



**ST. MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES**

**ASSESSMENT OF CAUSES OF EMPLOYEE ABSENTEEISM:  
A CASE STUDY AT ETHIOPIAN REVENUE AND CUSTOMS  
AUTHORITY**

**BY:  
FIREHIWOT MULAT**

**June, 2018  
Addis Ababa, Ethiopia**

**ST.MARY'SUNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**

**ASSESSMENT OF CAUSES OF EMPLOYEE ABSENTEEISM:**  
**A CASE STUDY AT ETHIOPIAN REVENUE AND CUSTOMS**  
**AUTHORITY**

**BY:**  
**FIREHIWOT MULAT**

**ST.MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES**

**ASSESSMENT OF CAUSES OF EMPLOYEE ABSENTEEISM  
A CASE STUDY AT ETHIOPIAN REVENUE AND CUSTOMS  
AUTHORITY**

**BY:  
FIREHIWOT MULAT**

**APPROVED BY BOARD OF EXAMINERS**

_____	_____	_____
Dean, School of Business	Signature:	Date:
_____	_____	_____
Advisor name	Signature	Date
_____	_____	_____
Internal Examiner	Signature	Date
_____	_____	_____
External Examiner	Signature	Date

## **DECLARATION**

I, the undersigned, declare this thesis is my original work, prepared under the guidance of ShoaJemal (Asst. Prof). All sources of material used for the thesis have been dully acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

---

Name

---

Signature

## **Acknowledgements**

First and foremost I would like to express my heartfelt gratitude to my advisor ShoaJemal (Asst. Prof.) for his professional and expert guidance, advice, support, encouragement and suggestions at every stage of this thesis work. Second, I would like to extend my special appreciation to all staffs of ERCA Merkato branch especially to the study participants. I would also like to offer a special thanks to my beloved husband Mr. BirukGuta (Bsc.) for his constructive comments and supports without which this paper work wouldn't be a reality. Last but not least, my special thanks goes to St. Mary's University Library staffs for their committed help and guidance while looking for the reference materials.

## **Acronyms**

<b>BCEA</b>	Basic Condition of Employment Act
<b>ERCA</b>	Ethiopian Revenue and Custom Authority
<b>HR</b>	HumanResource

# TABLE OF CONTENTS

Contents	Pages
Acknowledgements.....	i
Acronyms.....	ii
TABLE OF CONTENTS.....	iii
LIST OF FIGURE AND TABLES.....	iv
ABSTRACT.....	vi
<b>CHAPTER ONE.....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
1.1. BACKGROUND OF THE STUDY-----	1
1.2. DEFINITION OF TERMS-----	4
1.3. STATEMENT OF THE PROBLEM-----	4
1.4. RESEARCH QUESTIONS-----	5
1.5. OBJECTIVES OF THE STUDY-----	5
1.5.1. <i>General Objective</i> .....	5
1.5.2. <i>Specific Objectives</i> .....	5
1.6. SIGNIFICANCE OF THE STUDY-----	5
1.7. SCOPE OF THE STUDY-----	6
1.8. LIMITATIONS OF THE STUDY-----	6
1.9. ORGANIZATION OF THE PAPER-----	6
<b>CHAPTER TWO.....</b>	<b>7</b>
<b>REVIEW OF RELATED LITERATURES.....</b>	<b>7</b>
2.1. THEORETICAL LITERATURES.....	7
2.1.1 <i>The Concept of Absenteeism</i> .....	7
2.1.2 <i>Definition of Absenteeism</i> .....	8
2.1.3 <i>Types of Absenteeism</i> .....	9
2.1.4 <i>Causes of Absenteeism</i> .....	11
2.2 EMPIRICAL LITERATURES-----	20

2.3. IMPACT OF ABSENTEEISM ON ORGANIZATIONAL PERFORMANCE-----	22
2.3.1 <i>Cost of Absenteeism</i> .....	23
2.3.2 <i>Impact on Productivity</i> .....	24
2.3.3 <i>Impact on the Workforce</i> .....	24
2.4. RECORDING AND MEASUREMENT OF ABSENTEEISM-----	24
<b>CHAPTER THREE.....</b>	<b>27</b>
<b>STUDY DESIGN AND METHODOLOGIES.....</b>	<b>27</b>
3.1. STUDY DESIGN-----	27
3.2. POPULATION, SAMPLE SIZE AND SAMPLING TECHNIQUES-----	27
3.2.1 <i>Research Population</i> .....	27
3.2.2 <i>Sampling Size Determination</i> .....	27
3.2.3 <i>Sampling Technique</i> .....	28
3.3. SOURCE OF DATA-----	28
3.4. DATA COLLECTION INSTRUMENTS-----	28
3.5. PROCEDURES OF DATA COLLECTION-----	28
3.6. PILOT TESTING-----	29
3.7. METHOD OF DATA ANALYSIS-----	29
3.8. ETHICAL CONSIDERATIONS-----	29
<b>CHAPTER FOUR.....</b>	<b>30</b>
<b>DATA PRESENTATION, ANALYSIS AND INTERPRETATION.....</b>	<b>30</b>
4.1 Response Rate.....	30
4.2 Respondents characteristics.....	31
4.3 ANALYSIS AND INTERPRETATION OF THE FINDINGS OF THE STUDY	38
<b>CHAPTER FIVE.....</b>	<b>42</b>
<b>SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>42</b>
5.1 SUMMARY OF MAJOR FINDINGS-----	42
5.2 CONCLUSIONS-----	43
5.3 RECOMMENDATIONS-----	44
<b>References.....</b>	<b>45</b>



## LIST OF TABLE AND FIGURE

Figure1 conceptual framework of the study-----	26
4.1 Gender composition Of Respondant-----	30
4.2motivation related factor .....	32
4.3 moral related factors .....	33
4. 4 supervisor related factor .....	34
4.5 working condition related factor .....	35
4.6 personal factors .....	36
4.7 social factors .....	37
4.8 Descriptive Statistics (Organizational, Socio-demographic and Personal Factors).....	38

## Abstract

*The main objective of the study assessment of Causes of Employee Absenteeism. The study adopted a descriptive research design to identify the employee absents causes. Quantitative methods were used to gather information through the utilization of a questionnaire to answer the basic research questions. The total sample selected from target population 245 employees of the organization sample size used 111 (One hundred eleven) employees were responded the entire questionnaires. Documents that were received from the department were helpful in determining the absent trend. In overall, the research investigated the reasons why employees absent from their work place in the organization. Hence, the study revealed that ERCA has not benefit package, the employee employer relationship was not good, there is job security problem, the employee reward program was not competitive, the work place were unfavorable, employees were handled unfairly and irrespectively. All those factors influence most employees to have the intention of not staying in their working place regularly so the researcher recommend advancement and promotion are the prime reason for satisfying to put more effort employees relationship between managers and supervisors with subordinates. The organizations a good organization shall incorporate a good organization culture; enhance sound leadership quality that understands employees with consistent manner without any biased*

**Key words:** Professional Employees, Absents, Retention, Ethiopian Revenue and Custom Authority.

# CHAPTER ONE

## INTRODUCTION

### **1.1. Background of the Study**

Any organizational establishment depends on the worker's regular and efficient services. If the efficiency of company goes high, it will result in better productivity and better quality leading to better profitability. The necessary requirement to achieve the maximization in all the above requirements is the habit of attending work regularly. As we know the company plans well in advance to achieve the goals. Absenteeism is a serious workplace problem and an expensive occurrence for both employers and employees seemingly unpredictable in nature. A satisfactory level of attendance by employees at work is necessary to allow the achievement of objectives and targets by a department (Saritha, 2013).

To many in the world of work, absenteeism is one of those stubborn problems for which ".....there is no clear culprit and no easy cure" (Steven – 2005, 79). Furthermore, as a general phenomenon it does not discriminate against individuals on the basis of sex, race and religion. Bydawell (2000) Steven postulates that "employers have the right to expect good attendance from their employees as employment is a contract between two consenting parties." The author further states that: absentee issues will undoubtedly arise within the employment relationship, and should be resolved in a manner which is fair and equitable to both the employer and the employee.

Absenteeism can be very costly to organizations and enormous savings can be realized through effective management of non-attendance at work. Besides the cost implications, absenteeism is influenced by dozens of interrelated factors which make it even more difficult to "quantify, qualify, or rectify" (Tylczak, 1990).

Employee absenteeism, being a serious financial burden for businesses which exerts struggle in tough competitive conditions of today, has become a very important issue to be resolved (Senel&Senel, 2012).

While employers expect workers to miss a certain number of workdays each year, excessive absences can equate to decreased productivity and can have a major effect on company finances, morale and other factors. This kind of absenteeism is attributable to the following common reasons:

- **Bullying and harassment** - Employees who are bullied or harassed by coworkers and/or bosses are more likely to call in sick to avoid the situation.
- **Burnout, stress and low morale** - Heavy workloads, stressful meetings/presentations and feelings of being unappreciated can cause employees to avoid going into work. Personal stress (outside of work) can lead to absenteeism.
- **Depression** - According to the National Institute of Mental Health, the leading cause of absenteeism in the United States is depression. Depression can lead to substance abuse if people turn to drugs or alcohol to self-medicate their pain or anxiety.
- **Disengagement** - Employees who are not committed to their jobs, coworkers and/or the company are more likely to miss work simply because they have no motivation to go.
- **Illness** - Injuries, illness and medical appointments are the most commonly reported reasons for missing work (though not always the actual reason). Not surprisingly, each year during the cold and flu season, there is a dramatic spike in absenteeism rates for both full-time and part-time employees.
- **Injuries** - Accidents can occur on the job or outside of work, resulting in absences. In addition to acute injuries, chronic injuries such as back and neck problems are a common cause of absenteeism.
- **Job hunting** - Employees may call in sick to attend a job interview, visit with a headhunter or work on their resumes

Researchers have come up with findings that, if it is not managed absenteeism will end up with the following bad consequences:

- **Costs of Lost Productivity**

According to results of the surveys on different companies, though the annual costs associated with absenteeism vary by industry, with the greater is the loss occurring due to costs of lost productivity. The costs can be attributed to many factors including:

- Wages paid to absent employees,
- High-cost replacement workers (overtime pay for other employees and/or temporary workers),
- Administrative costs of managing absenteeism,

It is a broader phenomenon that every company irrespective of whether it is government, non-government, profit or non-profit organizations that suffers from the consequences of absenteeism.

This research is intended to find out reasons for employee absenteeism in the case of Ethiopian Revenues and Customs Authority (ERCA) specifically the branch of Merkato No.2. The Ethiopian Revenues and Customs Authority (ERCA) is the body responsible for collecting revenues from Customs duties and Domestic taxes. In addition to raising revenue, it is responsible to protect the society from adverse effects of smuggling and contraband. It seizes and takes legal action on the people and vehicles involved in the act of smuggling, any tax evasion and avoidance, while it facilitates the legitimate movement of goods and people across the border.

These vast functions of the organization are done by the 31 branches, including Merkato No.2 branch office which was established on Mar, 2011 based on block management tax administration scheme. The main objective of the establishment of the branch was to streamline the public revenue generation function by applying the concept of block management. This structuring aimed at improving service delivery, facilitating trade, enforcing the tax and customs laws and thereby enhancing mobilization of Government revenue in sustainable manner. It is obvious that all these needs the highest organizational commitments of the employees, so that the service delivery may be customer satisfying, employees determine an amount of tax that would add to the increasing need of city

administration expense. But the truth is absenteeism has become the major problem in the branch, which becomes the reason for the question of good governance in tax administration in terms of poor service delivery, failure to meet annual revenue plan.

## **1.2. Definition of Terms**

- **Absenteeism:** Lack of an individual physical presence at given location and time when there is a social expectation for him or her to be there (Martocchio& Harrison 1998).Martocchio& Harrison 1993.

## **1.3. Statement of the Problem**

Employee's work place absenteeism is attributed to a number of causes which include individual, organizational and work place, social and societal influence, and other related factors. Illness, education, personality, distance from work place, feeling of responsibility and motivation are among the individual factors which are claimed to be the causes of absenteeism. Organizational and work place causes may include management style, type and size of work, working hours, work related stress, conflicts, organizational climate, and the like. An employee's absenteeism is also because of social and societal reasons like for attending social ceremonies, unexpected problems encountering family member and the like (Ruth N, 2015).

Employees' absenteeism is among the serious troubles facing majority of the workplaces particularly in government organizations. The cost of absenteeism is huge and it is one of the contributory factors in the failure of organizations and government departments to meet performance targets. Employee absence at the place of work doesn't only affect someone or an employee who is absent at the workplace, but rather the employees in general and their departments are affected. It causes both qualitative and quantitative problem to an organization. Employee's absenteeism from a work place leads to a number of consequences to an organization among which some of these include increased costs, lower morale, increased workloads, frustrated managers and supervisors, loss of productivity, non-achievement of objectives, reduced provision of services, decreased product quality, adverse public perception and confidence and adverse effects on consumers (Wilcox, C. 2008).

#### **1.4. Research Questions**

The study was conducted to answer the following basic research questions:

- 1) What is the magnitude of absenteeism in the organization?
- 2) What is the cause of absenteeism the company?
- 3) What efforts are made by the organization to mitigate the problem of absenteeism?

#### **1.5. Objectives of the Study**

##### **1.5.1. General Objective**

The general objective of the study was to assess the causes of employee's absenteeism at ERCA

##### **1.5.2. Specific Objectives**

- To identify themagnitude of absenteeism in the organization.
- To examine the cause of absenteeism the company.
- To suggest whatefforts shall be made by the organization to mitigate the problem of absenteeism.

#### **1.6. Significance of the Study**

This study was aimed to assess the rate and causes of absenteeism at ERCA, Merkato number 2 Branch Office. Based on the study finding, solid suggestions of the possible absenteeism management strategies that will help to minimize absenteeism and its impact will be made. It is hoped that this study will also help other public and private organizations and offer advice for improving organizational effectiveness and workers performance. Lastly it will also help as a baseline data to other researchers who are interested to make similar and or related studies.

### **1.7. Scope of the Study**

The study is limited to assessing the causes of employees' absenteeism in the case of ERCA, Merkato number 2 Branch Office in 2018. The study includes employees working in the four tax centers particularly those who provide a direct customer service and the management staffs who are responsible to monitor and take attendances of the other staffs. Questioner are used to collect data for analysis purpose and also The secondary data is gathered from publications including books, researches, journals and various materials that had relevance to this study.

Not used interview because the questioner respondent include team leader in ERCA team leaders are immediate supervisors of workers

### **1.8. Limitations of the Study**

As noted by [Wright, et al \(2005\)](#), human resource practices have not been studied through predictive designs very often and this creates results that lack causal inference. Although this study tries to identify the causes of absenteeism, it is not possible to make the cause and effect relationship because of the cross sectional nature of the study design. So the study cannot conclude and generalize if the findings on the causes of absenteeism are real, which in turn could affect the validity and reliability of the study findings.

### **1.9. Organization of the Paper**

This study has five chapters. The first chapter is the introduction part of the study which The next chapter, chapter two is mainly focus on existing literatures which covers theoretical framework related to the study, empirical studies related to the company and the topic under study, and finally to develop conceptual frame work from the theories and empirical studies. The third chapter the methodology of the study. The contents of chapter four are analysis of the study and its interpretations. The last chapter, chapter five, includes conclusion, recommendations and; limitations and directions for further study



## CHAPTER TWO

### REVIEW OF RELATED LITERATURES

#### 2.1. Theoretical Literatures

Absenteeism is a problem faced by businesses around the world (Johnson, 2006:1; MudalyandNkosi, 2015:624). Today, organizations are required to operate at the most optimum level while decreasing expenses and ensuring sustainability in an ever-increasing competitive environment. Over the years, organizations have sought the means of improving human resource management, with a particular interest in reducing absenteeism, a phenomenon that reached alarmingly high levels, both locally and internationally. This literature review endeavors to provide valuable insight into the multiple and complex causes of absenteeism and the effects of absenteeism on the organizational performance of businesses. Furthermore, various strategies are highlighted in an attempt to provide a valuable framework that businesses can utilize and implement to address human resource challenges.

##### 2.1.1 The Concept of Absenteeism

Previous research has highlighted various definitions of absenteeism. Cascio and Boudreau(2010:52) define absenteeism as the failure to report for work as scheduled, regardless of the reason. Jackson (2003:1) and Johnson, Croghan, and Crawford (2003:337) define absenteeism as an unplanned, unjustifiable, and disruptive incident, which is further characterized by a lack of physical presence of the employee at work, such as scheduled, extended breaks, late coming or leaving his/her workstation. Absenteeism has also been defined as an absence of workers from the regular work without prior permission (Tiwari, 2014:9). Nel et al. (2004:549) define absenteeism as withdrawal behavior when it is used as a means to escape an undesirable working environment. This definition is further elaborated upon by introducing the element of motivational levels. In particular, the minimum level of motivation involves doing less than required, the expected level of motivation involves doing just what is required, and the maximum level of motivation involves doing more than necessary. Nel et al.

(2004:549) explain that when an employee is functioning at the minimum or maximum level, it may be a cause of absenteeism.

### **2.1.2 Definition of Absenteeism**

Owing to the large amount of research conducted on absenteeism there are a plethora of definitions of absenteeism.

Absenteeism is defined as:

- An unplanned, disruptive incident and can be seen as non-attendance when an employee is scheduled for work (Van der Merwe & Miller, 1988).
- The frequency and/or duration of work time lost when employees do not come to work (Milkovich and Boudreau, 1994)
- The non-attendance of employees for scheduled work, it distinguishes absenteeism from other forms of non-attendance that are arranged in advanced and specifically avoids judgments of legitimacy associated with absent events that are implied by as sick leave (Gibbons, 1966: Johns/1978: Jones, 1971).
- Absence occurs whenever a person chooses to allocate time to activities that compete with scheduled work either to satisfy the waxing and waning of underlying motivational rhythms (French Man, 1984).
- Lack of an individual physical presence at given location and time when there is a social expectation for him or her to be there (Martocchio & Harrison 1998). Martocchio & Harrison 1993
- In simple language, it is the total number of workers absent expressed as a percentage of the total number of workers employed. In more technical words the same may be said to mean “a ratio of the number of production man-days or shifts lost to the total number of production man-days or shifts scheduled to work (Rao, 1951).

### **2.1.3. Types of Absenteeism**

Most schools of thought convey that absenteeism occurs when employees are not present at work when they are scheduled to be there, and it is measured by the frequency or duration of work days missed (Davey, Cummings, Newborn-Cook and Lo, 2009:313; Martocchio and Jimeno,2003:230). The Basic Conditions of Employment Act 75 of 1997 (BCEA), as amended, does not include annual leave, sick leave, maternity leave, family responsibility leave, and, in some cases, chronic illnesses as absenteeism. Nielsen (2008:1330) differentiates between involuntary absence and voluntary absence, where involuntary absence relates to certified sickness or funeral attendance and is beyond the employee's immediate control, whereas voluntary absence relates to uncertified sickness and shirking that is under the direct control of the employee and is often based on the employee's personal aims. Nel et al. (2004:549) argue for three main categories of absence, which may be classified as sick leave, authorized absence, and unauthorized absence. Sick leave is granted when an employee is absent due to a reported illness, whether the illness is genuine or feigned. Company policy will usually state at what stage a medical certificate is required, such as being absent from work for more than two consecutive days or more than two occasions in an eight-week period, as stated in the BCEA. Authorized absence occurs when the employee is absent for a reason other than illness, such as annual leave, paternity leave, and such reasons as may be deemed acceptable to management and for which permission is granted. Unauthorized absence occurs when an employee is absent without permission, no explanation is generally given, and the absence is deemed to be unexcused.

#### **1) Scheduled Absence**

This refers to instances when the employer has budgeted beforehand for this type of absence because it was expected to happen (Soma Initiative, 2002). This includes absence from work for maternity, study, vacation or retirement purposes. Owing to the fact that a clearly identified process is followed, this means that work and resources can be allocated in time to others in the team, ensuring proper management of the workflow (Beira, 2008). Scheduled leave appears to be the preferred type of absenteeism for employers because it

does not lead to any disruption in operations, seeing that it is usually planned in advance. This type of absence is also authorized by the employer prior to commencement (Anderson, 2009).

## **2) Unscheduled Absenteeism**

This type of leave usually leads to operational disruptions because the employer has neither planned nor budgeted for it. Includes in this type of absence as noted by Beira (2008) is a medically-certified sick leave, scheduled when a registered health care practitioner provides a medical certificate that compiles with the guidelines outlined by the health professions council of SA. This is also termed sick absence (Anderson, 2009). Not only is it disruptive but it is also costly because of the cost of managing sick individuals, replacement or overtime, as well as potential lost opportunity costs from the loss of productivity (Beira, 2008). Unscheduled leave is sometimes referred to as voluntary or culpable absenteeism because the employee is absent from work owing to reasons that are within his or her control (The Soma initiative, 2002). When this happens, the desire to stay at home far exceeds the motivation to report for duty. The employee may opt to be absent from work because they have planned to be 'sick' in order to deal with other non-work-related activities. This can be viewed as voluntary absence, because the reason for it is within the control of the employee in this instance.

## **3) Sickness Absence**

Sickness absence is a category where employees claim ill health as their reason for absence. Requirements regarding medical/doctor's certificates vary and are determined by company policy. Most managers have found that certification is not a guarantee of genuine absence as it has become easy for people to gain access to medical certificates. Van der Merwe and Miller (1988) maintain that "having a critical attitude to short sick absence, and indicating to employees that their absence behavior is regularly monitored, is likely to result in a better norm of attendance."

#### **4) Authorized Absence**

Absence with permission is where employees provide an “excuse” for their absence whether that can be for holidays, study leave, special leave and the like. Normally such a request is included in the absence policy (Van der Merwe& Miller).

#### **5) Unexcused absence**

All absences not falling into the two previous categories and where no reason is given, or not accepted, are regarded as unexcused (Van Der Merwe& Miller). This type of absence, when it reaches problematic proportions, will have to be pointed out to employees in question in order to bring their attendance in line with acceptable norms.

### **2.1.4. Causes of Absenteeism**

#### **1) Organizational Factors**

- **Job Satisfaction**

Employees are considered one of the most important assets in an organization. One can then deduce that job satisfaction is a crucial factor to the success of an organization. Motivation is key component of the behavior and the performance of an employee, which has a direct effect on whether an organization is successful or not. Job satisfaction has been defined as the attitude that employees may have towards their jobs and the organizations in which they work. Though there are various factors that affect job satisfaction, the level of job satisfaction will differ from individual to individual (Chen, 2008:107). Managers must strive to maintain an acceptable or high level of job satisfaction amongst the workforce, as job dissatisfaction may increase the rate of absenteeism, and may then negatively impact on the organization’s ability to perform in order to successfully meet its organizational goals (Cohen and Golan, 2007:427). Low morale and hindered productivity may result from the increased pressure, increased workload, and frustration from a shortage of staff. However, Goldberg and Waldman (2000:673) find no job satisfaction and absenteeism. Instead, it remains the responsibility of management to

motivate the workforce. Therefore, managers need to determine how to achieve the level of motivation they wish to see in their employees.

According to Herzberg's Motivator-Hygiene theory, a lack of extrinsic factors (hygiene factors) such as company policy, supervision, physical working conditions, salary, and job security may affect an employee's attitude towards work. Herzberg suggests that although hygiene factors are needed to ensure job satisfaction, they do not necessarily lead to increased motivation. Nevertheless, hygiene factors are essential to ensure motivation when pursuing the goals of the organization. The presence of intrinsic factors (motivation factors) such as achievement, recognition, responsibility, and growth spur an employee to deliver better performance. Against this background, satisfied employees inevitably have low absenteeism rates and vice versa (Netshidzati, 2012:17). If employees are highly motivated, they are more likely to be satisfied with their jobs and deliver higher quality services, which may lead to lower rates of absenteeism

(Friday and Friday, 2003:427). Nel et al. (2004:549) linked performance to absenteeism by giving meaning to the levels of motivation. When not managed appropriately and effectively, lower levels of motivation may cause employees to behave in an unacceptable manner. However, it is also the expectation of the job, which is an additional factor to be taken into consideration.

Employees tend to remain motivated if their expectations relating to equal treatment, receiving respect or enjoying satisfactory working conditions, and the opportunities to apply their skills and abilities are met and their needs satisfied. Nel et al. (2004:549) further assert that employees commence employment with expectations based on earlier experiences, and, when these expectations are not met, employees become dissatisfied, possibly resulting in absenteeism.

To prevent employees' dissatisfaction with unmet expectations, upon recruitment, managers should carefully match employees' values and job characteristics to enhance job satisfaction. This can be achieved by carefully recruiting and selecting employees who best fit into the organization and have realistic expectations of what the job has to offer (Snipes, Oswald, LA Tour, and Armenakis, 2005:1337). If these matches are done well,

higher morale, commitment, productivity, job satisfaction, quality performance, and lower absenteeism can be achieved (Netshidzati, 2012:18). While guards and companies must comply with the registration regulations of the Private Security Industry Regulatory Authority (PSIRA), many prospective employees do not seek employment in the security industry because of passion and skill. It is simply a job to satisfy basic needs that the security guard may require to be met. Furthermore, the working conditions are generally sub-standard, with few companies paying above minimum wage requirements. When personality and skills do not match the job, an employee may become boredom stressed, therefore withdrawing from an unsatisfactory situation by being absent. This occurs when security guards with higher-ranking grades, who are desperate for employment, accept a job requiring a lower ranking grade, rendering the job boring and monotonous. If there is a good match between the job characteristics and the skill level of the employee, the employee is more likely to stay committed to the job and attend work regularly (Chaucer, 2007:26-27).

- **Morale**

Rosenblatt and Sharon (2005:209) assert that absenteeism may lead to low morale within the organization, particularly amongst the employees who do regularly attend work, as they are then faced with taking over the workload of the employee who is regularly absent. Morale determines the spirit of a person or group, and, as such, low employee morale is likely to have a negative impact on the delivery of the service provided (Netshidzati, 2012:19). Makawatsakul and Kleiner (2003:55) suggest that low employee morale can be destructive in the organization and lead to dissatisfaction, poor productivity, and absenteeism. Security guards who may have worked a 12-hour shift and require rest may then be called to work a double shift in order to cover a particular post or site that the absent employee was required to cover in terms of his/her duty. Work overload may lead to inefficient service delivery, which may result in the occurrence of on-site theft. If an employee gets paid overtime for extra hours worked, this is an extra cost to the company. Poor management could also leave employees feeling undervalued, and this in turn could affect employee morale and lead to excessive absenteeism (Gill and Smith, 2007:35). Employee involvement in the decision-making process and the

commitment of the organization to the training and development of its employees are considered to have a positive effect on employee morale (McHugh, 2001:54). Therefore, it is imperative to make employees aware of the causes of absenteeism and its resultant negative impact on the employee, the organization, and the client. Failure to do so may result in aggravating the problem of absenteeism, which may contribute to the business failing to meet its organizational goals.

- **Organizational Culture and Leadership**

Robbins et al. (2009:424) define organizational culture as a system of shared meaning across organizational members and are different between organizations. It includes the values, norms, customs, and beliefs commonly held among a group of people that guide the behavior of the particular group of people, giving the group its unique characteristics. Furthermore, Robbins(2003:3) sees organizational culture as a social phenomenon, which has to be impacted into the minds of workers so that they melt into the culture of the organization with a commitment that will minimize absenteeism and increase performance. Leadership is a critical component in the pursuit of organizational goals and leaders convey the organization's culture through their actions and behavior (Kefela, 2010:1). A leadership style can be viewed as the ability of a leader to influence employees to accomplish an objective and direct the organization in a way that makes it efficient. Therefore, leaders can play an important role in shaping and maintaining a specific culture in an organization (Sharma and Sharma, 2010:97). The organizational culture and style of leadership play a crucial role in the management of absenteeism. Some organizations have what is deemed to be a permissive culture, and, if this exists, employees will consider sick leave as a benefit that needs to be utilized regularly. However, if unnecessary absenteeism is managed appropriately and effectively, employees will think twice before being absent regularly and for inappropriate reasoning. An organizational culture that lacks focus is considered the most significant reason for increased employee absenteeism (Netshidzati, 2012:20). A strong productive organizational culture allows for high financial performance, employee satisfaction, and the achievement of organizational goals (Netshidzati, 2012:20). This can result in lower absenteeism.



Organizational culture is influenced by the extent to which a leader is supportive of employees and includes them in decision-making processes. Poor leadership skills may negatively impacted employee functioning and organizational performance, possibly resulting in absenteeism. Managers with poor management skills could create a dysfunctional organizational culture by failing to address incidents of absenteeism effectively (Sheikha and Younis, 2006:83). Managers should communicate the reasoning behind the implementation of absenteeism policies. If employees observe the behavior displayed by other employees who are regularly absent from work without any repercussions, they will more than likely follow such behavior because management fails to take action (Kwantes and Boglarsky, 2007:206). As can be discussed by Rosenblatt and Shirom, (2005:218) when there is high tolerance within an organization towards absenteeism, employees will regard absenteeism as being acceptable, resulting in a high absenteeism rates and a failure to meet organizational goals.

- **Working Conditions**

Employers must strive to ensure that working conditions are satisfactory so that the physical and mental health of employees is assured (Cronje, 1995:381-382). Poor health conditions at the workplace can lead to absenteeism, low productivity, loss of income, loss of contracts, and, in extreme cases, the loss of employees who are difficult to replace due to their skills, experience, and expertise. Chauke (2007:27) states that the health of employees and job satisfaction may be affected by a number of factors (Chauke, 2007:27).

Basner et al. (2008:1251-1259) and Gerber (2001:306) highlight that poor employee health, caused by working night shifts for long periods of time, result in security guards failing to get sufficient sleep, which could lead to high absenteeism. Security guards are often posted at sites that do not have guard “huts”, requiring the security officer to perform their duties under unsatisfactory conditions. Management, to a great extent, can protect the company against the losses caused by poor and/or unhealthy working conditions by regularly investigating the wellbeing of employees, changing or improving working conditions, or limiting the length of consecutive night shift duties (Chauke,

2007:28). Suitable uniforms may be provided to protect employees from inclement weather that may cause illness or dissatisfaction with working conditions.

- **Stress**

Erkutlu and Chafra (2006:287) state that stress occurs when an employee feels that the demand imposed exceeds his/her ability to function. Stress is an inevitable part of our lives, and, therefore, cannot be avoided. However, one can attempt to control and minimize stress. Conti, Angelis, Cooper, Faragher, and Gill (2006:1015) assert that stress is a cause for concern in an organization, as it can have varying effects on individuals, and the resulting absenteeism can impact on the organization's performance. However, Nel et al. (2004:289) state that stress is not necessarily bad because a modest amount of stress is needed to be productive and creative in the workplace.

Stress is caused by both personal and work-related factors, such as work overload, irregular work hours, boredom, and lack of autonomy, conflict, and unrealistic objectives. These factors can have an impact on each other, and, together, can lead to absenteeism (Subbulaxmi, 2002:27).

Employees may experience stress at home due to financial problems, personal circumstances, and other family-related problems. Employees tend to carry this stress to work, which impacts on their work performance and results in low productivity and absenteeism (Netshidzati, 2012:20). In the workplace, demands relating to changes and transformation, such as new technologies, company mergers, and the impact of downsizing create stress in the workplace, as the level of job security decreases (Conner and Douglas, 2005:210-224). Change in the workplace may lead to an increased number of working hours and greater demands, as there is increasing pressure on organizations to remain competitive in order to survive and satisfy the demands of customers

Klerk and Mostert, 2010:1). Long working hours can also be a result of employees having to compensate for time lost by their absent co-workers. Due to a lack of resources, support, and increased demands, stress levels are aggravated, which may lead to burnout, and, therefore absenteeism. This, in turn, affects service delivery and impacts on the

organizational performance of the business. The nature of private security services requires long working hours from security guards. Furthermore, the duties required from security guards often involve dealing with criminal activity, which could be dangerous and extremely stressful. When co-workers are absent, this places more pressure on the employee who has attended work and who is, therefore, required to provide effective security services with limited capabilities.

## **2) Personal Factors**

- **Illness**

Genuine illness is regarded as one of the main reasons for employee absenteeism in the workplace. Illness is very costly as it increases the rate of absenteeism with the accompanying financial cost to the company, whereby employees are paid for not being productive (Lokke, Eskildsen, and Jensen, 2007:16). Sick leave is a right afforded to employees, which allows them to recover from illness. Unfortunately, having sick leave available can increase the absenteeism rate when employees tend to abuse their sick leave entitlements. Employees may believe that sick leave is a right that they are entitled to use, irrespective of whether illness is genuine or feigned (Chauke, 2007:18). Taking sick leave has a negative impact on the organization, as the organization cannot function efficiently if employees do not report for duty. However, if the organization wishes to reduce work-related illnesses, it can provide a safe and healthy workplace that will reduce absenteeism, thereby enhancing job satisfaction and productivity (Josias, 2005:28). Company policy should clearly state the rules regarding sick leave and the requirement of medical certificates so that there can be no confusion on the part of the employee (Paul, 2008:24). According to Schultz and Schultz (2006:242), absenteeism is higher in a company that does not require proof of illness. Therefore, the abuse of sick leave is costly to an organization; as employers have to hire additional staff to fill in for absent colleagues. Failing to manage absenteeism in this manner is likely to hinder the ability of the company to perform efficiently and effectively, thereby having a negative impact on service delivery and client retention.

- **Level of Education**

Langenhoff (2011:15) asserts that employees with tertiary qualifications, or at least secondary level education, have less chance of being absent than employees with a lower level of education. Cristofoli, Turrini, and Valotti (2011:77) argue that educated employees are more involved in their jobs and experience more job satisfaction. However, Lam, Zhang, and Baum (2001:159) state that employees with higher education are more likely to experience job dissatisfaction, as they have higher expectations of salaries, incentives, and recognition (Netshidzati, 2012:35). According to Silman (2011:1), an individual with a degree tends to earn more income over the lifespan of their career because of post-secondary qualifications, which shape individuals into being more ambitious, motivated, and self-confident, as compared to their associates who may be less qualified. Most security officers do not have the resources to pursue tertiary education. As the security industry is a considerable source of employment, many underprivileged individuals seek employment in this sector without completing secondary level education.

- **Age**

Cohen and Golan (2007:419) state that age is one of the most studied demographic factors relating to absenteeism. It has been found that young employees tend to take short periods of sick leave when compared to those periods of sick leave taken by older employees (Lau et al., 2003:92). This can be due to the fact that older employees are usually in responsible positions, have greater work ethic, and are more committed to their work. They, therefore, are less likely to be absent. Younger employees have greater family responsibilities, and, therefore, may be absent from work more often. However, Lambert, Edwards, Camp, and Saylor (2005:173) conclude that older employees are absent more often due to illness. Older employees tend to have higher levels of commitment to their organizations and identify with their organizations to a greater extent than younger employees. Older employees also have more favorable attitudes towards their jobs. Furthermore, older employees also tend to have better attitudes toward co-employees in the workplace and are less likely to engage in conflict.

- **Tenure**

Length of service may be a contributing factor to the rate of employee absenteeism (Sheikha and Younis, 2006:70). Josias (2005:32) states that longer periods of service with an organization may result in less absenteeism, as the loyalty of employees to an organization may strengthen overtime. Barmby, Ercolani, and Treble (2002:323) report that employees with longer tenure have high absenteeism rates. These employees believe that their jobs are secure. Lambert et al. (2005:173) add that this can also be due to boredom, emotional problems, and burnout.

- **Substance Abuse**

Absenteeism, as a result of excessive intake of alcohol, is a common occurrence in the security industry. Alcohol abuse is a major contributing factor in the area of absenteeism (Fisher, 1994:18). High alcohol consumption can manifest in absenteeism, with cost implications and negative impact on productivity (Osilla et al., 2010:194). Often, security guards are required to undergo random breathalyzer tests and drug testing as part of site requirements. Security guards test positive, and, as a result, clients insist on their removal from a site. This may bring the company name into disrepute or result in the termination of the contract with the client. Businesses lost, which has a ripple effect on the sustainability of the company.

### **3) Social Factors**

Crime, poverty and erratic transport systems can have an adverse impact on absenteeism. In conclusion, absenteeism has different meanings for different people at different times (Kuzmits and Adams, 2009; McIntosh and Jansen, 2003). This makes absentee episodes phenomenological unique to each individual. Owing to employees' individuality, absentee behavior can be influenced by personality, and social and organizational factors.

#### **General Causes of Absenteeism** □

According to Cortese (2003:19), security officers gave the following reasons for being absent from work and poor service delivery:

- ✚ Poor working conditions

- ✚ Serious accidents and illness;
- ✚ Few opportunities for promotion;
- ✚ Unattractive salaries;
- ✚ Lack of job satisfaction and low morale;
- ✚ Inadequate leadership and poor supervision;
- ✚ Personal problems (financial, marital, substance abuse, and child care problems);
- ✚ Transportation problems; and
- ✚ Stress and workload (Cortese, 2003:20).

The actual reason why people are absent from work are complex and are based on a number of factors. It has been observed that the main reasons for absenteeism are based on conditions relating to the individual and the organizational and social contexts.

## **2.2 Empirical Literatures**

Employees are considered one of the most important assets in an organization. One can then deduce that job satisfaction is a crucial factor to the success of an organization. Motivation is a key component of the behavior and the performance of an employee, which has a direct effect on whether an organization is successful or not. Low morale and hindered productivity may result from the increased pressure, increased workload, and frustration from a shortage of staff. However, Goldberg and Waldman (2000:673) find no correlation between job satisfaction and absenteeism. Instead, it remains the responsibility of management to motivate the workforce. Therefore, managers need to determine how to achieve the level of motivation they wish to see in their employees.

The presence of intrinsic factors (motivation factors) such as achievement, recognition, responsibility, and growth spur an employee to deliver better performance. Based on this background, satisfied employees inevitably have low absenteeism rates and vice versa (Netshidzati, 2012:17). If employees are highly motivated, they are more likely to be satisfied with their jobs and deliver higher quality services, which may lead to lower rates of absenteeism

(Friday and Friday, 2003:427). Nel et al. (2004:549) linked performance to absenteeism by giving meaning to the levels of motivation. When not managed appropriately and effectively, lower levels of motivation may cause employees to behave in an unacceptable manner. However, it is also the expectation of the job, which is an additional factor to be taken into consideration.

Employees tend to remain motivated if their expectations relating to equal treatment, receiving respect or enjoying satisfactory working conditions, and the opportunities to apply their skills and abilities are met and their needs satisfied. Nel et al. (2004:549) further assert that employees commence employment with expectations based on earlier experiences, and, when these expectations are not met, employees become dissatisfied, possibly resulting in absenteeism.

Morale determines the spirit of a person or group, and, as such, low employee morale is likely to have a negative impact on the delivery of the service provided (Netshidzati, 2012:19). Horton, (2007), states that the escalation in the rate of labor turnover is a major concern for businesses and is clearly impacting on organizational performance. High level of stress leads to employees making unnecessary mistakes/accidents and low morale leads to them not caring about what they do. Staff turnover breaks the team spirit and group cohesion, which is necessary for the successful and smooth running the business. Gupta (2008) states that “the real cost of staff turnover leads to lowered morale among other employees who must shoulder the workload, lost revenue from sales not made, the loss of customers who fled to competitors for better service”.

The study conducted by Ruth (2015) concluded that the morale of staff may be lowered because work overload, overtime work, substitute personnel and working with fewer staff than required is problematic. This causes an increase in errors during the performance of activities and results in poor service. High turnover and non-attendance results in the reduced morale of workers who may be overworked, and can as a result affect the level of output efficiency. Non-attendance is a main driver of insufficient staffing and may perhaps boost workers stress levels. Poor administration of members of staff absences can lead to a cruel cycle of increasing stress levels that harmfully affect workers

healthiness and morale and lead to even more days of missed job. Workers who are permitted to prolong an unnecessary number of absences with no any noticeable punishment from management can hurt others' for this reason decrease morale of the remaining employees. The workers see the compromise the employer is making to retain constantly absent workers, and the others feel they also can take advantage of the system by exploiting. This situation creates a sequence that can lead to low output due to poor workers morale.

### **2.3. Impact of Absenteeism on Organizational Performance**

Improving human resource management of absenteeism improves organizational performance, though this remains a contentious issue amongst researchers in the field of management. Jones(2006:20-42) states that organizational performance is the equivalent of three E's: economy, efficiency, and effectiveness. It is the ability of the organization to achieve its goals in an efficient and effective manner. In the competitive business environment, organizations are burdened with the pressure of satisfying many stakeholders, and it is important to measure organizational effectiveness regularly so that a proactive approach may be adopted to adapt to changing circumstances. In reducing organizational productivity and causing inefficient service delivery, organizational performance will undoubtedly be negatively affected by absenteeism. Onikoyi, Awolusi, and Ayodeji (2015:68) conducted a study on the effect of absenteeism incorporate performance and found that absenteeism reduces the level of an organization's productivity, profitability, quality service delivery, and promptness of satisfying the customers 'needs. It was found that the effective management of labor reduced absenteeism in the organization and led to an improvement in the level of productivity, organizational effectiveness, efficient service delivery, effective service delivery, profitability, and overall organizational performance. Therefore, it appears as though a negative relationship exists between absenteeism and organizational performance (Onikoyi et al., 2015:68; Tiwari, 2014:14).



### **2.3.1 Cost of Absenteeism**

Organizations incur direct and indirect costs that result from unscheduled absences, which are disruptive to business. Maclean (2008:394) lists direct costs to the organization as lost days, sickbay, lost productivity, and reduced service provision. Indirect costs include disruptions, management's time to revise work schedules, administrative costs to monitor and administer the leave policy, loss of expertise and experience, training costs for replacement workers, resentment and lowered morale of other employees, reduced productivity, staff turnover, terminations of contracts, and loss of income (Lambert et al., 2005:166). Productive time is lost due to time spent by management on securing replacement employees and/or reassigning the remaining employees. Additional management effort is required to maintain administrative systems dealing with control measures for absenteeism. There may also be costs associated with the payment of overtime to those tasked to absorb the absent employee's work and payment for the induction of the replacement employee for that particular post (Netshidzati, 2012:36).

Robbins, Judge, Dental, and Rood (2009:512) assert that various researches that have conducted on absenteeism in South Africa outlines many negative connotations associated with absenteeism, including economic loss, which is estimated to be in the region of approximately 12 billion per year. When employees fail to attend work when scheduled, the revenue of the business is threatened through insufficient productivity and inefficient service delivery. Absenteeism causes stress to co-workers who do attend work regularly, which, in turn, may have ripple effect on such employees' level of motivation and likely truancy. The private security industry has grown exponentially over the last two decades. There is an increasing demand for security services, as individuals and companies go to great lengths to protect themselves and their properties through the use of security equipment or manned guards (Chauke, 2007:1-2). However, absenteeism has become a significant concern for private security companies. Naidoo (2005:10) asserts that South African security companies are losing more than R23 million annually due to absenteeism in the work place. Corporate Absenteeism Management Solutions (CAMS; 2007:1) conducted a study on absenteeism and reported that it is a significant problem costing the South African economy billions in direct costs annually. If these estimations

are accurate, it represents a definite indication that absenteeism is a significant problem in the workplace (Chauke, 2007:15).

### **2.3.2 Impact on Productivity**

Absenteeism negatively impacts the productivity of an employee who may be required to perform their duties when tired. This may lead to inefficient service delivery, customer dissatisfaction, and loss of revenue (Munro, 2007:21). Those employees who are at work may have to carry the extra workload, which may impact on their overall productivity and capabilities. Employees at work may be required to spend extra time training new, temporary replacements, which often happen in the security industry when new guards are deployed to sites that they may not have worked at before (Chauke, 2007:24). As a result of overtime worked, staff morale may be negatively affected and service delivery compromised. Clients may become dissatisfied and threaten to cancel contracts. This will undoubtedly negatively impact the organization.

### **2.3.3 Impact on the Workforce**

It has been explained that a loss of morale is a cause of absenteeism, but, similarly, absenteeism in the workplace may cause a loss in morale among co-workers who have to temporarily replace the absent employee and may need more supervision if they are unfamiliar with the work or task assigned. The employee, upon returning to work, may face resentment from co-workers who had to accept responsibility for the work while he/she was away (McHugh, 2001:51). Absenteeism may, therefore, lead to conflict amongst staff and could further increase absenteeism rates.

## **2.4. Recording and Measurement of Absenteeism**

Werner (2005:118) states that the measurement of absenteeism can assist in determining the extent and nature of absenteeism in an organization. Lambert et al. (2005:168) add that the measurement of absenteeism can assist certain organizations in distinguishing between voluntary and involuntary absenteeism. Two commonly used measures for measuring absenteeism are the total time lost and absence frequency (Werner, 2005:118). The time lost is the percentage of work time lost due to absenteeism. Absenteeism

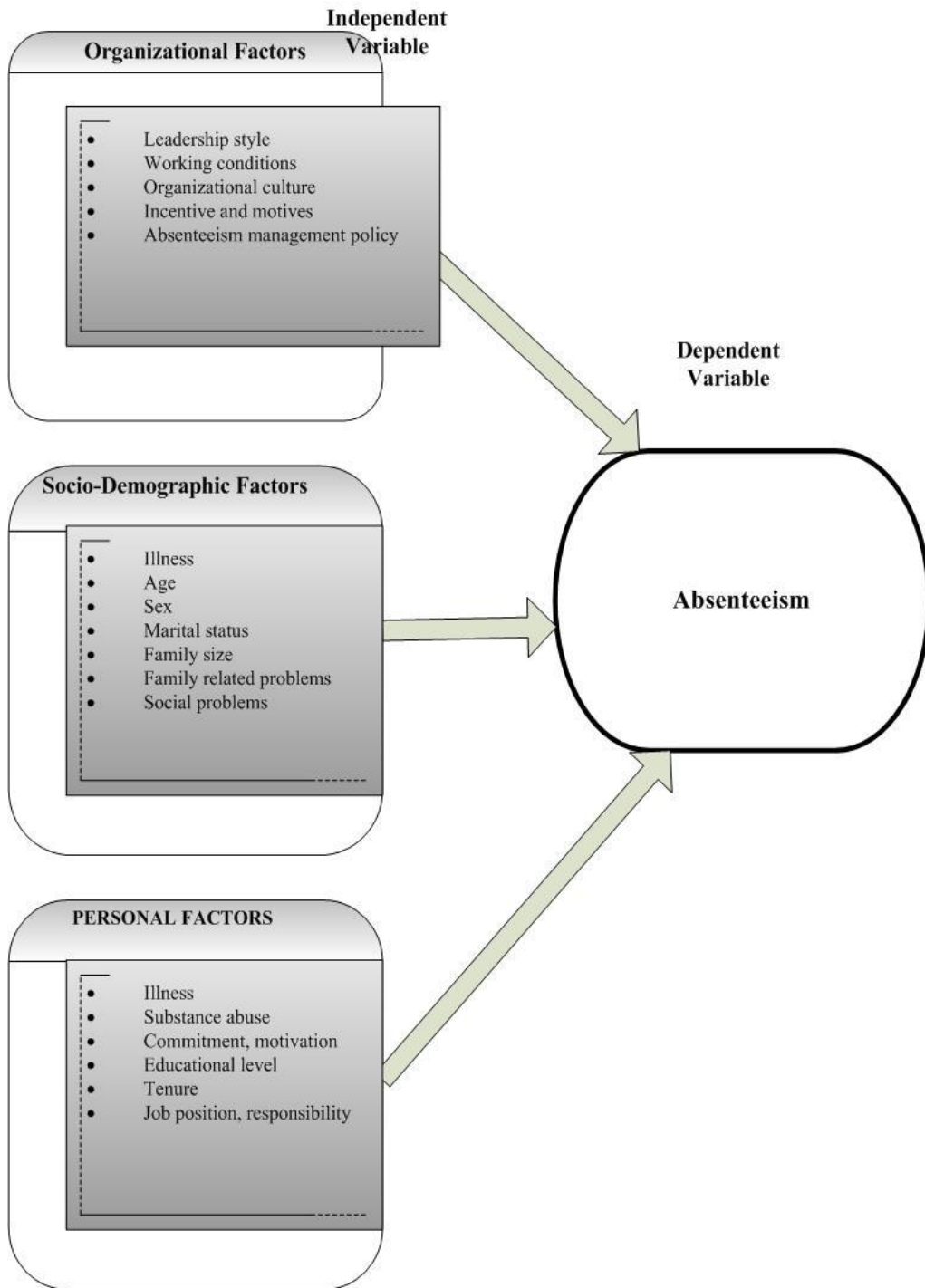
frequency provides an indication of the number of absenteeism incidences per employee (Steel, 2003:244).

CAMS (2007:1) reports that the majority of South African companies have an overall absenteeism rate of between 3.5% and 6%, which is higher than the acceptable norm of 3%. Similar study found that South African organizations have an absenteeism rate of about 18%, which is higher than the acceptable international absence rate of 3% (Sieberhagen, Ruthann, and Pioneer, 2009:20). Howarth (2005:3-4) states that introducing interviews when employees return to work, post absence, may help to reduce absenteeism, as this helps to identify and address any working conditions that may be contributory factors to absenteeism. Nel et al. (2004:157) state that employee assistance programs could also be implemented to determine the reasons for absenteeism. Implementing policies and monitoring sickness patterns remain the responsibility of line managers (Heyday, 2008:28-33). Accurate record keeping provides a basis for the management of absenteeism and the analysis of absenteeism levels within the organization (Werner, 2005:109).

## **2.5 Conceptual Model of the Study**

After the careful study of literature review, a conceptual model depicted next page is formulated to illustrate cause of absenteeism (i.e. organizational factors, socio-demographic factors and personal factors).

Figure1: Conceptual Framework of the Study



Sources: Researcher formulation based on hypothesis and theory

## CHAPTER THREE

### STUDY DESIGN AND METHODOLOGIES

#### 3.1. Study Design

The study was conducted as a quantitative study approach in order to assess the cause of employee's absenteeism in ERCA. Quantitative research design involves the processes of collecting, analyzing, interpreting, and writing the results of a study (Creswell, 2009). Besides, it also helps to show whether there exists significant relationships between the variables.

#### 3.2. Population, Sample Size and Sampling Techniques

##### 3.2.1. Research Population

Merkato Number 2 Branch office is shared in to four tax centers. Total population 245 including the main branch all employees in the four tax centers were considered as a study population of this study.

##### 3.2.2. Sampling Size Determination

The sample size has determined by the sampling calculation method Using Amin's (2005) formula, a sample size of 111 respondents were selected from the population and confidence level at 93%. From 245 staff members in the four tax centers, 111 samples were drawn using this formula:  $n = N / (1 + Ne^2)$ , where –

n= the required sample size

N=population

e=margin of error taken as 7

%( 0.07)

$N = 245 / (1 + 245 (0.07)^2) = 111$

### **3.2.3 Sampling Technique**

Merkato number 2 Branch Office has a total of 245 employees, shared in to the four tax centers: Liyu, Adarash, Yirgahaile and Abdoberenda and the main branch.

The number of study units to be included in the study was selected by a simple random sampling technique from the four tax centers.

### **3.3. Source of Data**

Primary data is collect by the structured close ended questionnaire. The questionnaire is developed in five point Likert scales ranging from five to one; where 5 represents Strongly agree and 1 strongly disagree. The secondary data is gathered from publications including books, researches, journals and various materials that had relevance to this study.

### **3.4. Data Collection Instruments**

Data was collected using structured self-administered questionnaires adapted from other similar researches. The questionnaires were prepared in English language and translated to Amharic language to reduce language barrier problems. The questionnaires consist two main parts with the first part assessing respondent`s socio-demographic information, the second part assessing absenteeism related information.

### **3.5. Procedures of Data Collection**

Before the actual data collection a letter requesting the cooperation of ERCA Merkato number 2 Branch Office was taken from St. Marry University and submitted to ERCA Merkato number 2 Branch Office. Self-administered questionnaire based data was collected by a trained Diploma holder data collector. The data collector first introduced him/her-self and gave a brief description of the research to the respondents including the purpose of the research, the confidentiality of their information, benefits and risks of participation, and their autonomy. The respondent`s then were asked for their free will to

respond to the questions. Accordingly data was collected from respondents who were willing respond to the study questions.

### **3.6. Pilot Testing**

Cronbach's Alpha reliability test was conducted to make sure the instrument used in the study was reliable. The elements under analysis are thirty three elements or statements of criteria. The cronbach alpha for the general instrument is found to be 0.787 which is more than the acceptable range (Saunders, Lewis and Thornhill2012).

**Table Reliability Statistics**

<b>Cronbach's Alpha</b>	<b>N of Items</b>
0.787	33

Source: own Survey (2018)

### **3.7. Method of Data Analysis**

This section describes data processing procedures which were employed in the data analysis. The data was entered and analyzed by a Statistical Package for Social Sciences (SPSS) version 20. Frequencies and percentages were computed and finally the results are presented using tables and written word formats.

### **3.8. Ethical Considerations**

First a letter requesting the cooperation was sought from St. Mary's University to ERCA Merkato branch to get the permission to proceed. Following assurance of their permission, the study subjects were briefly introduced about the research including its purpose, confidentiality of the data, autonomy of their will to participate in the study. Then only subjects who were willing to respond were included in the study after obtaining their verbal consent. All sources of data used in this study are also dully acknowledged.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter represents the outputs from the analysis of this research. It begins by explain the demographic characteristics of the study, the reliability test of the instrument, mean scores of factors that cause employees absenteeism's.

#### 4.1 Response Rate

The first section of the questionnaire demanded personal information from respondents. These questions include: gender, age, level of educational background, Years of service in the organization, and current employment position.

**Table 4.1 Gender Composition Of Respondent**

Bio-Data	Item	Frequency	Percent	Valid Percent	Cumulative Percent
Gender Composition of Respondent	Male	55	49.5	49.5	49.5
	Female	56	50.5	50.5	100
Age distribution of the Respondent.	18 – 22	4	3.6	3.6	3.6
	23 – 27	43	38.7	38.7	42.3
	28 – 32	43	38.7	38.7	81.1
	33 – 37	9	8.1	8.1	89.2
	Above 37	12	10.8	10.8	100
Education Ground Back of Respondent	College Diploma	6	5.4	5.4	5.4
	First Degree (BA/BSC)	96	86.5	86.5	86.5
	Second Degree (MA/MSC)	9	8.1	8.1	8.1
Respondents years of service in the organization (ERCA)	Less 5 years	64	57.7	57.7	57.7
	5-8 years	38	34.2	34.2	91.9
	9-12 years	6	5.4	5.4	97.3
	13-16 years	1	0.9	0.9	98.2
	Greater equal 17	2	1.8	1.8	100
Current Employment Position	Group leader	23	20.7	20.7	20.7
	Senior officer	30	27	27	47.7
	Officer	31	27.9	27.9	75.7
	Junior officer	24	21.6	21.6	97.3
	Other	3	2.7	2.7	100
	<b>Total</b>	<b>111</b>	<b>100</b>	<b>100</b>	<b>100</b>



As can be seen from the table 4.1, the sample was representative of almost equal number of male respondents to that of female respondents. Male respondents comprised of 49.5% (n = 55) compared to 50.5% (n = 56) female respondents. This indicates that the number of proportion between male and female employees in the company is nearly proportional. The second component of the table represents the age distribution of respondents. It has five categories and the highest accounted is the age group between 23-32 years which scores 38.7%. The second largest group is respondents between the ages of above 37 years of age and is 10.8 % of the total population. The third in the rank are age group between 33-37 years old respondents and they represent 8.1% of the population. The lowest score in terms of the rank is shared by the two categories of age group 18-22 represent 3.6% of respondents.

It also demonstrates the educational level of respondent and the type of employees group they represent. It also has six layers of categories which represent diploma, first degree, second degree and third degree. Most of the respondents 86.5 % are first degree owners whereas the. The second and the third highest points in the educational level category represent employees with secondary degree and diploma they account for 8.1 % and 5.4 % of respondents respectively.

With regard to years of experience as shown above in the table, in ERCA 57.7% have less than 5 years' experience, 34.2 % of them have been working in ERCA from 5-8 years, 5.4 % employees have an experience of 9-12 years, 0.9% of them have 13-16 years of experience and the remaining 1.8% have been working in the organization equal or greater to 17 years. The majority of the respondents are at the age of less than 5 years.

the respondent's current Employment position indicate that 27.9% officer which constitute the highest number and next senior officer which accounts for 27.0 (30) % , junior officer nominated as its position it constitutes 21.6 % . Followed by, group leader which accounts for 20.7%.

#### **4.2 Respondents characteristics**

Based on the research finding, the researcher try to recapitulate the data from the above summary table high percentage rate are obtained from employees in ERCA. To shade a

light the major cause of employees absent in their working place. Therefore, high response rate obtained from the output prioritize as determinant factor for the cause of employees absenteeism in the case organization.

**Table 4.2, motivation related factor**

<b>Statements</b>	<b>Frequency/Percent</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>Organizational factor</b>						
<b>Motivation</b>						
Incompatibility of the work activity and the salary can be a cause for employees absenteeism	Frequency	7	35	3	35	31
	/Percent	6.3	31.5	2.7	31.5	27.9
The bonus and allowances policy of the organization initiates employees absenteeism	Frequency	2	43	3	37	26
	/Percent	1.8	38.7	2.7	33.3	23.4
Performance appraisal system which doesn't suit employees assigned duty contribute for absenteeism	Frequency	1	28	6	52	24
	/Percent	.9	25.2	5.4	46.8	21.6
Lack of achievement recognition, fewer opportunities of promotion enhances employees absenteeism	Frequency	3	24	9	45	30
	/Percent	2.7	21.6	8.1	40.5	27
Mismatch between job characteristic and professional skill initiates employees absenteeism	Frequency	7	35	3	35	31
	/Percent	6.3	31.5	2.7	31.5	27.9

Table 4.2 above depicts that 76 (52 agree and 24strongly agree) Performance appraisal system which doesn't suit employees assigned duty contribute for the existence of absenteeism of employees in their working place. The other factor which enhance the existence of absenteeism accounts for 75 (45 agree and 30 disagree) on Lack of achievement recognition, fewer opportunities of promotion.The other factor 66 (35agree and 31strongly agree) Incompatibility of the work activity and the salary can be a cause for employees absenteeism

**.Table 4.3 moral related factors**

Statements	Frequency /Percent	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Organizational factor						
Moral						
Low morale resulting from taking work load of other absent employees aggravate absenteeism	Frequency	7	35	3	35	31
	/Percent	6.3	31.5	2.7	31.5	27.9
Strategies employed by the organization to boost employee moral reduce employees absenteeism	Frequency	3	24	9	45	30
	/Percent	2.7	21.6	8.1	40.5	27
Undervalued and poorly managed employees are more likely to be absent from job	Frequency	6.3	31.5	2.7	31.5	27.9
	/Percent	6.3	31.5	2.7	31.5	27.9
Failure to involve employees in decision making can be a cause for employees absenteeism	Frequency	6.3	14.4	3.6	37.8	37.8
	/Percent	6.3	14.4	3.6	37.8	37.8
Organization's lack of commitment to training of its employees intensifies absenteeism	Frequency	8	43	9	32	19
	/Percent	7.2	38.7	8.1	28.8	17.1

Table 4.3 above depicts that Regarding with employees decision making, as discussed on the table above 76.6 (37.8 agree and 37.8 strongly agree) indicated that high percentage value constituted in failure to involve employees in decision making can be a cause for employee's absenteeism. The other also shows a medium effect on the absences of employees in relative terms.

**Table 4.4, supervisor related factor**

Statement	Frequency /Percent	Strongly Disagree	Disagre e	Neutral	Agree	Strongly Agree
<b>Organizational factor</b>						
<b>Culture and leadership</b>						
Organization`s lack of consistency in employee`s absenteeism management aggravates absenteeism	Frequency	7	18	10	41	35
	/Percent	6.3	16.2	9	36.9	31.5
Failure of the management to take action for unjustified absents aggravates employees absenteeism	Frequency	7	23	10	44	27
	/Percent	6.3	20.7	9.0	39.6	24.3
High tolerance of absenteeism by the management aggravates employees absenteeism	Frequency	7	18	10	41	35
	/Percent	6.3	16.2	9	36.9	31.5
Regularly using sick leave as a benefit for inappropriate reasons worsens employees absenteeism	Frequency	8	38	12	35	18
	/Percent	7.2	34.2	10.8	31.5	16.2
Poor relationship between leaders and subordinates contribute for employee absenteeism	Frequency	7	19	6	49	30
	/Percent	6.3	17.1	5.4	44.1	27

The result from Table 4.4 above further evidenced that,79 (49 agree and 30 strongly agree) poor relationship between leaders and subordinates contribute for employee absenteeism 26 (19 disagree and 7 strongly disagree) and 6 respondent could not determine their decision on the statement71 (44 agree and 27 strongly agree)High tolerance of absenteeism by the management aggravates employees absenteeism

**Table 4.5 working condition related factor**

Statement	Frequency /Percent	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Organizational factor</b>						
<b>Working condition</b>						
Extra and boring work activities intensifies absenteeism	Frequency	5	21	4	44	37
	/Percent	4.5	18.9	3.6	39.6	33.3
Unfavorable Working condition & safety facility of the organization intensify absenteeism	Frequency	7	16	4	42	42
	/Percent	6.3	14.4	3.6	37.8	37.8
Assigning responsibilities exceeding employees ability to function causes absenteeism	Frequency	7	25	6	41	32
	/Percent	6.3	22.5	5.4	36.9	28.8
Changes and transformation such as new technologies, managers and the like can be a cause for employees absenteeism	Frequency	18	66	6	13	18
	/Percent	16.2	59.5	5.4	11.7	7.2
Change in the workplace may lead to employees absenteeism	Frequency	9	50	6	30	16
	/Percent	8.1	45	5.4	27	14.4
Job related stress intensifies employees absenteeism	Frequency	3	19	2	59	28
	/Percent	2.7	17.1	1.8	53.2	25.2
Dissatisfaction with an assigned job activity intensifies employees absenteeism	Frequency	6	18	2	51	34
	/Percent	5.4	16.2	1.8	45.9	30.6
Employees who have a position are less likely to practice absenteeism	Frequency	6	32	3	36	34
	/Percent	5.4	28.8	2.7	32.4	30.6

The table above 4.5 summarized that, regarding with working condition 84 (42 agree and 42 strongly agree) unfavorable Working condition & safety facility of the organization intensify absenteeism 23 (16 disagree and 7strongly disagree) and 4 respondent could not determine their decision on the statement.

**Table 4.6 personal factors**

Statement	Frequenc y/Percent	Strongly Disagree	Disagre e	Neutral	Agree	Strongly Agree
<b>Personal factors</b>						
Illness can be a cause of absenteeism	Frequenc y	7	4		37	63
	/Percent	6.3	3.6		33.3	56.8
Employees of advanced age are less likely to practice absenteeism	Frequenc y	13	44	17	23	14
	/Percent	11.7	39.6	15.3	20.7	12.6
The level of education can be a factor which is responsible for employees absenteeism	Frequenc y	24	64	6	6	11
	/Percent	21.6	57.7	5.4	5.4	9.9
Employees with long period of service in an organization are less likely to be absent from work	Frequenc y	17	47	13	18	16
	/Percent	15.3	42.3	11.7	16.2	14.4
Substance abuse magnifies employees absenteeism	Frequenc y	7	12	7	33	52
	/Percent	6.3	10.8	6.3	29.7	46.8
Duty related conflict with work place colleagues can be a cause of absenteeism	Frequenc y	6	25	4	46	30
	/Percent	5.4	22.5	3.6	41.4	27

As can be depicted in table 4.6 above, 100 (37 agree and 63 strongly agree) illness can be a cause of absenteeism 11 (4 disagree and 7 strongly disagree). Respondent representing 89.1 % were agreed on the overall statements discussed on the table.

Next to illness, Substance abuse magnifies it constitute extreme value as a finding evidenced as, 85 (52 agree and 33 strongly agree) employees absenteeism 19 (12 disagree and 7 strongly disagree) and 7 respondent could not determine their decision on

the statement. Respondent representing 76.5 % were agreed on the overall statements of criteria articulated on the table. Thus, the organization shall incorporate its employees both extrinsic and intrinsic reward so that their employees can engage, committed to their organization.

**Table 4.7 social factors**

statement	Frequency /Percent	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Social factors</b>						
Marriage and family responsibilities are among the causes of employees absenteeism	Frequency	4	19	7	49	32
	/Percent	3.6	17.1	6.3	44.1	28.8
Family related problems (sick family members) are the causes of employees absenteeism	Frequency	5	9	2	53	42
	/Percent	4.5	8.1	1.8	47.4	37.8
Social incidents like (wedding, death of others etc.) can be the causes of absenteeism	Frequency	4	14	2	55	36
	/Percent	3.6	12.6	1.8	49.5	32.4
Transport problems like lack of taxi, overcrowding of roads can be a cause of absenteeism	Frequency	9	27	3	48	24
	/Percent	8.1	24.3	2.7	43.2	21.6

As can be depicted in table 4.7 above By taking in to account the family and marriage situations of certain employees, 81 (49 agree and 32 strongly agree) Marriage and family responsibilities are among the causes of employees absenteeism 23(19 disagree and 4 strongly disagree) and 7 respondent could not determine their decision on the statement. Respondent representing 72.9 % were agreed on the overall statements of criteria articulated on the table.

### 4.3 Analysis And Interpretation Of The Findings Of The Study

**Table 4.8 Descriptive Statistics (Organizational, Socio-demographic and Personal Factors)**

<b>Descriptive Statistics</b>			
<b>Organizational factors</b>			
<b>Motivation</b>	Rank	Mean	Std. Deviation
Incompatibility of the work activity and the salary can be a cause for employees absenteeism	3	3.4324	1.35258
The bonus and allowances policy of the organization initiates employees absenteeism	4	3.3784	1.26530
Performance appraisal system which doesn't suit employees assigned duty contribute for absenteeism	2	3.6306	1.11133
Lack of achievement recognition, fewer opportunities of promotion enhances employees absenteeism	1	3.6757	1.16901
Mismatch between job characteristic and professional skill initiates employees absenteeism	5	3.2523	1.26109
<b>Morale</b>			
Low morale resulting from taking work load of other absent employees aggravate absenteeism	2	3.4685	1.29207
Strategies employed by the organization to boost employee moral reduce employees absenteeism	3	3.4414	1.36638
Undervalued and poorly managed employees are more likely to be absent from job	1	3.8559	1.20489
Failure to involve employees in decision making can be a cause for employees absenteeism	5	3.0541	1.27092
Organization's lack of commitment to training of its employees intensifies absenteeism	4	3.0991	1.28597
<b>Culture and leader ship</b>			



Organization's lack of consistency in employee's absenteeism management aggravates absenteeism	1	3.7117	1.24599
Failure of the management to take action for unjustified absents aggravates employees absenteeism	3	3.5495	1.24125
High tolerance of absenteeism by the management aggravates employees absenteeism	4	3.3243	1.33595
Regularly using sick leave as a benefit for inappropriate reasons worsens employees absenteeism	5	3.1532	1.25914
Poor relationship between leaders and subordinates contribute for employee absenteeism	2	3.6847	1.22089
<b>Working condition</b>			
Extra and boring work activities intensifies absenteeism	4	3.7838	1.22404
Working condition & safety facility of the organization intensify absenteeism	1	3.8649	1.24672
Assigning responsibilities exceeding employees ability to function causes absenteeism	5	3.5946	1.28896
Changes and transformation such as new technologies, managers and the like can be a cause for employees absenteeism	8	2.3423	1.10779
Change in the workplace may lead to employees absenteeism	7	2.9459	1.27805
Job related stress intensifies employees absenteeism	2	3.8108	1.08304
Dissatisfaction with an assigned job activity intensifies employees absenteeism	3	3.8018	1.19712
Employees who have a position are less likely to practice absenteeism	6	3.5405	1.33337
<b>Personal factors</b>			
Illness can be a cause of absenteeism	1	4.3063	1.09372
Employees of advanced age are less likely to practice absenteeism	4	2.8288	1.24954
The level of education can be a factor which is responsible for employees absenteeism	6	2.2432	1.15378

Employees with long period of service in an organization are less likely to be absent from work	5	2.7207	1.30851
Substance abuse magnifies employees absenteeism	2	4.0000	1.24316
Duty related conflict with work place colleagues can be a cause of absenteeism	3	3.6216	1.25085
<b>Social factors</b>			
Marriage and family responsibilities are among the causes of employees absenteeism	3	3.7748	1.14958
Family related problems (sick family members) are the causes of employees absenteeism	1	4.0631	1.06412
Social incidents like (wedding, death of others etc.) can be the causes of absenteeism	2	3.9459	1.08576
Transport problems like lack of taxi, overcrowding of roads can be a cause of absenteeism	4	3.4595	1.29182
Valid N (listwise)			

As can be depicted in table 4.8 above the mean scores for the 33 elements or statements of criteria show that the respondents perceive most of the factors as important contributors of absenteeism. Organization factors like motivation, culture & leadership, moral and working condition are an independent variable can be used as an explanatory variable for the research conducted.

In pertinent with the response held by the respondent the above table 32 shows the factors that causes employees absenteeism and its ranks. The statement of criteria in motivation in organization taken as a variable, and the major factor that of absenteeism is lack of achievement, recognition, fewer opportunities of promotion it is indicated by the rank-1 it consists of the highest mean value i.e. 3.6757 and performance appraisal system which does not suit employees assigned duty is indicated by rank-2, it consists of next mean value i.e.3.6306.

Moral of employees is considered to be parts of organization factors the respondents mean value depicts that Undervalued and poorly managed employees have great extent which constitute rank-1 and mean value i.e. 3.8559. Low morale resulting from taking work load of other absent employees is indicated by rank-2, it consists of next mean value i.e.3.4685.

Employees response further indicated that, concerning Culture and leader ship, Organization`s lack of consistency in employee`s absenteeism management it is indicated by the rank-1, it has extreme high mean value i.e., 3.7117. Other factors that can be incorporated here as factor that causes employees absenteeism is the existence of poor relationship between leaders and subordinates, is indicated by rank-2, its mean value is 3.6847.

With regard to the extent of employee`s response about their working environment, they confirmed that, working condition & safety facility of the organization as the major source of employee`s for absenteeism and the respondent perceive high mean value i.e. 3.8649 and ranked first. Related to their working place, Job related stress is the next factor contributing a symptom of employee`s in their working place and constitute a mean value of 3.8108.

Concerning, personal factor issues, most of the respondent ascertain that Illness and Substance abuse are the main contributor of employee`s absentee in their organizations, which constitute their mean value as per their rank -1 and rank-2 rated above i.e. 4.3063 and 4.000 respectively.

## CHAPTER FIVE

### SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### **5.1 Summary of Major Findings**

This study aims to assess factors that causes of employee absenteeism. The data collected was primarily used to reach the objectives of the study. The data collected with regard to why employees absent from the organization pointed out that there are various reasons why employees absentee from their working place.

The gender distribution of the sample evidenced that. Male respondents comprised of 49.5% (n = 55) compared to 56% (n = 56) female respondents. This indicates that the number of proportion between male and female employees in the company is nearly proportional.

Moral of employees is considered to be parts of organization factors the respondents mean value depicts that Undervalued and poorly managed employees have great extent which constitute rank- and mean value i.e. 3.8559. Low morale resulting from taking work load of other absent employees is indicated by rank-2, it consists of next mean value i.e.3.4685.

Employees response further indicated that, concerning Culture and leader ship, Organization's lack of consistency in employee's absenteeism management it is indicated by the rank-1, it has extreme high mean value i.e., 3.7117. Other factors that can be incorporated here as factor that causes employees absenteeism is the existence of poor relationship between leaders and subordinates, is indicated by rank-2, its mean value is 3.6847.

With regard to the extent of employee's response about their working environment, they confirmed that, working condition & safety facility of the organization as the major source of employee's for absenteeism and the respondent perceive high mean value i.e. 3.8649 and ranked first. Related to their working place, Job related stress is the next

## 5.2 CONCLUSIONS

Through this study the researcher has made an attempt to identify major sources/causes of professional employees' absenteeism at ERCA. A quantitative data was used to conduct this study which employed data collection techniques like questionnaires. Quantitative data collected were analyzed by employing analysis techniques of descriptive statistics. Consequently, the findings from the survey have been presented. At this point, the researcher comes to a conclusion based on the interpreted results and discussions of findings. Accordingly, the following conclusions are drawn.

Large number of employees in descriptive statistic finding evidenced as the followings factors are the most important source of absents: UN assigned job activity, Substance abuse Consequently, Social incidents like (wedding, death of others etc.) and an illness. thus, the result shows that the organization do not assign the right person at the right place, no job security and the management lag open communication.

The result of the descriptive statistics shows that, the major factor that ofabsenteeism is lack of achievement, recognition, fewer opportunities of promotion and performance appraisal system which does not suit employees assigned duty and further more Undervalued and poorly managed employees. This evidenced that the organization do not have both extrinsic and intrinsic reward scheme to bring job satisfaction of employees in the organizations.

Employees response further indicated that, concerning Culture and leader ship, Organization's lack of consistency in employee's absenteeism management has great contribution of the absence of employees, this may support the finding that the organization do not have rule and regulation culture to manage with consistently the behavioral approach of employees. Lack of commitment subordinate supervisor relationship and working condition are considered as measure focus areas of the study measure aspects personal and social factors are also considered in the study

### **5.3 Recommendations**

In the light of the above conclusions, the following discussion explores the recommendations considered important for the ERCA to satisfy and make employees engaged in their working place.

- the organization is needed a job security policy and offer salaries and benefits that would be competitive enough and benchmarked against other organizations in the same labor market to make employees like their jobs and attract well-qualified and experienced employees.
- Advancement and promotion are the prime reason for make employees enjoyed within their working environment and happy to be fully engaged in their working area. Due to no potential opportunity for advancements or promotions, employees prefer other companies which may provide them with higher posts and increased compensation packages. So, career development is the most important retention factor since offering good opportunities for career development not only prevents employees from to be absent from their work but it also contributes in a positive way to their loyalty to the organization.
- HR managers must also put more efforts in understanding the human element and formulating policies relating to the relationship between managers and supervisors with their subordinates, working environment and job content. Those factors are important predictors of employee satisfaction and they also significantly avert employees from non-existence in their working place.
- The organizations a good organization shall incorporate a good organization culture; enhance sound leadership quality that understands employees with consistent manner without any biased. These make them happy in their working place and wish the next day available at the right time to be committed on their task assigned. Because human elements are the most valuable assets and make real difference.

## References

- Anderson, B. 2009. The relationship between absenteeism and on-site employer sponsored childcare. Pretoria: University of South Africa. (MA Disertation).
- Anderson, B. 2009. The relationship between absenteeism and on-site employer sponsored childcare. Pretoria: University of South Africa. (MA Disertation).
- Beira, B. 2008. Debunking Absenteeism. *HR Highway*, 2:29.
- Bhatia, S.K (1980): The Effect of Counseling in Tackling Habitual Absentees, *Indian Journal of Industrial relations*, 16, P. 389
- Bilgin SENEL and Dr. Mine, (2012), “Senelthe Cost Of Absenteeism And The Effect Of Demographic Characteristics And Tenure On Absenteeism”, Vol. 4
- Bydawell, M. (2000). Managing people who don't come to work. *People Dynamics* 18: 15-19.
- Cascio, W.F. (2003). *Managing Human Resources: Productivity, quality of work life, profits* (6<sup>th</sup> ed.). MacGraw-Hill Irwin.
- Chauke, B. P. 2007. The impact of absenteeism on the private security industry in Gauteng province, South Africa. Pretoria: University of South Africa.
- David A. Harrison and Joseph J. Martocchio (1998), “Time for Absenteeism”, *Journal of Management* Vol. 24, No. 3, 305-350
- David A. Harrison and Joseph J. Martocchio (1998), “Time for Absenteeism”, *Journal of Management* Vol. 24, No. 3, 305-350
- Dr. Bilgin SENEL and Dr. Mine, (2012), “Senelthe Cost Of Absenteeism And The Effect Of Demographic Characteristics And Tenure On Absenteeism”, Vol. 4

- Goldberg, C., & Waldman, D. (2000). Modeling employee absenteeism: Testing alternative measures and mediated effects based on job satisfaction. *Journal of Organizational Behaviour* 21: 665-676.
- Hoque, E., & Islam, M. (2003). Contribution of some behavioral factors to absenteeism of manufacturing in Bangladesh. *Pakistan Journal of Psychological Research* 81 (3/4): 81-96.
- Johnson, C.J., Croghan, E., & Crawford, J. (2003). The problem and management of sickness absence in the National Health Service. *Journal of Nursing Management* 11: 336-342.
- Kutzmits, F. and Adams, A. 2009. Improving employee attendance with no-fault absenteeism. *The business Review*, 14: 280-285.
- Kutzmits, F. and Adams, A. 2009. Improving employee attendance with no-fault absenteeism. *The business Review*, 14: 280-285.
- Lau, V.C., Au, W.T., & Ho, J.M. (2003). A qualitative and quantitative review of antecedents of counterproductive behaviour in organisations. *Journal of Business and Psychology* 18 (1) : 73-93.
- Levy, A. 2003. *The complete guide to employee absenteeism*. Johannesburg: Andrew Levy publications.
- Martocchio, J. (1989). Age-related differences in employee absenteeism: A meta-analysis. *Psychology and Aging* 4 (4) : 409-414.
- McIntosh, J. and Jansen, S. 2007. Absenteeism in the workplace. *Empirical Economics*, 32(1): 127-134.
- Milkovich, G.T., & Boudreau, J.W. (1994). *Human Resource Management* (7<sup>th</sup> ed.). USA : IRWIN publishers.
- P. SubbaRao. (1951). *Personnel Human Resource Management*, Himalaya Publications.



Pilary, M. 2009. Absenteeism in the work place. [www.siyakha.co.za](http://www.siyakha.co.za) (accessed 20014).

Robbins, S., Odendaal, A., & Roodt, G. (2003). Organisational behaviour-Global and Southern African perspectives. South Africa: Pearson Education

Ruth Nyaga, 2015. Assessment of employee's turnover on organizational efficiency.

Saritha, S. 2013. A Study on Employee Absenteeism on Sagar Sugars & Allied Products Ltd., Chittoor (A.P). International Journal of Computer Science and Management Research, 2(4)

The SOMA initiative. 2002. Training workshop for line managers and heads of department on absentee management in the workplace. May, Pretoria.

Van der Merwe, R., & Miller, S. (1988). Measuring absence and labour turnover: A practical guide to recording and control. JHB: Lexicon Publishers.

# APPENDIX

## **St. Mary's University**

### **A QUESTIONNAIRE ON CAUSES OF EMPLOYEE ABSENTEEISM**

#### **Dear respondents:**

My name is FirehiwotMulat, a postgraduate student at St. Mary's University. This questionnaire forms part of an academic research project carried out at University, for partial fulfillment of Master's Degree in Business Administration. The aim of the research is to assess the causes of employee absenteeism and the purpose of this questionnaire is to collect relevant data to compliment the research work. Therefore, your accurate response and cooperation is highly important for the success of this research work. The information you provide will be used only for the purpose indicated. So that you are kindly requested to feel comfortable while responding to the questions.

**Thank you very much for your vital cooperation in advance!!!**

#### **Instructions:**

- Please do not write your name.
- Please indicate the appropriate answer from the given alternatives and indicate your answer by using mark in the space provided.

**PartI – Respondent`s socio-demographic information**

No			
1	Gender	Female	
		Male	
2	Age in years	18 – 22	
		23 – 27	
		28 – 32	
		33 – 37	
		Above 37	
3	Highest level of education?	Ph.D.	
		MA/MSc.	
		BA/BSc.	
		Diploma	
4	Years of service in the organization?	<5	
		5-8	
		9 – 12	
		13 – 16	
		≥17	
5	What is your current employment position?	Group leader	
		Senior officer	
		Officer	
		Junior Officer	

## Section II – Questions assessing respondent’s practice and causes of absenteeism

The following statements and questions address various factors that cause absenteeism of employees from work. Please indicate how you agree by marking (X) at the space provided; by the scale indicators [Strongly Disagree (SD), Disagree (DA), Neutral (N), Agree (A), and Strongly Agree (SA)]

<b>Organizational factors</b>						
<b>No</b>	<b>Statements</b>	<b>SD</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1	<b>Motivation –</b>					
1.1	Incompatibility of the work activity and the salary can be a cause for employees absenteeism					
1.2	The bonus and allowances policy of the organization initiates employees absenteeism					
1.3	Performance appraisal system which doesn’t suit employees assigned duty contribute for absenteeism					
1.4	Lack of achievement recognition, fewer opportunities of promotion enhances employees absenteeism					
1.5	Mismatch between job characteristic and professional skill initiates employees absenteeism					
2	<b>Morale</b>					
2.1	Low morale resulting from taking work load of other absent employees aggravate absenteeism					
2.2	Lack of strategies employed by the organization to boost employee moral reduce employees absenteeism					
2.3	Undervalued and poorly managed employees are more likely to be absent from job					
2.4	Failure to involve employees in decision making can be a cause for employees absenteeism					
2.5	Organization’s lack of commitment to training of its employees intensifies absenteeism					

No	Statements	SD	DA	N	A	SA
3	<b>Culture and leader ship</b>					
3.1	Organization`s lack of consistency in employee`s absenteeism management aggravates absenteeism					
3.2	Failure of the management to take action for unjustified absents aggravates employees absenteeism					
3.3	High tolerance of absenteeism by the management aggravates employees absenteeism					
3.4	Regularly using sick leave as a benefit for inappropriate reasons worsens employees absenteeism					
3.5	Poor relationship between leaders and subordinates contribute for employee absenteeism					
4	<b>Working condition</b>					
4.1	Extra and boring work activities intensifies absenteeism					
4.2	Working condition & safety facility of the organization intensify absenteeism					
4.3	Assigning responsibilities exceeding employees ability to function causes absenteeism					
4.4	Changes and transformation such as new technologies, managers and the like can be a cause for employees absenteeism					
4.5	Change in the workplace may lead to employees absenteeism					
4.6	Job related stress intensifies employees absenteeism					
4.7	Dissatisfaction with an assigned job activity intensifies employees absenteeism					
4.8	Employees who have a position are less likely to practice absenteeism					

<b>Personal factors</b>						
<b>No</b>	<b>Statements</b>	<b>SD</b>	<b>DA</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1	Illness can be a cause of absenteeism					
2	Employees of advanced age are less likely to practice absenteeism					
3	The level of education can be a factor which is responsible for employees absenteeism					
4	Employees with long period of service in an organization are less likely to be absent from work					
5	Substance abuse magnifies employees absenteeism					
6	Duty related conflict with work place colleagues can be a cause of absenteeism					
<b>Social factors</b>						
1	Marriage and family responsibilities are among the causes of employees absenteeism					
2	Family related problems (sick family members) are the causes of employees absenteeism					
3	Social incidents like (wedding, death of others etc.) can be the causes of absenteeism					
4	Transport problems like lack of taxi, overcrowding of roads can be a cause of absenteeism					