



An Attempt at Diagnosing Voluntary Absenteeism at Work:

Case of Algerian Public Enterprises.

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Abstract

This article aims to identify the main causes of absenteeism in the workplace within public enterprises. To achieve this, we conducted a series of exploratory interviews with a sample of ten (10) employees. Upon reviewing the obtained results, we identified two (02) organizational variables as the root causes of absenteeism at work: Organizational commitment and work motivation.

After constructing the analysis model, we referred to the literature to extract measurement scales suitable for each of the mentioned variables. Finally, we developed a questionnaire distributed on the social network "LinkedIn" to a sample of 180 professionals from various public enterprises.

This article intends to be a practical contribution to enhancing knowledge in this field.

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- ✓ Voluntary absenteeism. Organizational commitment. Work motivation.

1. INTRODUCTION

The growing phenomenon of absenteeism at work disrupts the smooth functioning of organizations and sparks various interpretations among leaders. However, it is widely recognized that addressing this issue is essential. The challenge in containing this phenomenon is exacerbated by the attitude of human resource managers, who do not delve into the fundamental causes but rather focus on alleviating its effects. The existing management model lacks the scientific principles characteristic of modern organizations.

It is important to note that in Algeria, absenteeism at work is not sufficiently analyzed, representing a significant gap to be filled. This article aligns with addressing this issue.

While reviewing the scientific literature, we observed a significant number of studies dedicated to absenteeism. In this study, we will review the main definitions and measures related to absenteeism. Additionally, we will refer to the models proposed in the literature to address the following issue:

What are the main sources behind voluntary absenteeism within Algerian public enterprises?

2. Definition of Absenteeism

Many authors have delved into absenteeism as a withdrawal behavior encouraging employees to adopt attitudes and behaviors of isolation, retreating into themselves and choosing to fade within the organization (Kaplan et al., 2009). In this article, we will address absenteeism as a phenomenon integrated into withdrawal

behavior. Thus, absenteeism can be defined as the employee's non-compliance with the working hours established by the employer, manifested by their physical inability to be present at the workplace (Harrison & Kenneth, 2003). It is important to distinguish between occasional lateness that does not extend over time and prolonged absence (Harrison & Kenneth, 2003). This phenomenon can be detrimental to the organization; in fact, (Berry et al., 2012) do not fail to mention the existence of a moderate correlation between absenteeism and staff turnover.

On the other hand, absenteeism is generally interpreted from two distinct perspectives: an involuntary dimension and a voluntary dimension. Absenteeism is termed involuntary when the reasons cited by the employee are valid and justified, linked to circumstances independent of the organization, such as maternity leave or vacations.

On the other hand, it is considered voluntary when its origins are of a personal or situational nature, such as the individual choice to extend a weekend, for example (Chadwick et al., 1973). This type of absence tends to recur over relatively short periods (Chadwick et al., 1973). According to the classical approach, voluntary absenteeism is perceived as an individual decision (Rentsch & Steel, 2003), signifying a process of cognitive and conscious withdrawal (Fichman, 1984).

In the context of this article, we have focused on exploring the second aspect of absenteeism, namely voluntary absenteeism.

2.1. Measurements of Absenteeism

The measurement of absenteeism generally relies on two indicators frequently mentioned in the literature: the duration and the frequency of absences. A fundamental distinction exists between these two indicators. According to (Rentsch &

Steel, 2003), duration measures typically provide information on the rate of absenteeism observed over an extended period, potentially spanning beyond a year, and are associated with involuntary absences such as sick leave. On the other hand, frequency considers the number of absences recorded over a relatively short period and primarily applies to voluntary absences (Rentsch & Steel, 2003).

3. Choice of the Analytical Model

As mentioned earlier, absenteeism appears as a complex phenomenon explained by various models and theoretical frameworks. In order to write this article on the causes of voluntary absenteeism, and with the aim of grasping the notion of absenteeism in the specific context of 'public enterprises,' we have chosen to use exploratory interviews. The objective is to understand and define more precisely the subject of our study.

3.1. Conduct of Exploratory Interviews

Initially, we conducted exploratory interviews that proved to be extremely valuable, allowing us to refine this study and identify central themes. These interviews provided us with the opportunity to question the interviewees on specific topics and focus on the recurring concerns they expressed.

It is important to note that, in this study, we opted for simple random sampling. However, to ensure the quality of the collected information, we deliberately targeted employees from different public enterprises holding various positions (stratified sampling). The challenge for us was to interview an optimal number of available and willing individuals, whose profiles are likely to shed relevant light on the subject. Indeed, we chose to interview five (05) responsible executives and five (05) employees.

The interviews had an average duration of thirty-five (35) minutes and were conducted via video conference. We personally selected the interviewees from 'LinkedIn' subscribers, ensuring their anonymity and necessary confidentiality in such circumstances. Throughout the research process, we committed to never disclose the collected statements.

3.2. Results of Interviews

After successfully conducting all interviews, we transcribed the words of each interviewee as faithfully as possible, highlighting keywords and eliminating unnecessary redundancies.

Following a meticulous analysis of each participant's statements, we identified and tallied keywords related to a probable cause of voluntary absenteeism. By drawing an analogy between these qualitative data and those derived from the literature, we were able to create categories corresponding to specific causes of voluntary absenteeism. For example, terms associated with the concept of motivation could include bonuses, support, flexibility, etc.

The table below presents some excerpts gathered from the interviewees:

Table 1. Examples of Verbatim

Variables	Verbatim
Organizational commitment	<ul style="list-style-type: none">- "I am seriously considering the idea of leaving my job to flourish elsewhere..."- "The only reason I haven't left the company yet is my family. I have concerns about taking the leap, and it

	<p>simply boils down to a question of courage..."</p> <ul style="list-style-type: none">- "I find myself facing a dilemma: on one hand, I would love to serve my country, but on the other hand, the pay does not allow me to provide for my family. Life is becoming difficult."
Motivation at Work	<ul style="list-style-type: none">- "It is unfair that the company does not recognize our efforts; I believe that my compensation does not fairly reflect my worth."- "Unfortunately, I no longer feel any pleasure in working, and this situation worsens year after year."- "At this stage, my only motivation lies in the salary and bonuses."

Source: Developed by us.

In conclusion, the results of these interviews highlight organizational shortcomings primarily related to Organizational commitment and employee motivation at work.

From the above, we therefore expose the variable principles suspected of being the root of voluntary absenteeism. These variables will be evaluated using different measurement scales before being subjected to statistical analysis.

Figure 1. Causes of voluntary absenteeism



Source: Developed by us.

4. Organizational commitment

The definition of the organizational commitment concept remains complex due to the extensive body of research dedicated to it. Given the variety of definitions related to organizational commitment, we will adopt the definition suggested by (Allen & Meyer, 1990), who define organizational commitment as an attitude reflecting the strength of the bond that connects the employee to the organization. This definition put forth by (Allen & Meyer, 1990) embraces a multidimensional conception of commitment. According to these authors, this concept is primarily composed of three dimensions: affective commitment, continuance commitment, and normative commitment.

Affective commitment represents the most studied form of organizational commitment, encompassing three psychological states of identification, commitment, and emotional attachment that bind the individual to the organization (Allen & Meyer, 1990). Thus, an employee who exhibits strong affective commitment toward the organization feels a sense of belonging while expressing a strong desire to remain.

As for calculated commitment, it reflects the employee's need to remain within the organization based on the perceived costs if they were to leave. It is grounded in Becker's Investment Theory (1960), stating that commitment with the organization

increases based on the magnitude of investments that would be lost in the event of departure. However, some authors, such as (McGee & Ford, 1987), describe two dimensions related to calculated commitment, namely perceived sacrifices and the absence of alternative solutions compared to the current situation.

The last dimension of commitment is normative commitment, which refers to a set of internalized normative pressures that urge the individual to remain a member of the organization out of moral duty. Socialization as well as positive experiences lived previously can consolidate, through the norm of reciprocity, a sense of obligation in the individual that translates into normative commitment (Allen & Meyer, 1990).

Several meta-analyses have revealed a negative correlation between organizational commitment and voluntary absenteeism. Among them are the meta-analyses of (Farrell & Stamm, 1998), (Harrison et al., 2006), and (Cohen, 1991), which record the respective results as follows: ($\rho = -.23$), ($\rho = -.18$), ($\rho = -.11$). Additionally, Meyer et al.'s (2002) meta-analysis emphasizes a correlation of ($\rho = -.22$) between affective commitment and voluntary absenteeism.

5. Motivation at Work

It is entirely conceivable that motivation is a factor influencing an individual's psychological well-being and, consequently, some of their behaviors (Gagné & Forest, 2009).

According to the self-determination theory developed by (Deci et al., 2002), three types of motivation are distinguished. Firstly, intrinsic motivation, which occurs when one engages in an activity for the sheer pleasure of the activity itself and the interest one has in it. Secondly, extrinsic motivation refers to the performance of an activity for purely instrumental reasons, such as rewards or punishments. Extrinsic

motivation, due to its instability and ephemeral nature, is not considered advantageous for the organization (Roussel, 1996) and may even pose an obstacle to the development of more self-determined motivation (Gagné & Forest, 2009).

It is subdivided into four subtypes of motivation, classified according to their degree of internalization (external regulation, introjected regulation, identified regulation, and integrated regulation).

Finally, a motivation sits at the bottom of the self-determination scale, indicating a total absence of motivation.

6. Methodology

In this study, we opted for a convenience sample. While this method may have certain drawbacks, such as the lack of representativeness, we sought to minimize selection biases by approaching conditions as closely as possible to a random draw. The choice of a convenience sample has the advantage of promoting the quality of the relationship between the interviewer and the interviewee, allowing for the collection of spontaneous responses and reducing biases related to confidentiality, prestige, and conformity (Evrard et al., 2009).

To achieve this, we targeted executives in public enterprises in Algeria. The survey was conducted online via Google Forms, on the "LinkedIn" social network platform. Constraints were applied to all questions to ensure the collection of complete responses. The questionnaire administration period extended over the months of November and December 2023.

In total, 200 questionnaires were processed randomly; however, we retained 180 questionnaires that were fully and correctly filled out. It is important to note that the sample consists of willingly participating employees in the study.

6.1. Measurement Tools

The questionnaire used in this study, titled 'Organizational Environment,' was constructed drawing inspiration from instruments already validated in the literature. The instrument's reliability was measured using Cronbach's alpha, while validity was addressed through construct validity and content validity (Bell & Bryman, 2007) .

The questionnaire comprises thirty-one (31) questions, adapted from three (03) measurement instruments. A Likert scale ranging from 1 to 5 (Not at all agree to totally agree) was used for most questions, except those related to absenteeism (Section 2) and personal information (Section 4). The questionnaire is divided into four (04) sections to cover different aspects related to the organizational environment.

- Section 1: Organizational commitment;
- Section 2: Duration and frequency of absences;
- Section 3: Motivation at work;
- Section 4: Personal information.

6.1.1. Organizational commitment

In the context of our empirical study, we chose to use the three-dimensional scale proposed by Meyer and Allen, mentioned earlier, to measure organizational commitment. This scale is recognized for its ability to differentiate the three components of organizational commitment, making it a relevant measurement tool.

The scale has two versions: an original version with 24 statements (8 items per dimension) and a reduced version with 18 statements (6 items per dimension). The shortened version, developed by (Allen & Meyer, 1990), is more commonly used in

the literature. Several previous works have also adopted this reduced version to measure organizational commitment (Belghiti & Briole, 2004; Durriru & Roussel, 2002; Manville, 2005).

6.1.2. Frequency and Duration of Absences

The second part of the questionnaire includes two questions aimed at gathering specific information on the frequency and duration of participants' absences in the last six months, in line with the literature on this subject (Rentsch & Steel, 2003). Participants are asked to choose from various options to indicate the number of absences in the last semester (ranging from zero to more than fifteen absences) and the overall duration of their absences (from a few hours to more than a week).

6.1.3. Motivation at Work

In our study, we opted for the 'Work Motivation' scale (EMAT) developed by (Gagné et al., 2010) to assess employees' intrinsic and extrinsic motivation.

The elaborated questionnaire consists of twelve (12) items aiming to evaluate both intrinsic and extrinsic motivation. The latter is broken down into three distinct types of regulations: identified regulation, introjected regulation, and external regulation.

6.1.4. Personal Information

The last section of the questionnaire comprises five (05) questions addressing the main socio-demographic and socio-professional characteristics of our sample, namely: age, gender, educational level, socio-professional category, and tenure.

7. Analysis of Results

In this section, we will present the conclusions drawn from various analyses conducted on the data collected from the studied population. These analyses aim to explore possible relationships between the measured variables and voluntary absenteeism.

7.1. Validation of Measurement Instruments

7.1.1. Factor Analysis

Our first analysis aims to establish the consistency of items designed to measure the variables by examining whether they group significantly to accurately describe these variables. To this end, we conducted principal component factor analyses. The results clearly indicate that the statements in each dimension relate to a single factor, in line with the literature on the subject. Therefore, we validated the use of the measurement scales and retained all items for further analyses.

7.1.2. Presentation of Reliability Indices

The reliability of measurements was assessed using the Cronbach's alpha coefficient. According to (Devellis, 1991), high internal consistency is indicated by an alpha score approaching one (1). Thus, satisfactory homogeneity among statements is generally considered when the alpha value is greater than $\alpha > .70$. Cronbach's alpha is deemed respectable if it falls between ($\alpha = .70$ and $.80$), considered very good when its value ranges between ($\alpha = .80$ and $.90$), and excellent when the value exceeds ($\alpha > .90$).

The results obtained reveal that the values of Cronbach's alpha are all above $\alpha = .70$ for all the measured variables, indicating that the measurement instruments used are all reliable.

Table 2. Reliability coefficients of measurement instruments.

Cronbach's Alpha (α)	
Affective commitment	.842
Continuous commitment	.904
Intrinsic Motivation	.899
Identified Motivation	.779
Introjected Motivation	.806
External Motivation	.897

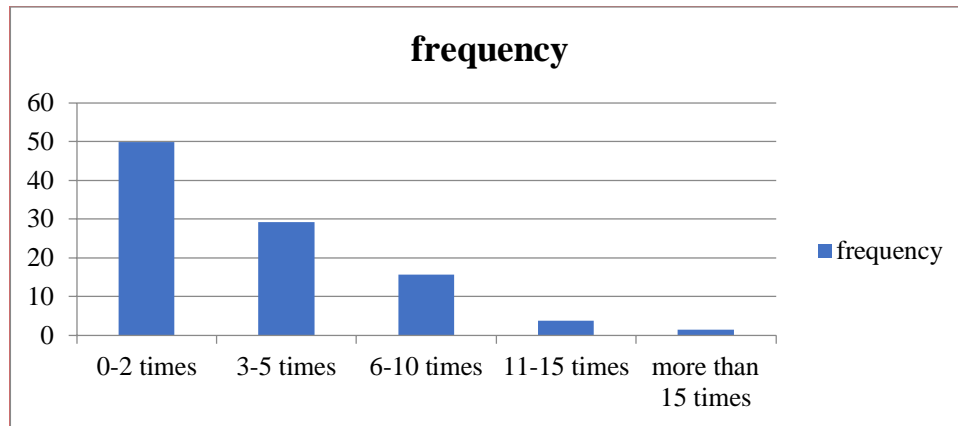
Source: Developed by us using SPSS.

8. Descriptive Statistics

8.1. Descriptive Data on Voluntary Absenteeism:

Results regarding the frequency of work absences in the last six months reveal a distribution within the employee population as follows (see figure 2): the majority of employees (49.8%) were absent twice (02), followed by those who recorded three (03) to five (05) absences, representing 29.3%. In third place, the frequency of six (06) to ten (10) absences slightly decreases, accounting for 15.6% of respondents. In fourth place, the frequencies of absences range from eleven (11) to fifteen (15) times for 3.8%, and lastly, 1.5% of employees reported being absent more than fifteen (15) times.

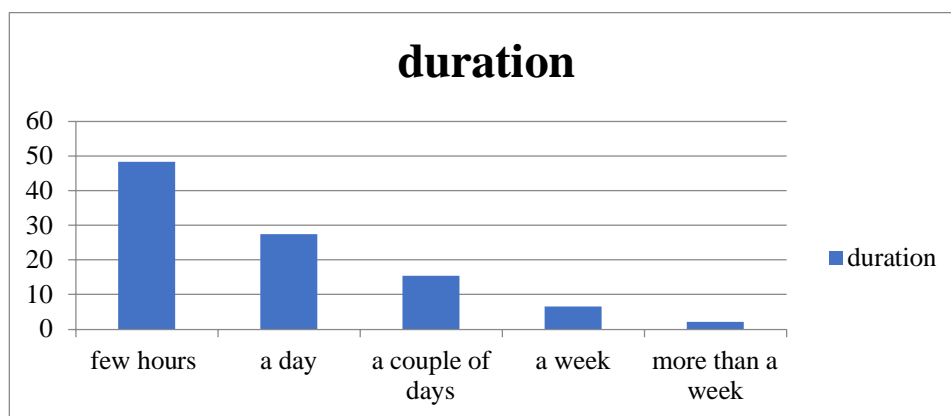
Figure 2. Frequency of absence



Source: elaborated by us with aid of SPSS.

Figure 3 presents the statistics of recorded absences over a given period, expressed in percentage. The rate of absences for a few hours is the highest, reaching 48.3%, followed in second place by one-day absences, reported by 27.5% of respondents. In third place, absences of a few days were reported by 15.5% of the employee population. Finally, the rate decreases significantly, reaching 6.5% for a duration of one week and 2.2% for more than one week.

Figure 3: duration of absences



Source: elaborated by us with aid of SPSS.

8.2. Means, Standard Deviations, and Correlations between Variables

As revealed by the table below (Table 3), the observed mean scores are below three (03) for the variable of affective commitment as well as intrinsic motivation and relatively high, exceeding three (03), for extrinsic motivation (identified regulation, introjected regulation, external regulation) and continuous commitment. These results indicate a widespread dissatisfaction among the respondents. It appears that these employees are primarily present at work for purely instrumental and calculated reasons.

Moreover, it is noteworthy that only one significant correlation emerges between the frequency of absences and intrinsic motivation ($r = -.22$). No significant correlation is observed in relation to the duration of absences. It can be concluded that intrinsic motivation is the only variable related to voluntary absenteeism.

From the above, it can be concluded that motivation has a direct and immediate impact on the frequency of absences, aligning perfectly with the literature, especially (Steers & Rhodes, 1978), which supports that employees' presence or absence at work largely depends on their motivation to be present.

Reading Table 3, it is evident that intrinsic motivation is the only variable with a direct correlation with the frequency of absences.

In addition to these findings, the table also reveals several significant correlations between variables, reinforcing previous results, such as the significant negative relationship between intrinsic motivation and extrinsic motivation ($r = -.21$), as well as the significant positive relationship between extrinsic motivation and continuous commitment ($r = .29$). Furthermore, it is noteworthy to mention the significant negative correlation between extrinsic motivation and affective commitment ($r = -.33$). These results align perfectly with the logic of the theories employed.

Table.3 Correlations between study variables

	M	E-T	1	2	3	4	5	6	7	8
1. AI	2,18	,86	-							
2. CI	3,96	1,1	-,83**	-						
3. INTR MOTIV	2,35	,91	,12	-,05	-					
4. IDEN MOTIV	3,12	,78	-,15*	,24**	-,03	-				
5. INTRO MOTIV	3,45	,64	-,19*	,15	-,06	,39**	-			
6. EXTE MOTIV	3,6	,68	-,33**	,29**	-,21**	,49**	,47**	-		
7. ABSENCE FREQUENCY	/	/	-,065	,01	-,22**	-,14	-,09	,02	-	
8. ABSENCE DURATION	/	/	-,082	,07	-,12	-,07	-,14	-,07	-,06	-

The correlation is significant at the 0.01 level (two-tailed).

The correlation is significant at the 0.05 level (two-tailed).

Source: Elaborated by us with aid of SPSS

8.3. Analysis of explanatory factors of absences

At this stage of the study, we used multiple linear regression analysis to explain how the variables in our model are associated with the frequency and duration of voluntary absences. This approach provides a more in-depth description of the relationship between the independent variables of our analysis model and voluntary absenteeism (dependent variable), incorporating all possible variables into the regression equation. For this purpose, two linear regressions were developed. The first examines the relationship between different independent variables and the frequency of absences recorded over the last six months (dependent variable), while the second incorporates the duration of voluntary absences as the dependent variable. The results of the first regression are presented in Table 4. They indicate that the explanatory power of the model (R^2) is 14%, representing the part of the variance related to the frequency of voluntary absenteeism that our model manages to explain. In other words, our model was able to identify 14% of the causes of voluntary absenteeism within the public enterprises to which the interviewed executives belong. As suggested by the literature, this result can be explained by the diversity of antecedents contributing to absenteeism. It is worth noting that the significance threshold in this case approaches a value of 0.063.

Table 4. Summary of the model/frequency of absences.

Model	Modify the Statistics				Sig. Variation of F
	Variation of R-squared	Variation of F	ddl1	ddl2	
1	,14 ^a	1,803	11	187	,063

Source: Developed by us using SPSS

The table 5 (coefficients of the model/frequency of absences) reveals that the standardized values are significant for affective commitment and intrinsic motivation. These values express the strength of the link between these two variables and the frequency of voluntary absences, with respective coefficients of around ($\beta = -.21$) and ($\beta = -.23$). Regarding the significance thresholds, these are less than 0.10 for affective commitment ($p = .07$) and 0.05 for intrinsic motivation ($p = .02$). In other words, this is interpreted as follows: the higher the affective commitment and intrinsic motivation, the less pronounced the tendency to be voluntarily absent. The other independent variables in our analysis model remain non-significant ($p > .10$).

Table 5 Model Coefficients / Frequency of Voluntary Absences

Model	Non standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Standard Error	Beta		
1 (Constant)	4,689	1,606		3,688	,000
Affective Commitment	-,354	,178	-,215	-1,704	,074
Continuous Commitment	-,241	,159	-,168	-1,396	,168
Intrinsic Motivation	-,326	,103	-,232	-2,847	,001
Identified Motivation	-,078	,136	-,047	-,429	,692
Introjected Motivation	-,174	,147	-,089	-1,078	,283
External Motivation	,045	,163	,007	,0718	,937

Source: Elaborated by us with aid of SPSS

Moreover, the results of the regressions regarding the duration of absences (see table 6 and 7 below) reveal a low predictive power of the model ($R^2 = 6.4\%$). This indicates that it is not possible to confirm a regression model connecting the variables of our analytical model with the duration of voluntary absences. Additionally, the significance threshold (Sig) is 0.573 (not significant). These results align with the scientific literature, emphasizing that frequency is a better indicator than duration to explain voluntary absences (Rentsch & Steel, 2003).

Table 6: Summary of the model / duration of voluntary absences.

Model	Modify the statistics				
	Variation of R-squared	Variation of F	ddl 1	ddl 2	Sig. Variation of F
1	,064 ^a	,860	12	17 1	,573

Source: elaborated by us with aid of SPSS

Table 7: Coefficients of the model / duration of voluntary absences.

Model	non standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Standard Error	Beta		
1 (Constant)	2,637	,887		2,808	,005
Affective Commitment	-,083	,13	-,088	-,662	,556
Continuous Commitment	,019	,117	,021	,114	,871
Intrinsic Motivation	-,121	,058	-,145	-1,398	,154
Identified Motivation	-,03	,079	-,036	-,367	,736
Introjected Motivation	-,161	,124	-,141	-1,317	,181
External Motivation	-,018	,107	-,022	-,209	,854

Source: Elaborated by us with aid of SPSS

This section provided us with the opportunity to present the major results while placing them in perspective with the scientific literature. This has been particularly useful in giving meaning to the purpose of this analysis. The final phase of the data processing protocol will be addressed with the aim of discussing the results and formulating appropriate recommendations.

9. DISCUSSION AND RECOMMENDATIONS

In this phase, we will begin by examining the conclusions drawn from the study, and then we will formulate recommendations related to the current situation.

The observations from this study suggest that, overall, the situation is not very favorable. Voluntary absenteeism and identified shortcomings seem to primarily stem from intrinsic demotivation among the majority of employed executives.

This situation has detrimental effects on the behavior and mindset of the employees. Most of them do not exhibit intrinsic motivation, and their presence at work is mainly motivated by material benefits and the fear of sanctions, revealing a strong extrinsic motivation. Furthermore, their concerns do not contribute to the development of the company; on the contrary, they seem to hinder its progress. The study results also highlight a pronounced continued commitment focused on preserving acquired benefits. The lack of intrinsic motivation among most employees inevitably influences the phenomenon of voluntary absences.

Moreover, the deterioration of hierarchical relationships emerges as one of the main causes of voluntary absenteeism. Disenchanted employees show reluctance towards any form of discipline, lose interest in their work, and consequently pay little attention to it.

Based on the above, we formulate the following recommendations:

- Considering the obtained results, which reveal consistently low average scores across all variables aimed at combating absenteeism, we recommend that leaders of these public enterprises innovate their structures by adopting a more efficient management model. This would involve engaging their staff more in a modern management process.
- Hierarchical leaders should also intervene at the grassroots level to establish a favorable working environment and strengthen relationships between superiors and employees, in line with the norm of reciprocity. This initiative will contribute to the development of affective commitment, lacking in the majority of surveyed employees, and strengthen the bonds between employees and their organization.
- The conclusions drawn from the results suggest that hierarchical leaders should work on improving interpersonal relationships within the organization. To prevent employee frustration, it is imperative for the management to treat employees with respect, dignity, and consideration, especially when allocating resources.
- Regarding motivation, the results suggest that senior executives have a keen interest in placing greater importance on "non-monetary" recognition and considering it as a potential lever for intrinsic motivation. To promote this recognition and establish a high-quality exchange relationship, hierarchical leaders must create a conducive work environment and engage in constructive dialogue with their collaborators. These successful and repeated exchanges contribute to the development of a sense of obligation in accordance with Gouldner's reciprocity norm (1960).
- It is crucial for the hierarchical superior to meet expectations, demonstrating respect, openness to dialogue, listening, and availability. The superior's failure

to honor commitments could induce a sense of betrayal in the employee, who may feel undervalued. This perception can lead to deviant behaviors such as voluntary absenteeism.

- To enhance intrinsic motivation, identified as the sole direct antecedent of voluntary absenteeism in our study, it is imperative to foster a climate of recognition. This can be achieved by implementing motivating actions and concrete measures, such as effective career management, broad participation in project development, and fair evaluation of pre-established goals.

Furthermore, it is crucial to acknowledge that any scientific study has certain limitations, and this one is no exception. One limitation lies in the choice of variables selected for this study. The adopted analytical model is not exhaustive, omitting certain crucial organizational variables related to voluntary absenteeism, such as organizational justice and human resource management practices. We primarily focused on variables related to attitudes and behaviors in the workplace. Given the complexity of this phenomenon, studying it from a single perspective can be considered the most appropriate approach. Additionally, another limitation is that absence data are self-reported and do not come directly from company records.

The identified limitations are common in surveys conducted within the scope of organizational diagnostics. Therefore, further studies are also necessary to consolidate the obtained results. In conclusion, we hope to have made a meaningful contribution to a better understanding of the phenomenon of voluntary absenteeism at work.

10. CONCLUSION

The observed findings shed light on shortcomings within public enterprises in Algeria. The established diagnosis regarding voluntary absenteeism raises numerous

questions. Indeed, the results of this research suggest that the issue is of great complexity.

Managing absenteeism represents a challenging yet crucial task, as it targets mutual interests between the employee and the company. These two parties interact and develop social exchange relationships, requiring reciprocal involvement to derive respective benefits. Thus, the employee must positively engage in this social exchange relationship with the organization, while the company must create a conducive climate for the well-being of its employees. This interdependence effectively contributes to mobilizing workers and, consequently, reducing the rate of voluntary absenteeism.

The major identified causes of this phenomenon are attributable to various variables, resulting in a negative attitude among employees.

In conclusion, it is evident that certain avenues need to be prioritized for public enterprises to effectively combat this phenomenon. We recommend the implementation of an action plan aiming to anticipate all shortcomings generated by this form of absenteeism, especially those related to human resource management, which require corrections to establish real and sustainable solutions. Voluntary absenteeism remains a sensitive issue that managers must take seriously and address as a priority.

Finally, it is imperative to take long-term preventive actions to achieve tangible results and undertake comprehensive reforms that impact all structures.

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