

# MOTIVATION, ABSENTEEISM AND TURNOVER: ANALYZING THE FACTORS IN THE ORGANIZATIONAL CONTEXT IN A COMPANY FROM THE NORTHERN HIGH PLAINS OF SC

**Estéfani Caroline de Souza, State University of Santa Catarina**

**Débora Barni de Campos, State University of Santa Catarina**

**Delcio Pereira, State University of Santa Catarina,**

**Fernanda Silva Rodrigues, State University of Santa Catarina**

## ABSTRACT

*This article aims to identify, by means of a questionnaire, the motivational factors related to the high rate of absenteeism and turnover in a metal-mechanic company located in Santa Catarina. The objective of this research is to examine a production line that presents high turnover and absenteeism rates, in order to investigate whether these problems are associated with a significant level of demotivation within the team. The preparation of the theoretical framework and the guidelines for the questionnaire in this research was based on the Systematic Bibliographic Review (SBR) method, which covered the period from 2017 to 2022, the review resulted in 1442 articles, from which the 40 most relevant ones were selected, taking into consideration the theme, to support the preparation of this work. The data obtained were submitted to a descriptive and factor analysis, using quantitative statistical methods, by means of the Statistical Package for the Social Sciences (SPSS) software. Through the analyses performed, it was possible to identify the main reasons that contribute to the high rates of absenteeism and turnover in the company. These reasons include lack of organization in the work environment, insufficient training to perform the tasks, and lack of awareness of the cultural aspects of the company among managers.*

**Keywords:** Production, Motivation, Absenteeism, Turnover, Commitment, Performance.

## INTRODUCTION

Motivation is an intrinsic factor in human beings; they are factors that make people persist in performing certain activities in pursuit of their goals. The word motivation derives from the Latin word *movere* which means to move. Bergamini, (2018), says that motivational behavior drives people to action, they move toward goals. Organizational motivation has long been studied, and is still a point that many employers seek to understand within their production lines. According to Bergamini, (2018), when hypothesized what difficulties affect people the most in their work, the finding will be: the lack of motivation.

The lack of motivation in production line teams causes the organization to go through moments of paralysis in its growth, and this is a great risk, since unmotivated people are more likely to have a high rate of absenteeism, which in the long run becomes unsustainable, generating another negative indicator, which is turnover.

Absenteeism according to Chiavenato, (2020) is the working time lost when employees do not show up or are absent, this indicator is extremely related to the level of job satisfaction and should be investigated, because the costs generated with high absenteeism are immeasurable and harmful to the company. For Chiavenato, (2020) turnover is the exit of employees and the entry of new employees. These dismissals may occur either by initiative of the employee, as well as the company.

Thus, it can be observed that the factors of motivation in production to generate results are interconnected, and it is important to understand the reasons that lead to a lack of motivation in organizations.

The objective of this study is to analyze a production line with high rates of turnover and absenteeism, seeking to investigate whether these problems are related to a significant level of lack of motivation among the team. To this end, we propose the creation of scientific questionnaires in order to identify the main causes of this high turnover. The results obtained will be presented in the conclusion of this research.

## Literature Review

This literature review was guided by a Systematic Review of the literature (SBR), which will be explained in chapter three of this paper. The topics related to the scope were presented in the following.

## Motivation in Production

Motivation in production is a very valuable subject for manufacturing companies, according to Habanik *et al.*, (2020) manufacturing companies are increasingly seeking to improve the performance of their employees, and also working to keep them motivated, as these factors are key to long-term performance, ensuring sustainable success for the company.

Another interesting fact about motivation in production is creativity at work, according to Tian *et al.*, (2021) organizations should promote environments in which the creativity of their employees is stimulated, as well as make leadership encourage this type of behavior in their subordinates, this type of treatment makes employees feel part of the organization, and are always looking for creative and assertive solutions for implementation. Tian *et al.*, (2021) also says that rewards are very important, after implementing a creative solution it is important to reward the team for its achievement, this makes them always seek to be innovating in problem solving. An engaged team is a reflection of a motivated team.

The welfare of employees is also a relevant issue when discussed about motivation in production, Huo *et al.* (2022) pointed out that when there is an intensification in production this directly affects the welfare of employees, are at these times that occur a greater emotional wear caused by the pressure of the high production load, and at these times the motivation and willingness of employees tends to be affected. Therefore, in these moments it is necessary to have differentiated reward plans, so that the degree of motivation is kept high.

For Tuin (2021), motivation explains a lot about human beings, employees with high engagement demonstrate energy in their activities, are committed, have a psychological well-being and perform better. Relying on motivation at work allows employees to flourish, supports their growth and development, and increases their sense of meaning.

## Motivation Profiles

Person-centered analyses are specifically designed to identify qualitatively distinct subpopulations of workers characterized by distinct configurations of behavioral regulations (Meyer & Morin, 2016 apud GILLET *et al.* 2020).

For example, a person-centered approach may identify one profile characterized by high levels of controlled motivation, while another may be driven by a combination of intrinsic motivation and external

regulation.

In this way, when you have individual-centered approaches it is possible to identify different types of employees, and how they are involved in their work for different reasons, considering overall or specific levels of motivation.

Gillet *et al.*, (2020), also points out that one can have some profiles of motivation based on the individual, they are: moderately motivated, where one finds moderate levels of self-determination, low specific levels of intrinsic motivation and average levels of other specific regulations. The poorly motivated profile, has low levels of self-determination, high specific levels of lack of motivation, and average or slightly below average specific levels of intrinsic motivation. The third profile is the self-determined profile, which presents moderately high global levels of self-determination, specific levels of motivation, and low specific levels of other behavioral regulations. And finally there is the strongly motivated profile which was characterized by high overall levels of self-determination and specific levels of identified, introjected, and external regulations, moderately high specific levels of motivation, and medium specific levels of intrinsic motivation.

### **Absenteeism and Turnover in Production**

Absenteeism and turnover are affected by the professional competence of employees and their motivation for the occupation and not only by factors that are external to the work (Chiavenato, 2020). It is considered that the volume and frequency of absences at work are directly linked with the satisfaction of employees with their work. Chiavenato, (2020) also points out that one must seek the real reason for the absenteeism high rates, because only this way it is possible to obtain a root cause for the problem and treat it with action plans.

We can consider another important issue for the high rate of absenteeism and turnover, which is the high availability of job offers, with this people start to become undisciplined with work, they miss and are late more often, they also start to make requests for salary adjustments, in these cases they feel "over valued", and when they don't get what they want they start to act irresponsibly with the organization, we can notice a clear lack of motivation in these attitudes (Chiavenato, 2020).

A production line with high rates of absences will generate many situations of temporary replacements of some jobs, and this can also cause the feeling of overload on employees who are key parts within a sector, and this is also a factor that can cause the demotivation of an employee who was motivated until the moment (Pilati *et al.* 2021).

Workplace absenteeism can take different forms, Tussing *et al.* (2022), reports that absenteeism can occur in the short term and voluntary turnover in the long term, absenteeism and voluntary turnover are linked in such a way that routine forms of withdrawal such as absenteeism can progress to more serious forms such as turnover. Absenteeism and turnover can occur in ways independent of each other, Tussing *et al.* (2022) further reports that as the voluntary decision to quit can also stem from factors unique outside the organization, however it makes it clear that individuals who are frequently absent from work tend to quit.

Regardless of the size and component of any organization, employee absenteeism is caused by a variety of operational factors in the environment in which organizations operate. It is shaped or triggered by factors such as lack of engagement, low morale, job dissatisfaction, and insufficient incentives, among others (Dhlewayo *et al.* 2021).

Turnover, complete exit behavior, represents a significant cost in managing the workforce and maintaining the current workforce. The first negative results of employee turnover are undoubtedly the high cost related to replacing an employee who has left.(Kitila *et al.* 2021).

For Kitila *et al.* (2022), the costs associated with recruiting, selecting, and training new employees are always very high, so companies always want to increase the commitment of their professional employees and retention of experienced employees. The second impactful negative effect of employee turnover is disruption of organizational function, such as decreased performance and unfulfilled

daily function.

Thus, it is clear that absenteeism and turnover can occur due to several variables, but many of them are associated with the lack of motivation and appreciation in the workplace.

### **Performance and Motivation at Work**

For Oravee (2019), work performance is an effective or emotional response that can be expressed in various ways, so that the individual performance of the employee is obtained it is necessary to seek ways to raise their motivation, and this can occur both by external motivations, as internal, when individuals feel motivated with the work they are willing to put more energy in their activities this way fulfilling their activities in a more satisfactory way, however if the opposite occurs, if the individual is dissatisfied in relation to organizational activities, their motivation will be affected this way leaving to be desired in the performance of their activities (Oravee, 2019).

Job performance is tied to several variables, and many of them can be by individual factors such as: an individual's personality, job qualifications, the individual's skills, their marital status, and also their orientation. Social factors such as: relationships with co-workers and managers, group work, and following norms are also among the factors that have a relationship with job performance (ORAVEE, 2019).

Another factor that encourages job performance are rewards, according to Fourie (2008 apud Zondo, 2018), a proper reward system tends to increase a team's performance. Zondo (2018) reports that a reward system such as profit sharing tends to increase team performance, since in a practice such as profit sharing, the team needs to be in tune for the achievement of results, consequently improving the achievement of established goals.

### **Commitment and Motivation at Work**

Commitment is a mindset that causes individuals to perform relevant behaviors toward goals (Meyer & Allen, 1991 Rani *et al.*, 2019).

According to Rengamani, (2019) the commitment shown by employees will depend on how the organization takes into account the motivational factors offered to employees, it is an exchange, the commitment will be directly linked to the benefits that the company is willing to provide to its employees. It can be said that the level of commitment in the organization will be related to the high level of motivation, motivated people are committed people.

When employees are satisfied with the motivational factors offered by the company there will be an increased productivity, because the interests of both parties will be aligned, in this way the organization will have committed employees and in return will have a high productivity (Rengamani, 2019).

### **Leadership and Motivation in Production**

In the current scenario, companies are suffering from the high demand for hiring and with this, besides being necessary to increase their staff, it is also necessary to increase their leadership cadres. For Habanik *et al.* (2020), the activity of managing people in a production line is a challenging function, and also one of the most important activities within an organization. People are the most valuable assets for a company, it is essential that for the company to be successful it manages this human capital in an intelligent way to achieve the best results (Habanik *et al.*2020).

Managers play a crucial role when it comes to motivating their teams, so the quality of

their attitudes and decisions are very relevant when trying to understand how this is affecting their motivation and consequently causing turnover and absenteeism indicators to improve or worsen (Habanić *et al.* 2020).

The role of leaders and managers is to encourage active participation and concentration of employees at work, in which case they need to work on means of long-term incentives

Leadership has the role of sharing rights and responsibilities, an empowering leadership will promote employee motivation and also awaken in them the creativity to innovate in the work environment (Vu *et al.* 2021).

Motivation can be considered a self-determination theory, where there is an underlying mechanism that could explain the relationship between leadership and positive outcomes (Tuin, 2021).

## METHODOLOGY

The study treated in this work is of direct and extensive observation, because according to Lakatos Marconi (2021) is the classification used when one intends to obtain results based on the application of questionnaires that can be filled out without the presence of the researcher. From the point of view of the objectives, the research will be descriptive. The data analysis will be predominantly quantitative. The data collection aims to observe the data collected for a better understanding of how motivation is related to the high rate of absenteeism and turnover in a sector of a metalworking company in the northern plateau of Santa Catarina. The research, according to technical procedures, is a case study, because the studied population was delimited by employees from a sector with a high rate of turnover and absenteeism in a metalworking company in the northern plateau of Santa Catarina (Campo Alegre-SC).

### Systematic Bibliographic Review (SBR)

COMBINATION 1	COMBINATION 2	COMBINATION 3	COMBINATION 4
PRODUCTION	PRODUCTION	PRODUCTION	PRODUCTION
MOTIVATION	MOTIVATION	MOTIVATION	MOTIVATION
ABSENTEEISM	COMMITMENT	PERFORMANCE	TURNOVER

**FIGURE 1**  
**KEYWORD COMBINATION - SOURCE: OWN AUTHORSHIP**

This work will be carried out based on a data collection using Systematic Bibliographic Review, carried out in the period from May to July 2022. Scientific databases Scopus and Web of Science were used, and the period stipulated for the collection of articles was from 2017 to 2022. The main objective in using this method of data collection is to obtain well-regarded articles in qualified and globally recognized journals, so that one can have a better understanding of how motivation has been affecting the high rate of turnover and absenteeism in companies. In addition, it is also possible to obtain data on how companies have been working to reduce these numbers. The following keywords were used for the searches: production, motivation, absenteeism, commitment, performance, and turnover. The combinations of keywords generated four groups of words that were used for the database searches, as shown in Figure 1.

To organize the scientific articles found in the two databases, the Mendeley<sup>®</sup> software

was used; with it, it is possible to coordinate the researched articles in folders by key-word combinations, thus making the search for readings more organized and faster. With all the articles obtained, a Microsoft Excel spreadsheet was generated using the JabRef software, Table 1 presents the results found with SBR for the study:

Keywords	Database		Results
	Scopus	Web of science	Obtained from database searches
Production, motivation, absenteeism	2	4	6
Production, motivation, commitment	64	63	127
Production, motivation, performance	645	640	1285
Production, motivation, turnover	13	11	24
<b>TOTAL</b>	<b>724</b>	<b>718</b>	<b>1442</b>

The search with the application of the RBS resulted in 1442 results, then the next step was to refine the material obtained, using the excel spreadsheet and excluding materials from books, congresses, and any other base that had no association with scientific articles published in journals. After this phase, duplicate exclusion was applied, leaving in the spreadsheet only one original article for each item searched.

After all this refinement 847 articles remained, in which all the titles and abstracts were read and evaluated if the documents were consistent with the research proposal.

After reading the 847 documents, about 84 articles were considered relevant to the research, for the scope it was defined the use of 40 scientific articles, and to list the 40 best ranked articles in the scientific community it was applied the Methodi Ordinatio. This method has the purpose of listing, based on citations in Google Scholar, the year of publication and the journal's impact factor, which in this application ranked the 40 most relevant publications for reading.

Of the remaining publications, the one with the highest Index Ordinatio was the article entitled Proactive Goal Generation and Innovative Work Behavior: The Moderating Role of Affective Commitment, Production Ownership and Leader Support for Innovation.

In Table 2 the remaining articles are categorized by a bibliometry performed by the author, according to their respective descriptors:

<b>TABLE 2</b>	
<b>Relationship descriptors x Authors - Source: Own authorship</b>	
<b>Descriptors</b>	<b>Authors</b>
Commitment and motivation with the work	Montani, F., Battistelli, A., Odoardi, C. (2017), ORAVEE, Aule. (2019), RENGAMANI, J. (2019), GOLAN, Maya et al (2020),
Motivation and work performance	Appuhami, R. (2019), IAN, Wenqing; WANG, Huatian; RISPENS (2021), ZONDO, Robert WD (2018), WALLACE, Shaun et al. (2021), HUO, Meng-Long et al (2022)
Leadership and motivation at work	VAN LOON, Nina Mari (2017), Škrinjarić, B., & Domadenik, P. (2020), Habanik, J., Martosova, A., & Letkova, N. (2020), VU, Ngan Hoang et al. (2021)
Turnover, absenteeism	PILATI, Francesco; FACCIO, Maurizio; COHEN, Yuval. (2021), KITILA et al. (2021), DHLEWAYO et al. (2021), TUIN et al. (2021), TUSSING et al. (2022)

### Questionnaire Development

The questionnaire was developed using as a basis elaborated questionnaires found in scientific articles generated in the Systematic Bibliographic Review (SBR). The development of the questionnaire took into account some key characteristics such as relationship with the hierarchy, benefits provided by the company that need to be taken into account when talking about how the motivation factor may be linked to high turnover rates and absenteeism on a production line. In part 1 of the questionnaire the profile data of the surveyed sample were collected, and the information was requested according to Table 3:

<b>Table 3</b> <b>IDENTIFYING THE PROFILE OF THE SURVEYED SAMPLE - SOURCE: OWN AUTHORSHIP</b>		
<b>Profile of the surveyed sample</b>		
1	Age	( ) up to 18 years old ( ) between 18 and 23 years old ( ) between 24 and 30 years old ( ) between 31 and 40 years old ( ) between 41 and 54 years old ( ) above 55 years old
2	Sex	( ) female ( ) male
3	Civil Status	( ) single ( ) married ( ) divorced
4	Level of education	( ) Incomplete elementary school ( ) Elementary School Complete ( ) High School Incomplete ( ) Secondary Education Complete ( ) Higher education incomplete ( ) Higher education complete ( ) Post Graduation complete or incomplete
<b>Profile of the surveyed sample</b>		
5	Company time	( ) up to 1 year ( ) between 1 and 3 years ( ) between 4 and 7 years ( ) more than 8 years
6	City where you live	( ) São Bento do Sul - Sc ( ) Campo Alegre - Sc ( ) Piên - PR ( ) Tijucas do Sul - PR ( ) Mandirituba - PR Other: Which?

The information on the sample profile is of great relevance; the main objective is to identify a pattern, to verify if there is a relationship between the high rate of absenteeism and turnover with age, gender, marital status, level of education, time in the company, or city of residence.

In Part 2 of the questionnaire we sought to identify if management or leadership may be contributing to the lack of motivation, which may be a point for the increased rate of absenteeism and consequently turnover, this part of the research used the Likert scale to obtain the results, we also considered the articles used in the literature review to support the development of the questionnaire as Table 4.

<b>Table 4</b> <b>THE IMPACT OF LEADERSHIP ON MOTIVATION - SOURCE: OWN AUTHORSHIP</b>		
<b>Leadership and motivation</b>		
<b>No</b>	<b>Question</b>	<b>Author, year.</b>
1	My leader / in-charge encourage me to propose solutions that facilitate and improve my work.	Stadnicka et al. 2017
2	I get feedback on my performance at work.	Stadnicka



		et al. 2017
3	My managers motivate me to always do my best.	Stadnicka et al. 2017
4	I feel comfortable giving my opinion in the meetings(Start 5) that take place in the sector.	Stadnicka et al. 2017
5	The attitudes of my managers directly affect my performance and motivation at work.	Habanik et al. 2020

Likert scale responses will be based on the frequency of the events: Very often, frequently, occasionally, rarely, never.

In Table 5, questions about absenteeism and motivation were elaborated, to have a better understanding about the reasons that were leading employees to not show up to work:

<b>Table 5</b>		
<b>ABSENTEEISM AND MOTIVATION - SOURCE: OWN AUTHORSHIP</b>		
Absenteeism and motivation		
No	Question	Author, year.
1	I have already missed work because I was dissatisfied with my working conditions and did not have the necessary and sufficient training to perform the job	Own authorship, 2022
2	I have already missed work for not having my questions answered, which caused me frustration	
3	I have already missed work because of problems with my co-workers	
4	I have already missed work because of problems with my superiors	
5	I have already missed work because I feel unmotivated	
6	I have already missed work because I feel overloaded	
7	I have already missed work because I felt unappreciated in the company	
8	I have already missed work because I didn't like the job I was doing	
9	I have already missed work due to illness	
10	I have already missed work because I have nowhere to leave my children	
11	I have missed work without giving an excuse to my leader/in-charge	

The next part of the questionnaire was set up with three questions to be answered in a descriptive way, the questions were elaborated referring to the benefits offered by the company, if they felt motivated in the work environment and if there was any improvement suggestion that they believed to be valid to improve the work environment, in this topic it is intended to understand if the employee's expectations towards the organization were aligned, and they were asked to justify their answers being negative or positive. The questions are shown in Chart 1:

<b>Chart 1</b> <b>DESCRIPTIVE QUESTIONS DESIGNED FOR THE QUESTIONNAIRE -</b> <b>SOURCE: OWN AUTHORSHIP</b>
Do you feel motivated at work today? If no, write down why. If yes, highlight the points that keep you motivated.
Do you have any suggestions on what could be done to improve your work environment?
Regarding the benefits offered by the company: health plan, dental plan, food vouchers, transportation, meals, discounts at schools, profit sharing, do you have any opinion / suggestion for improvement or criticism? Justify.

### **Approval of the Questionnaire**

After the questionnaire was finalized, it was sent for approval to the psychologist and human resources coordinator of the company in question, who approved it before it was applied to the employees. In her analysis, she pointed out improvements in the elaborated questions and also suggestions of other questions that were added to the questionnaire. It is worth mentioning that the company's HR gave all the support for the preparation of the research and was willing to help with the necessary information so that it was possible to prepare this study.

### **Application of the Questionnaire**

The questionnaires in this study will be delivered in person, where the questions will be addressed to employees of a production line with the highest rates of absenteeism and turnover in a metal-mechanic company in the northern plateau of Santa Catarina, at the time of this study there were 105 employees.

The socialization with the employees will be face-to-face where the importance of the study in question will be emphasized, there was a brief meeting where they were asked to fill out the questionnaire and reinforced the importance of sincerity in their responses, and that the anonymity of all will be preserved, only in this way will it be possible to develop an effective action plan. The questionnaire will be requested back within 7 days.

The questions were presented in the form of the questionnaire that will be found in the appendix of this paper.

### **Data Analysis**

The data analysis will be performed using the SPSS software. The program aims to make granular statistical analyses, thus obtaining more precise data regarding the study, where it will be possible to check the averages and standard deviations for each of the questions in the questionnaire. This way it will be possible to analyze which questions had a higher level of agreement and relevance. The higher the average result, the more relevant the question is, and the higher the standard deviation, the lower the level of agreement the answers to this question have among the respondents. The following analyses were performed for this study: descriptive analysis, factor analysis and correlation analysis.

### **Analyses and Discussion of Results**

The results of this work provide the most relevant factors responsible for the high number

of absenteeism and turnover in the company in question where the questionnaire was applied.

The following topics will address the results that were obtained from the data collected and the discussion of these, including the characterization of the sample, the descriptive analysis of the constructs, and also the factor and correlation analyses.

### **Sample Characterization**

The questionnaire for this research was distributed to 105 employees from a single sector of a metal-mechanic company in the Northern High Plains of Santa Catarina.

The research was applied through printed physical questionnaires, where there was a brief meeting for explanation and clarification of eventual doubts of the employees that could be answered.

After receiving the answered questionnaires, it was necessary to tabulate the responses in an Excel<sup>®</sup> spreadsheet so that the next analyses could be performed. Finally, to perform the data analysis, the Statistical Package for the Social Sciences (SPSS) software and Excel<sup>®</sup> were used, thus obtaining, at the end of the whole process, 93 valid answers, 8 questionnaires discarded due to incomplete answers, and 4 questionnaires were not returned.

Table 6 presents the characterization of the sample of respondents of the form:

<b>Table 6</b> <b>CHARACTERIZATION OF THE RESPONDENTS' SAMPLE -</b> <b>SOURCE: OWN AUTHORSHIP</b>		
<b>Characterization of the respondent sample</b>		<b>Countdown</b>
Sex	Female	75
	Male	26
Shift	1st shift (5am to 2:18pm)	61
	2nd shift (14:08h to 23:45h)	38
	Normal (07:30h to 17:00h)	1
Age Group	Up to 18 years old	2
	Up to 18 years old	31
	Between 24 and 30 years old	26
	Between 31 and 40 years old	24
	Between 41 and 54 years old	18
Civil Status	Married	41
	Divorced	4
	Single	55
Level of Education	Elementary school complete	9
	Incomplete elementary school	5
	High school complete	56
	High school incomplete	16
	Higher education complete	3
	Incomplete higher education	12
Company time	Up to 1 year	40
	Between 1 year and 3 years	41
	Between 4 and 7 years old	14
	More than 8 years	4
City where you live	Agudos do Sul - PR	8
	Campo Alegre - SC	11
	Mandirituba - PR	7
	Não preencheu	1
	Piên - PR	20
	Quitandinha - PR	2
	Rio Negrinho - SC	6
	São Bento do Sul - SC	36
	Tijucas do Sul - PR	10

## Descriptive Analysis

The descriptive analysis consists of describing the main trends in the collected data as well as observing situations that may lead to new facts.

Using the SPSS software, it was possible to check the averages and standard deviations for each of the 18 questions in the questionnaire. Thus, it was analyzed which questions had a higher level of agreement among the questionnaire respondents and which had a more relevant aspect. For the higher the average result, the more prominent the question is, and the higher the standard deviation, the lower the level of agreement the answers to this question have among the respondents.

## Designations

The questionnaire was analyzed in two blocks, the first block, B1, refers to questions 1 to 4, which are the key questions in the questionnaire that concern leadership and relationship with managers.

Block B2 comprises questions 6 to 18, which address the possible reasons that result in employees' absences. In this stage of analysis, question 5 was excluded due to its lack of relevance, since it was disconnected from the other questions in the questionnaire. The variables indicate the name of the question being addressed, thus V1 indicates question 1 of the questionnaire and so on.

Initially, this analysis was performed comparing answers within the 18 valid questions for the questionnaire, because in this stage of the work, through the SPSS software, it is sought to understand which questions in the questionnaire have a more prominent aspect and which questions have more agreement among the respondents, comparing one to the other.

<b>Block</b>	<b>Variable</b>	<b>Average</b>	<b>Standard Deviation</b>	<b>Descriptive Analysis</b>
B1	V1	3.2258	1.33619	The most prominent aspect in this block according to the average has the second highest level of agreement
B1	V2	2.6129	1.27716	Highest level of agreement according to the respondents
B1	V3	3.0000	1.45213	Lowest level of agreement according to respondents
B1	V4	2.5914	1.39281	Least prominent aspect in this block according to the average

In Table 7 it can be observed that the question number 1 was the one with the most prominent aspect in this block according to the average, this means that most of the 93 respondents consider that the leaders and managers are encouraging the application of improvements that facilitate their day to day work. However, the same question had the second

lowest standard deviation which highlights that respondents agree that leaders and managers also encourage them to implement these improvements. Corroborating with these analyses, Habanik *et al.*, (2020) state that in collective decision making, employees produce more valuable ideas to solve a problem than in the case of individual decision making that is when there are management incentives in problem solving employees feel more motivated to express and execute their ideas.

Question number 2 had the highest level of agreement among the respondents, which means that participants receive constant feedback about their work performance. Missel, (2017) says that feedback is the exchange of observations between managers and employees and explains that this practice is fundamental to encourage the professional to improve or develop certain behavior. Ullmann, (2018) completes by emphasizing that feedback is a process by which leaders and subordinates create transparent relationships for their professional and personal relationship, converging in this way so that professional success occurs.

The lowest level of agreement according to the data analysis was with question 3, that is, this was the question with the highest number of divergent answers. The question refers to the motivation of managers towards their employees, and the results infer that some respondents agree that they are motivated at work on a regular basis, while others, on the contrary, consider that they do not receive stimuli concerning the motivation of their managers. Bergamini, (2018) reports that leaders need to be enlightened and psychologically healthy, given the conscious nature of motivation, and they are the main perpetrators of demotivation in the workplace.

In summary, effective leadership plays a key role in promoting employee motivation in the workplace. A leader who knows how to motivate and inspire his team creates an environment conducive to individual and collective success and growth, resulting in benefits for both employees and the organization as a whole (Brillo, 2019).

Question 4 was the least prominent in this block, which means that respondents do not consider it relevant to give their opinion in daily industry meetings and/or do not feel comfortable. Brillo, (2019) emphasizes the importance of establishing a better relationship with employees, and this includes giving voice during meetings and that cultural change is highly dependent on the proximity and trust relationship between people. Costa, (2022) also points out that it is not enough just to have a motivated team if they are not well informed, because if they do not feel comfortable to give their opinions and ideas there may be a loss of human strength in the company. Therefore, during meetings it is essential to value the diversity of perspectives and encourage employees to express their opinions, even if they are different, enriching the discussions and promoting an inclusive environment.

Table 8 shows the results obtained in the analysis of Block 2, which concerns the possible reasons that lead employees to be absent:

Block	Variable	Average	Standard Deviation	Descriptive Analysis
B2	V6	1.2688	0.73927	Least prominent aspect in this block according to the average
B2	V7	1.5806	0.97046	These are not noteworthy values
B2	V8	1.5054	0.92811	
B2	V9	1.4516	0.89097	
B2	V10	1.3441	0.85331	
B2	V11	1.3871	1.3871	Lowest level of agreement according to respondents
B2	V12	1.3441	0.78705	These are not noteworthy values
B2	V13	1.4409	0.78660	
B2	V14	1.3441	0.75893	
B2	V15	2.1505	0.84630	
B2	V16	1.3333	0.74211	
B2	V17	1.2903	0.7006	Highest level of agreement according to respondents, second least prominent aspect according to average
B2	V18	2.4839	1.34821	Most prominent aspect in this block according to the average with the second lowest level of agreement according to the respondents

VARIABLE	% VARIATION	% CUMULATIVE
V3	69.03	69.03
V1	13.62	82.65
V2	9.13	91.78
V4	8.22	100

Table 9 reveals that variable 3 was the most relevant question in this block, representing a weight of 69% in relation to block B1. This question emphasized the importance of managers' motivation toward their employees, indicating the need for managers to provide more significant stimuli to motivate their subordinates.

Motivation in an organization must start with the managers, because if they are not adequately motivated, it will be difficult to maintain a highly motivated team. The company culture plays a key role in motivating managers. Organizational culture encompasses the values, beliefs, norms, and behaviors shared within the company. When culture promotes an environment of trust, recognition, collaboration, and personal and professional development, it tends to positively influence managers' motivation (Menegão, 2018).

It is recommended, therefore, to improve the managers' approach to the cultural issues present in the company, so that they feel truly involved and able to convey this sense of belonging to their subordinates.

<b>Table 10</b>		
<b>VARIANT RESULT FOR BLOCK 2 - SOURCE: OWN AUTHORSHIP</b>		
<b>DRIVERS REGARDING ABSENTEEISM AND TURNOVER - BLOCK 2</b>		
<b>VARIABLE</b>	<b>% VARIATION</b>	<b>% CUMULATIVE</b>
V9	<b>61.49</b>	61.49
V10	<b>9.04</b>	70.54
V12	6.69	77.22
V6	5.55	82.77
V8	4.34	87.11
V14	3.91	91.02
V7	2.77	93.79
V13	2.19	95.97
V11	1.53	97.50
V16	1.12	98.62
V17	0.76	99.38
V15	0.62	100

When analyzing the variables related to the main reasons why employees were absent, two of them stood out as being of greater relevance to this study: V9 and V10 (Table 10).

Variable V9 is associated with working conditions, specifically the environment in which the employee is inserted, including the existence of a disciplined routine and the organization of the workplace. This variable exhibited the highest weight within this block, corresponding to 61.49%, which suggests the possibility of a serious lack of organization in the environment in question.

A messy work environment can decrease motivation by creating distractions, generating stress and anxiety, impairing productivity, and affecting professional image. Therefore, it is important to seek an organized and conducive environment to maximize motivation and performance at work (Ferreira, 2017). The lack of a clear structure and an organized routine can also generate confusion and lack of clarity about responsibilities and expectations, which contributes to the feeling of demotivation.

In this block, the variable V10 also stood out, with a 9.04% weight. This variable was related to the training required to perform the corresponding functions, which also indicates the possibility of a deficiency in the effectiveness of the training offered. This can lead employees to feel demotivated when performing their activities.

Hands-on training facilitates individuals' learning and plays a crucial role in achieving organizational outcomes and goals. It is a process intrinsically linked to the area of people management (Picchiai, 2019). Proper training in companies is critical to increase productivity,



improve work quality, reduce errors, satisfy customers, develop employee skills, facilitate adaptation to change, and promote workplace safety. Investing in training is essential for the success and sustainable growth of an organization.

Thus, these two variables represent 70.54% of this set, suggesting the existence of a gap to be filled regarding the organization of the work environment and the adequate training of employees. These factors may be the main causes of the high rates of absenteeism. The other 10 variables in this set did not show a significant weight in terms of score. Together, they accounted for only 29.46% of the total weight of this block.

### Correlation Analysis

Correlation analysis is a statistical method that evaluates the relationship between two variables. It measures the association or dependence between them, indicating whether there is a positive, negative, or no correlation. The correlation coefficient, which ranges from -1 to 1, provides a numerical value to understand the intensity and direction of the relationship. A coefficient near 1 indicates a strong positive correlation, near -1 indicates a strong negative correlation, and near 0 indicates no linear relationship. The association strength indices are shown in Table 11:

<b>Table 11 STRENGTH OF ASSOCIATION INDICES - SOURCE: OWN AUTHORSHIP</b>	
<b>Strength of Association</b>	
0.000	INEXISTENT
0.001 to 0.300	VERY WEAK
0.301 to 0.500	WEAK
0.501 to 0.700	MODERATE
0.701 to 0.900	STRONG
ABOVE 0.900	VERY STRONG

In Table 12, it is possible to observe a positive correlation between variable V1 of Block 1 and the other variables of this same block, indicating a relationship between the variables related to leadership and management. On the other hand, the correlation between variable V1 and the variables in Block 2 is negative, suggesting that the high absenteeism rates are not correlated with the management factor.

<b>Cross Variables</b>	<b>Pearson Correlation</b>	<b>Analysis</b>
V1 x V2	0.638	Positive strength of association of moderate effect
V1 x V3	0.644	Positive strength of association of moderate effect
V1 x V4	0.529	Positive strength of association of moderate effect
V1 x V6	-0.326	Weak negative association strength
V1 x V7	-0.396	Weak negative association strength
V1 x V8	-0.400	Weak negative association strength
V1 x V9	-0.370	Weak negative association strength
V1 x V10	-0.364	Weak negative association strength
V1 x V11	-0.299	Negative association strength of very weak effect
V1 x V12	-0.240	Negative association strength of very weak effect
V1 x V13	-0.241	Negative association strength of very weak effect
V1 x V14	-0.345	Weak negative association strength
V1 x V15	-0.213	Negative association strength of very weak effect
V1 x V16	-0.296	Negative association strength of very weak effect
V1 x V17	-0.361	Weak negative association strength
V1 x V18	-0.508	Negative strength of association of moderate effect

When observing the correlations between variable V2 and the other variables in Block 1, it is possible to notice that they are positive, indicating an interaction between them. However, when combining the V2 variable with the Block 2 variables, the results are negative, again leading to an interpretation of no relationship between the management theme and the high rates of absenteeism and turnover, as shown in Table 13.

**Table 13**  
**CORRELATION BETWEEN VARIABLE V2 AND THE OTHER VARIABLES - SOURCE: OWN AUTHORSHIP**

<b>Cross Variables</b>	<b>Pearson Correlation</b>	<b>Analysis</b>
V2 x V3	0.662	Positive strength of association of moderate effect
V2 x V4	0.485	Weak positive strength of association
V2 x V6	-0.199	Negative association strength of very weak effect
V2 x V7	-0.246	Negative association strength of very weak effect
V2 x V8	-0.310	Weak positive strength of association
V2 x V9	-0.294	Negative association strength of very weak effect
V2 x V10	-0.275	Negative association strength of very weak effect
V2 x V11	-0.235	Negative association strength of very weak effect
V2 x V12	-0.212	Negative association strength of very weak effect
V2 x V13	-0.185	Negative association strength of very weak effect
V2 x V14	-0.276	Negative association strength of very weak effect
V2 x V15	-0.187	Negative association strength of very weak effect
V2 x V16	-0.183	Negative association strength of very weak effect
V2 x V17	-0.274	Negative association strength of very weak effect
V2 x V18	-0.433	Weak positive strength of association

Correlation analyses were conducted in Tables 14 and 15, the results of which presented similarities to those found in Tables 12 and 13. Therefore, based on the four analyses performed, it is suggested that there is no relationship between the high rates of absenteeism and turnover and management factors.

<b>Cross Variables</b>	<b>Pearson Correlation</b>	<b>Analysis</b>
V3 x V4	0.554	Positive strength of association of moderate effect
V3 x V6	-	Non-noteworthy value
V3 x V7	-0.270	Negative association strength of very weak effect
V3 x V8	-0.218	Negative association strength of very weak effect
V3 x V9	-0.235	Negative association strength of very weak effect
V3 x V10	-0.254	Negative association strength of very weak effect
V3 x V11	-	Non-noteworthy value
V3 x V12	-0.181	Negative association strength of very weak effect
V3 x V13	-0.247	Negative association strength of very weak effect
V3 x V14	-0.296	Negative association strength of very weak effect
V3 x V15	-	Non-noteworthy value
V3 x V16	-	Non-noteworthy value
V3 x V17	-0.288	Negative association strength of very weak effect
V3 x V18	-0.455	Weak negative association strength

<b>Cross Variables</b>	<b>Pearson Correlation</b>	<b>Analysis</b>
V4 x V6	-	Non-noteworthy value
V4 x V7	-0.217	Negative association strength of very weak effect
V4 x V8	-0.259	Negative association strength of very weak effect
V4 x V9	-0.226	Negative association strength of very weak effect
V4 x V10	-	Non-noteworthy value
V4 x V11	-	Non-noteworthy value
V4 x V12	-	Non-noteworthy value
V4 x V13	-0.231	Negative association strength of very weak effect
V4 x V14	-	Non-noteworthy value
V4 x V15	-0.233	Negative association strength of very weak effect
V4 x V16	-	Non-noteworthy value
V4 x V17	-0.211	Negative association strength of very weak effect
V4 x V18	-0.316	Weak negative association strength

For all the analyses performed, data with a margin of error greater than 10% were excluded, indicating that the other data used are reliable for the analyses in this study.

In summary, descriptive, factorial, and correlation analyses were performed, and it was found that the high rates of absenteeism are not directly associated with the relationship factor between employees and management. Based on the data obtained from these analyses, it is suggested that the main reasons that lead employees to present high rates of absenteeism are: lack of organization in the workplace, insufficient training for the activities and lack of knowledge and dissemination of the company's culture by managers.

## CONCLUSION

According to the suggestion initially proposed, this study achieved its goal of identifying potential factors responsible for the high rate of absenteeism and turnover in a production line of a metal-mechanic company located in the Northern Plateau of Santa Catarina.

The result was established in a systematic way with analysis of the relationships between motivation, absenteeism, and turnover. In addition to achieving the initial goal, the importance of understanding and correcting the factors that contribute to the high rates of absenteeism was highlighted.

The data analysis revealed that the motivational factors are intrinsically linked to the lack of organization in the work environment, inadequate training, and lack of knowledge of the company's cultural issues. In a disorganized environment and with inadequate training, employees did not feel motivated to practice their activities efficiently. In addition, knowledge and understanding of the company culture plays a key role in making employees feel integrated and an essential part of the organization.

The implementation of workplace organization has a variety of significant benefits for both employees and the company. Among these benefits are improved operational efficiency, reduced stress, improved decision-making, enhanced communication, increased safety, and the building of a positive company image. Together, these benefits help promote the success and well-being of both employees and the company. It is therefore crucial to implement improvements with the aim of enhancing the organization of the workplace.

Training in companies is important for the development of skills, professional improvement, updating knowledge, increasing motivation and engagement, reducing errors and rework, as well as promoting a culture of continuous learning. Investing in training is essential for the growth and success of organizations, providing competitive and confident advantages for the development of their employees. Employees who receive adequate training tend to feel valued, recognized, and more committed to the organization.

Company policies establish the guidelines, rules, and procedures to be followed by employees. Knowing them enables employees to clearly understand what is expected of them in terms of behavior, performance, and professional conduct. This provides clear guidance and helps align employees' actions with the organization's goals and values. Knowing the company's policies is critical for guidance, monitoring, regulatory compliance, consistency, fairness, risk management, effective communication, and professional development. It is an essential element for the proper functioning of the organization, promoting a healthy, safe, ethical, and productive work environment.

Based on the results obtained, it is recommended that the management team prepare an action plan to correct the deficiencies identified, improve the organizational indicators, and promote a culture of motivation among employees in the work environment. A work environment with motivated employees is associated with better results in performance

indicators, since satisfied employees tend to work harder to meet goals and objectives.

It is recommended that in the preparation of the action plan, that it be designed in a strategic way and directed to the areas that presented as the main failures identified in the analysis. It is vital for the proper functioning of processes, interpersonal relationships, and entrepreneurship of the team, that management establishes specific goals, realistic deadlines, and allocates adequate resources for the implementation of corrective actions. In addition, it is essential to promote effective communication with employees, involving them in the change process and providing constant feedback.

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