is reduced by either one-half, three-fourths, or a full day depending on his leave-earning category. If he is in a nonpay status for his entire leave year, he earns no leave. For the purpose of determining reduction in leave credits when an employee has one or more breaks in service during a leave year, the department shall include all hours in a nonpay status (other than nonpay status during a fractional pay period when no leave accrues) for each period of service during the leave year in which annual leave accrued.

## 2-4 LEAVE CHARGES

- A. Leave Days: Both annual and sick leave are charged to an employee's account only for absence on regular workdays, that is days on which he would otherwise work and receive pay. Leave is not charged for absence on holidays and nonworkdays.
- B. Minimum Charge: One hour is the minimum charge for either annual or sick leave, and additional leave is charged in multiples of one hour. Absences on separate days are not combined. If, for example, an employee is absent a half hour on

two separate days, the minimum charge is two hours.

## 2-5 REFUND FOR UNEARNED LEAVE

When an employee has been granted advance annual or sick leave and is separated before that leave is earned, the value of the leave is recovered from any pay due. A refund is not required, however, if the separation is due to death or disability retirement, or entrance into military service with restoration rights, or the employee resigns or is separated because of disability which prevents him from returning to duty or continuing in the service, and the disability is the basis of the separation as determined by his department on medical evidence acceptable to it.

## 2-6 UNCOMMON TOURS OF DUTY

When an employee works a 24-hour shift, or other uncommon tour of duty, a department may issue supplemental regulations to administer the leave for such an employee. Any supplemental regulations must be consistent with the law and the Commission's regulations.

## SUBCHAPTER 3. ANNUAL LEAVE

This will cover the normal vacation period and also administrative leave which is subject to the approval of the department heads.

### 3-1 EARNING RATES

#### A. Earning Rates for Full-time Permanent Employees:

1. Full-time permanent employees (those with a basic 40-hour workweek) with less than five (5) years of service earn six (6) hours and forth (40) minutes of annual leave each month worked (Eighty (80) hours a year).
2. Full-time permanent employees with five (5) but less than fifteen (15) years of service earn eight (8) hours of annual leave each month worked (Ninety-six (96) hours a year).
3. Full-time permanent employees with fifteen (15) or more years of service earn twelve (12) hours of annual leave each month worked (One hundred forty-four (144) hours a year).

#### B. Earning Rated for Part-time Permanent Employees:

1. To earn annual leave, part-time permanent employees must have a regularly assigned tour of duty on at least one day of each week in the pay period.

2. Part-time permanent employees with less than five (5) years of service earn a pro rata amount of annual leave based on the number of hours that they worked as full-time employees with less than five (5) years of service.
3. Part-time permanent employees with five (5) but less than fifteen (15) years of service earn a pro rata amount of annual leave based on the number of hours that they worked as full-time employees with five (5) but less than fifteen (15) years of service.
4. Part-time permanent employees with fifteen (15) or more years of service earn a pro rata amount of annual leave based on the number of hours that they worked as full-time employees with fifteen (15) or more years of service.

### 3-2 DETERMINING CREDITABLE SERVICE

Creditable service will be determined from the date the appointee started his or her probationary period.

### 3-3 QUALIFYING PERIOD

An employee must be employed in a position subject to the leave for 180 calendar days without a break in service before he is entitled to annual leave. At the end of his 180-day period, annual leave is credited to the employee's account from the first day of service. A break in service is one workday or more when the employee is not on the County's employment rolls. An employee on his first appointment can use no annual leave, but may be granted sick leave or leave without pay until the 180-day is completed. Persons who are re-employed must serve a new qualifying period. They may, however, use any annual leave earned under a previous appointment which has been re-credited to their accounts.

### 3-4 GRANTING ANNUAL LEAVE

- A. Purposes: Annual leave is provided and used for two general purposes which are:
1. To allow every employee an annual vacation period of extended leave for rest and recreation, and
  2. To provide periods of time off for personal and emergency purposes. These absences involve such matters as religious observances, attendance at conferences or conventions, other than on County interest, securing a driver's permit, or other personal business which can be disposed of only during the time in which the employee would ordinarily be working. (These situations are not all-inclusive, but are examples

only, of the purposes or the kinds of absences for which annual leave is approved).

B. Department Authority:

1. General: Annual leave provided by law is a benefit and accrues automatically. However, supervisors have the responsibility to decide when the leave may be taken. This decision will generally be made in the light of the needs of the service rather than solely on the desires of the employee. Supervisors should insure that annual leave is scheduled for use so as to prevent any unintended loss at the end of the leave year.
  2. Annual Leave Before Separation: On separation, an employee is paid a lump sum for his unused annual leave. The lump sum is limited to pay for thirty (30) days or the balance carried forward at the beginning of the leave year, whichever is greater. If the leave credit of an employee to be separated exceeds that allowable for a lump sum payment, the department may allow him to use the excess annual leave immediately before separation.
  3. Annual Leave in Lieu of Sick Leave: Approved absence otherwise chargeable to sick leave may be charged to annual leave if requested by the employee prior to the time the employee has exercised his right to have sick leave charged for an absence and approved by the department. The substitution of annual for sick leave previously granted may not be made retroactively, except for the liquidation of advanced sick leave, and even then only when the substitution is made prior to the time the annual leave would otherwise have been forfeited and the department, if requested, would have granted time off for leave purposes.
- C. Advancing Annual Leave: It is within the discretion of each department to grant annual leave to an employee in advance of its actual earning to the extent that leave will accrue to him during the current leave year. Annual leave may not be advanced during the qualifying period.

3-5 MAXIMUM ACCUMULATION

All permanent and part-time permanent county employees may accumulate annual leave for later use up to a maximum of two hundred forty (240) hours (Thirty (30) days of eight (8) hours each day).

## SUBCHAPTER 4. SICK LEAVE

### 4-1 EARNING RATES

#### A. Earning Rates for Full-time Permanent Employees:

Full-time permanent employees (those with a basic 8-hour workday) earn sick leave at the rate of four (4) hours for each full semi-monthly pay period. Sick leave is earned from the first pay period of employment and its earning is not affected by the length of service. There is no qualifying period for the earning of sick leave. However, sick leave is not available and will not be granted to probationary or temporary employees.

#### B. Accrual-rate for Part-time Permanent Employees:

Employees who work on a part-time basis with an established tour of duty earn a pro rata amount of sick leave as full-time permanent employees. Credit may not exceed four (4) hours of sick leave for any semi-monthly pay period. To earn sick leave, part-time employees must have a regular weekly tour of duty; if they have regular weekly tours, they earn leave for every hour in a pay status.

#### C. Crediting Sick Leave:

Unless it is uncertain as to how much will be earned, sick leave accrual may be credited to an employee's account at the beginning of the pay period in which it is earned.

### 4-2 GRANTING SICK LEAVE

#### A. Purpose: Sick leave is for use when an employee is physically incapacitated to do his job, or for related reasons. Such related reasons are:

1. Exposure to a contagious disease that would endanger the health of co-workers;
2. Presence of contagious disease in an employee's immediate family which requires his personal care;
3. Dental, optical, or medical examination or treatment.

#### B. Department Authority: A department has the authority and responsibility to determine that the nature of the employee's illness was such as to incapacitate him from his job and that the other reasons for which sick leave is granted are true.

#### C. Employee Responsibility: The employee who becomes ill is responsible for notifying his supervisor as soon as practicable and within the period specified by his department. Leave for pre-arranged medical, dental, or optical examinations or

treatment should always be applied for in advance.

- D. Job Security: An employee who is physically incapacitated due to illness or medical disability shall be entitled to return to the same or similar position in the department held at the time the leave was granted for a period not to exceed (8) weeks OR until all accrued sick leave and vacation has been used, whichever length of time is greater.

#### 4-3 ADVANCING SICK LEAVE

- A. Maximum Advance: An employee seriously injured or ill may draw on his anticipated future sick leave accruals if the disability surpasses his current accumulation. A maximum of two hundred forty (240) hours (Thirty (30) days of eight (8) hours each day) sick leave may be advanced under these circumstances.
- B. Restrictions: An employee holding a limited appointment may be advanced sick leave only in the amount which will be earned during the remaining period of employment.
- C. Department Authority: The advance of sick leave is permissive with the department. However, the fact that this is authorized by law contemplates that it will be used. A department head determines the policies to be adopted in permitting the advance of sick leave and delegates authority to approve the sick leave advance to appropriate officials in his department.

#### 4-4 MAXIMUM ACCUMULATION

- A. County employees can accumulate sick leave up to a maximum of four hundred eighty (480) hours (Sixty (60) days of eight (8) hours each day.) Commencing June 1, 1973, an employee may be paid, at his regular rate of pay, for his accumulated sick leave upon the following conditions:
  1. An employee, who has been employed by Bexar County for five (5) consecutive years, shall upon leaving the employment of Bexar County for any reason, whatsoever, be paid on a per diem basis one-half of his current salary for each sick leave day accrued.
  2. Sick leave days accrued prior to June 1, 1973, shall not be paid.
  3. Upon an employee accumulating the maximum four hundred eighty (480) hours of sick leave, his right to accrue additional days of sick leave shall terminate and he shall not thereafter be entitled to accumulate sick leave until he has used a portion or all of his accumulative sick leave. Upon returning to work after using sick leave, an employee shall then start earning sick leave time pursuant to



Subchapter 4, until he has once again attained the maximum four hundred eighty (480) hours, at which time no more sick leave shall accrue until again used by the employee.

## SUBCHAPTER 5. TRANSFER AND RECEIPT OF ANNUAL AND SICK LEAVE

### 5-1 ANNUAL LEAVE

- A. Transfer: The annual leave account of an employee who moves from a position under the law to another position under the law without a break in service is certified to the employing department for credit or charge.

### 5-2 SICK LEAVE

- A. Transfer: The sick leave account of an employee who transfers without a break in service between positions subject to the law must be certified to the employing department for credit or charge.
- B. Recredit: Sick leave is reccredited to an employee's account after a break in service not in excess of three (3) years.

### 5-3 RE-ESTABLISHMENT OF LEAVE ACCOUNT AFTER MILITARY SERVICE

- A. When an employee leaves his civilian position to enter the military service, his existing leave account must be certified for credit or charge. His leave account must also be re-established as a credit or charge when he is restored in accordance with his right of restoration to his civilian position after separation from active military duty or hospitalization continuing thereafter as provided by law.

### 5-4 EFFECT OF RESTORATION AFTER APPEAL

When an employee is restored to a department as a result of an appeal, the department must re-establish his leave account as a credit or charge as it was at the time of separation.

### 5-5 UNAUTHORIZED SICK LEAVE

In the event that any employer is of the opinion that an employee has taken an authorized sick leave (time off when not sick or injured), the employer shall have the right and responsibility to have the employee furnish evidence of illness or injury. In the event that said illness or injury cannot be established to the satisfaction of the employer, said official shall credit said unauthorized time taken to the annual leave of the employee, or dock said employee's salary for the days taken.

## APPENDIX B

## PART I. DEMOGRAPHIC DATA

To help with the statistical analysis of the data, please complete the following information:

1. Age: \_\_\_\_\_
2. Sex: \_\_\_\_\_ Female  
\_\_\_\_\_ Male
3. Marital Status: \_\_\_\_\_ Married  
\_\_\_\_\_ Not Married
4. Number of Dependents under 12: \_\_\_\_\_
5. Education (Check One):  

_____ Some High School	_____ College Degree
_____ H.S. Diploma	_____ Some Graduate Work
_____ Some College	_____ Master's Degree
_____ Business College	_____ Ph.D. Degree
6. Time in Present Position: \_\_\_\_\_
7. Total Number of Years You have worked for Bexar County:  
\_\_\_\_\_
8. Job Classification (Check One):  
\_\_\_\_\_ Department Head/Professional/Technical  
\_\_\_\_\_ Administrative/Clerical/Support
9. Are you the primary source of income in your household? (Check One):  
\_\_\_\_\_ Yes  
\_\_\_\_\_ No

## PART II. WORK ATTITUDES

This part of the questionnaire contains one word items that will describe your attitude toward particular aspects of your job. Check either Yes or No. Please respond to all items in all five sections.

### A. WORK

<u>Yes</u>	<u>No</u>	
_____	_____	Fascinating
_____	_____	Routine
_____	_____	Satisfying
_____	_____	Boring
_____	_____	Good
_____	_____	Creative
_____	_____	Respected
_____	_____	Hot
_____	_____	Pleasant
_____	_____	Useful
_____	_____	Tiresome
_____	_____	Healthful
_____	_____	Challenging
_____	_____	On your feet
_____	_____	Frustrating
_____	_____	Simple
_____	_____	Endless
_____	_____	Gives sense of accomplishment

### B. SUPERVISION

<u>Yes</u>	<u>No</u>	
_____	_____	Asks my advice
_____	_____	Hard to please
_____	_____	Impolite
_____	_____	Praises good work
_____	_____	Tactful
_____	_____	Influential
_____	_____	Up-to-date
_____	_____	Doesn't supervise enough
_____	_____	Quick tempered
_____	_____	Tells me where I stand
_____	_____	Annoying
_____	_____	Stubborn
_____	_____	Knows job well
_____	_____	Bad
_____	_____	Intelligent
_____	_____	Leaves me on my own
_____	_____	Lazy
_____	_____	Around when needed

C. <u>PAY</u>		E. <u>CO-WORKERS</u>	
<u>Yes</u>	<u>No</u>	<u>Yes</u>	<u>No</u>
_____	_____	_____	_____
	Income adequate for normal expenses		Stimulating
_____	_____	_____	_____
	Satisfactory fringe benefits		Boring
_____	_____	_____	_____
	Barely live on income		Slow
_____	_____	_____	_____
	Bad		Ambitious
_____	_____	_____	_____
	Income provides luxuries		Stupid
_____	_____	_____	_____
	Insecure		Responsible
_____	_____	_____	_____
	Less than I deserve		Fast
_____	_____	_____	_____
	Highly paid		Intelligent
_____	_____	_____	_____
	Underpaid		Easy to make enemies
			Talk too much
			Smart
			Lazy
			Unpleasant
			No privacy
			Active
			Narrow interests
			Loyal
			Hard to meet
D. <u>PROMOTIONS</u>			
<u>Yes</u>	<u>No</u>		
_____	_____		
	Good opportunity for advancement		
_____	_____		
	Opportunity somewhat limited		
_____	_____		
	Promotion on ability		
_____	_____		
	Dead-end job		
_____	_____		
	Good chance for promotion		
_____	_____		
	Unfair promotion policy		
_____	_____		
	Infrequent promotions		
_____	_____		
	Regular promotions		
_____	_____		
	Fairly good chance for promotions		
_____	_____		

## PART III.

## ABSENCE REPORT

This part of the questionnaire will be a self-report of your absence from work during the past three months. It will provide information for the study on the number of times and the number of hours you were not on the job on a regularly scheduled work day.

1. During the past three months, how many different times were you off from regularly scheduled work? For example, if you took a half day off to go to the dentist, this would be considered "one time"; or if you had the flu and were absent two days in a row, this would be considered "one time". (Check the appropriate number.)

<u>      </u> None	<u>      </u> Six
<u>      </u> One	<u>      </u> Seven
<u>      </u> Two	<u>      </u> Eight
<u>      </u> Three	<u>      </u> Nine
<u>      </u> Four	<u>      </u> Ten or more
<u>      </u> Five	

2. How much leave have you taken the past three months for any of the following reasons? For example, indicate "4" if you took 4 hours for a doctor's appointment or "16" if you were on vacation for 2 days. If not absent, indicate with "0". (Fill in all blanks.)

Number of  
Hours Absent  
in Past  
Three Months

<u>      </u>	Family responsibilities
<u>      </u>	Community activities
<u>      </u>	Personal illness
<u>      </u>	Family illness
<u>      </u>	Medical or dental appointment
<u>      </u>	Personal business
<u>      </u>	Just take a day off
<u>      </u>	Vacation