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ABSTRACT

Absenteeism is a managerial issue in the organizations which requires alternative arrangement to manage daily operations for the organization. Leave management is one of the major strategic tasks of the organization. Disorganized leave management process causes bad outcome to both the employee and the organization. It has an impact on the organization in terms of productivity, service delivery, profitability and competitiveness.

The aim of this project was to improve the quality of the leave management process and thereby reduce the absenteeism. This was a qualitative and quantitative type of interventional project. A Sample of 172 health care personnel including minor employees, overseers, in charge officers, Health Management assistant and Administrative Officer was selected. Focus Group Discussion, In Depth Interviews, process mapping, Interviewer administered questionnaire and secondary documents were used as study instruments.

The knowledge of health care personnel was assessed using an interviewer administered questionnaire. It revealed that except minor employees, all the other categories had good knowledge on leave management. However, 60.36% had fair knowledge on leave management process. Nearly 20 percent of them had very poor knowledge. Focus Group Discussion, In Depth Interview and Pre assessment of knowledge revealed the need for improvement of minor employees' knowledge. Hence, knowledge improvement workshops were designed as the intervention.

Several workshops were conducted to cover almost all the minor employees to enhance the knowledge on leave management process. It is shown that 50 percent of minor employees had knowledge score less than 10. Post intervention results have shown that it was gone up to 19. Outcome measures such as absent rate,

Bradford score, working days to "Day off" ratio and percentage of incomplete leave forms were considered as indicators. Absent rates has reduced after the intervention. It is shown that knowledge score of minor employees has been increased significantly compared to the pre intervention group at $p<0.000$. Greater reduction of absent rate from 9 to 3 percent was evident. Significant reduction of BF ($z=-7.247$, $p<0.000$) could be seen among the employees in post intervention group. Practices related to leave management such as completeness of leave forms have shown significant improvement. Hence it can be concluded that there is a room to reduce absenteeism in health sector through conducting of knowledge improving workshops.

Key words: Absenteeism, Leave management, Minor employee