

**THE IMPACT OF MANAGEMENT STYLES ON WORKERS
ABSENTEEISM IN THE PRIVATE SECTOR COSMETICS
MANUFACTURING ORGANISATIONS IN SRI LANKA.**

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Abstract

The ultimate objective of conducting research study is to reduce absenteeism of the workers of the organizations. Previously, there were no such research study conducted in the Cosmetic Manufacturing organizations in Sri Lanka. In this study researcher trying to test the impact of management styles on workers absenteeism.

This research study took the view that the immediate managers and their style of management influence a significant variance in workers absenteeism in the Cosmetic Manufacturing organizations in Sri Lanka. To achieve this objectives 200 workers in these organizations were selected to test 20 managers (approximately 20 % of the relevant population) as the Representative sample.

The survey method along with the personal interviews were used as the main method of data collection. Furthermore, style testing questioners were utilized as the major tools to collect the data. The study adopted a deductive method as the main methodological approach. Hence, the data so collected were systematically analysed on organizational wise and styles of management were identified individually, to identify various management styles and their impact on workers absenteeism.

The findings of the study revealed a fairly high variation in workers absenteeism and the style of management.. Basically this study identified three styles of management namely Autocratic style type managers 50 % of the sample, Democratic style type managers 30% of the sample and Balanced Style type managers 20% of the sample in the organizations. Moreover there was a tendency among Balanced Managers' towards Democratic style type. Finally, the findings revealed that democratic style type

managers' produce low absenteeism and Autocratic style managers produce high absenteeism. It was found to be a very significant relationship.

Based on the above findings, it is recommended to make effective decisions with regard to the training and development programs and to identify the most sensitive and critical areas towards the reducing of workers absenteeism. An understanding of the participative values build up in the organization is very collective decision making. This would certainly be important for factory related managers towards achieving lower absenteeism of workers. Finally, it is further suggested since the Democratic style appeared to be the most sensitive style of management out of the three style of management which contributed more towards the variation in workers absenteeism, greater focus should be placed on the style of management in the organisations.

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