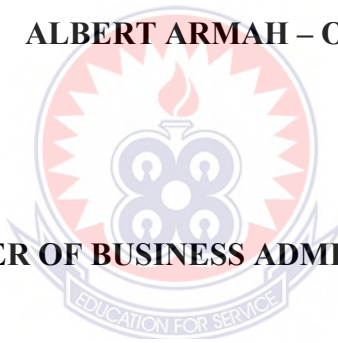**UNIVERSITY OF EDUCATION, WINNEBA**

INVESTIGATING THE INCIDENCE OF ABSENTEEISM AMONG JUNIOR STAFF AT THE UNIVERSITY OF EDUCATION, WINNEBA

ALBERT ARMAH – OTOO

MASTER OF BUSINESS ADMINISTRATION

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INVESTIGATING THE INCIDENCE OF ABSENTEEISM AMONG JUNIOR STAFF AT THE UNIVERSITY OF EDUCATION, WINNEBA

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A dissertation in the School of Business, Department of Management Sciences, Submitted to the School of Graduate Studies, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration (Human Resource Management) in the University of Education, Winneba

OCTOBER, 2021

DECLARATION

Student's Declaration

I, Albert Amarh-Otoo, hereby declare that this dissertation, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own work, and that it has not been submitted for another degree elsewhere.

Signature: …………………………….….

Date: ……………………………..………

Supervisor's Declaration

I hereby declare that the preparation and presentation of this dissertation were done in accordance with the guidelines for supervision of dissertation laid down by the University of Education, Winneba.

Dr. Mawuko Dza (Supervisor)

Signature: ………………………….….

Date: ……………………………..………

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DEDICATION

I dedicate this work to my wife and love ones for their efforts, directions, inspirations, advice and encouragement.

ACKNOWLEDGEMENT

First and foremost, I thank the Almighty God for bringing me to this point in my academic career. My heartfelt gratitude goes to my superiors, Dr. Mawuko Dza, for his great supervision and thoughtful criticism. I am grateful for what you have taught me throughout this period of my academic journey. I would want to thank all the staff and faculty members of the Department of Management Sciences of the University of Education, Winneba (UEW) for their varied contributions during seminars, Conferences and workshops that helped to enrich this project.

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ABSTRACT

Absenteeism is regarded as one of the underlying causes of lost productivity, resource waste, and the frail structure of organizations and industries around the world. Absenteeism is a global issue that affects all businesses in one way or the other. Everyone in most workplaces misses a few days of work every now and then. When am individual is absent from numerous work days, it may cause major issues for the business and all other human resources, resulting in low production or non-availability of specified services. The purpose of this study is to look at the rate of absenteeism among junior employees at the University of Education, Winneba. Purposive sampling technique was used to select the sample size for data collections in all two hundred structured questionnaires were administered on respondents sampled for the study. The data show that majority of respondents reported that they had been absent from work in the past 12 months, and that the most commonly occurring absenteeism among junior employees at the University of Education, Winneba was due to health concerns. The study further discovered that involuntary absenteeism accounted for a greater proportion of absence than voluntary absenteeism. To reduce the incidence of absenteeism in the University, the study recommends the need for good relationship between management and employees. Additionally, supervising work must be enhanced to ensure optimum productivity from staff. There should also be a clear policy on work ethics to ensure that those who flout the policy on absenteeism are brought to justices.
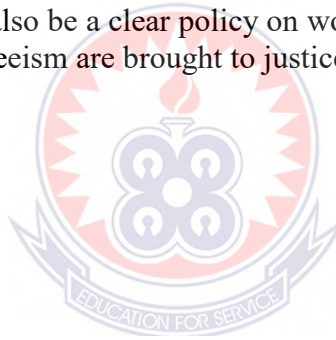
CHAPTER ONE

INTRODUCTION

1.0 Overview

The chapter highlights the background to the study, statement of the problem, the purpose of the study, the objectives and the research questions. It also presents the significance of the study, delimitations and limitations of the study. It ends with the organization of the study.

1.1 Background of the Study

Absenteeism is one of the oldest and most researched phenomena in the history of human resource management (HRM) and organizational behaviour (Patton & Johns, 2012). According to Marshall & Farahbakhsh (2013), absenteeism is a major concern for all types of organizations, from the public to private and from small to large companies because it is considered to be one of the underlying factors of loss of productivity, waste of resources and fragile structure of the organizations and industries around the world. Absenteeism is a recognized problem in any organization observed by many researchers (Dalton & Mesch, 1991; Mayfield & Mayfield, 2009) work schedules imply failure to report for or stay at work as scheduled, regardless of what the reason is. Absenteeism can be classified based on the reasons that prompt employees to perpetuate the act.

Avey, Pater & West, (2006) classified absenteeism into two groups namely, involuntary and voluntary. Many researchers (Guttormsen & Saksvik, 2003; Avey et al., 2006; Chadwick, Nicholson, & Brown 2015) also named the types of absenteeism as necessary (unavoidable) or unnecessary (avoidable) absenteeism. Involuntary

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absenteeism is genuine leave taken by employee under normal circumstances which is unavoidable, for example in cases when the employee is sick. Some researchers cal this type of absenteeism „white absenteeism" (Sanders & Nauta, 2004). A necessary or involuntary absenteeism is an absence where the employee is seriously sick or injured, whereas an unnecessary or voluntary absenteeism is when an employee has over-interpreted harmless symptoms and thus remained at home. Absenteeism is a complex and multifactorial phenomenon, influenced by various interrelated factors (Nguyen, Groth, & Johnson, 2013). Work absences can either be voluntary, meaning under the employee"s control, or involuntary, meaning not under the employee"s control (Hassan, Wright, & Yukl, 2014).

Absenteeism is considered to be one of the underlying factors of loss of productivity, waste of resources and fragile structure of the organizations and industries around the world. According to research the University of Education, Winneba is facing a high level of absenteeism among its junior staff, it is imperative to investigate the incidence of absenteeism among junior staff at the University. Hence this study is expected to fill the research gap and contribute to the body of knowledge in this area of research (Ntansah, 2018; Tay, 2017).

1.2 Statement of Problem

Employee absenteeism is a major problem that affects many sectors of the economy in the country, especially the education sector (Obeng-Denteh et al., 2011). Absenteeism leads to a considerable cost to organizations. The issue of absenteeism among junior staff is impacting negatively on the activities of the University of Education, Winneba. Absenteeism is a critical practice in the University since the consistent presence of junior staff at the University is essential to attaining the aims or

objectives of departments in the institution (Acheampong, 2014; Addo, 2018; Tay, 2017). When employees are absent without proper planning or replacement the work becomes disorganized, lower quality levels, disrupt workflows, breeds general dissatisfaction and schedules are delayed. Consequently, the institution may fail to achieve its goals or meet its targets.

There are no official statistics regarding the incidence of absenteeism among junior staff of the University of Education, Winneba. However, findings from other sectors of the economy may provide invaluable insight into the issue. For instance, at the health sector, the incidence of absenteeism can be attributed to both personal and workplace factors. Physical and stress-related illnesses are also contributing factors for absenteeism among health workers in Ghana. Some of the illnesses are work induced and trigger workers" compensation claims (Ministry of Health, Ghana, 2016).

Likewise, high absenteeism among junior staff at the University adversely impacts the implementation and achievements of its core mandate. Absenteeism is a nightmare and organisations should periodically investigate the incidence of absenteeism among its employees to enable managers to determine the seriousness of the problem and its impact on the goals of the University based on the most recent available data. Hence the need to investigate the incidence of absenteeism among junior staff at the University of Education, Winneba.

1.3 Purpose of the Study

The purpose of the study was to investigate the incidence of absenteeism among junior staff at the University of Education, Winneba. The findings will enlighten human resource managers on the extent of employee absenteeism and measures of

reducing its prevalence. The findings if implemented may help in enhancing employee productivity and reducing workplace absenteeism.

1.4 Objectives of the Study

The objectives of the study were to:

i.   To investigate the incidence of absenteeism among junior staff at the University of Education, Winneba.

ii. To ascertain causes of absenteeism among junior staff at the University of Education, Winneba.

iii. To identify measures to minimise the rate of absenteeism among junior staff at the University of Education, Winneba.

1.5 Research Questions

The research was guided by the following research questions:

i.   What are the incidence of absenteeism among junior staff at the University of Education, Winneba?

ii. What are the causes of absenteeism among junior staff at the University of Education, Winneba?

iii. Which measures are required to minimise the absenteeism among junior staff at the University of Education, Winneba?

1.6 Significance of the Study

According to McMillan and Schumacher (2001), the significance of a study tells the reader why the study is important and indicates the reasons for the researcher's choice of a particular study or problem. The negative impacts of absenteeism determine the importance of addressing this problem. Work absences negatively impact institutional

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growth, productivity and operation. The study is to investigate the incidence of absenteeism among junior staff at the University of Education, Winneba to make informed recommendations to help solve the problem of staff absenteeism. The study provides in-depth assessment of the causes and effects of staff absenteeism at the University. The findings will, therefore, not only be adding to existing knowledge on how to deal with staff absenteeism, but also provide a pathway for dealing with similar issues elsewhere in the country and the world at large.

Researchers assert that workplace absenteeism is a major cause of direct and indirect costs. Organisations incur direct and indirect costs that result from unscheduled absences, which are disruptive to business. Maclean (2008) lists direct costs to the organisation as lost days, sick pay, 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).

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).

Robbins, Judge, Odendaal, and Roodt (2009:512) assert that various researches that have conducted on absenteeism outlines many negative connotations associated with absenteeism, including economic loss.

However, absenteeism has become a significant concern for many Public Institutions in Ghana. Naidoo (2005) asserts that South African Public institutions 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 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).

Hence, this study is of relevance to Government, Educational administrators, Non-Governmental Organizations, the General Public and other stakeholders who are concerned with the sustenance and development of quality education in the country.

The findings of this study are documented to prevent the assessment of the causes and effects of junior staff absenteeism at the University from disappearing into oblivion. This would also serve as a source of historical knowledge for the staff of the University. In fact, lost work-time makes it challenging for employers to achieve the objective of an organization and to attain high productivity levels. In this way, the study also represents an opportunity to reflect on the lessons gathered from the experiences of the junior staff of the University. Consequently, this study sought to explore beyond the already existing problems so as to unearth new insights and

contribute to the existing body of knowledge in the area of educational leadership and administration.

1.7 Delimitations

Delimitations are choices made by the researcher to set boundaries or scope for the study. It also defines the parameters of the investigation such as the population and sample, treatment(s), setting, and instrumentation (Tobin & Kincheloe, 2006; Tobin & Steinberg, 2015).

The study was limited to junior staff at the University of Education, Winneba. Therefore the findings could not be generalized to all junior staff in the Universities in Ghana.

1.8 Limitations of the Study

Limitations are the potential weaknesses or challenges identified in the study which the researcher could not control (Tobin & Steinberg, 2015). These weaknesses are likely to place restraints on the methodology used and conclusions to be drawn. Again, O‗Leary (2004) envisaged limitations as essential factors that constrain the extent to which findings of a study could be generalized to other situations in a field of research.

Some of the participants for the study may not have expressed their honest reflections of under study in answering some items in the questionnaires. This could affect the results of the study in one way or the other. Also it was not possible to use a representative sample of some of junior staff in other Universities in the country because of the limited time available for the completion of the Master of Business

Administration (MBA) research. So the findings of the study could not be generalized.

1.9 The Organization of the Study

The rest of the study was organized into five chapters. Chapter two focused on the review related literature. The conceptual framework for the research was presented first, followed by review of related research literature needed to place the study in context. Chapter three covered the research methodology, research design, population, sampling procedure, instruments, and data collection procedure. Chapter four presents the data analysis, the findings of the study and ends with a summary of the main findings of the study. Chapter five presents summary of the study, conclusions, recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.0. Overview

This chapter outlined and discussed the literature associated with the research topic that served the basis for this study. Firstly the meaning of workplace absenteeism was explained. Next the types of workplace absenteeism, theories and models on absenteeism were examined which lead into the discussion of the causes of workplace absenteeism followed by how workplace absenteeism will be minimize. This chapter was completed with a conclusion of the reviewed literature.

2.1 Meaning of Absenteeism

The term "absenteeism" originates from the Latin word, "absentia" which is extensively used to describe non-attendance of employees for scheduled work (Mashonganyika, 2004). The phenomenon of absenteeism entered into the public consciousness in 1904, when the term "absenteeism" appeared in New York Times. Absenteeism started to attract scholarly attention in 1940's with the appearance of the first empirical studies by Jackson (1944) and Noland (1945) on the causes and consequences of absenteeism.

Absenteeism is defined as a failure to report and stay at work as programmed, in spite of any cause (Cascio, 2010). Patton, (2005) defined absenteeism as chronic or habitual workplace absence, often unplanned and unannounced. He further explained absenteeism as the unscheduled disruption of the work process due to days lost as a result of sickness or any other non-statutory leave. Akgeyik (2014) also defines

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Absenteeism as "the lack of physical presence at a given location and time when there is a social expectation for the employee to be there".

Absenteeism is a universal problem that affects all organizations in some way. In most working institutions everyone misses some days of work now and then. However when an employee misses countless days of work which can lead to big problems for the organization and all other human resources which can lead to low output or non-availability of intended services can be termed as absenteeism.

While absence is a normal and necessary part of working life, IBEC have defined absenteeism as lost days which disrupt the work process and hinder the productivity capacity of the organization. In relation to Human Resources management absenteeism is the proportion of work days missing through member of staff illness or absence in the place of work (Boxall, Purcell, & Wright, 2007).

In general, absenteeism can be defined as a consistent failure to appear, particularly for work or other usual duty. Workers may take a leave or not report to work for a diversity of reasons, some of these may be unmanageable factors like illness, urgent situation, accidents and other reasons, on the other hand also employees may also take leave while they are able to be present at work. For that reason when recruits are absent in the workplace with any cause whether legally or not all these kinds of absence from work are termed as absenteeism of workers in the workplaces.

However, according to Rhodes & Steers (1990) defining absenteeism should be simple "A person either is or is not at work." as there is no universal agreement on the definition of absenteeism.

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2.2 Types of Absenteeism

Many organizations and most studies organizes absenteeism into two main categories. There are two types of absenteeism, each of which requires a different type of approach (Biørn, Gaure, Markussen, & Røed, 2013; Boxall, Purcell, & Wright, 2007; Gibson, 1966; Nicolson, 1977; Steers & Rhodes, 1978). March and Simon (1958) were the first theorists to conceptualize absenteeism as voluntary absenteeism and involuntary absenteeism. Voluntary absenteeism implies a conscious decision by the worker about whether to attend work on any given day this include reasons such as deviance and holidays, while involuntary absenteeism implies that it is beyond the immediate control of the worker, e.g. transportation problems, sickness or family funeral (Steers & Rhodes, 1978; Boxall, Purcell, & Wright, 2007). Other studies differentiate absence behaviour into four specific types: unexcused, excused personal, excused sick family and tardiness (Blau, 1985, Hackett & Guion, 1985).

Whatever the definition, absence behaviour appears to be a function of both the individual and the situation. Certain types of absence behaviour appear to be more dependent on situational characteristics such as family situation and individual motivation. Unexcused absence seems to depend on organization rewards constraints (Blau, 1985, Hackett & Guion, 1985).

However, Wilcox (2008) clarify voluntary and involuntary absenteeism by looking at three theories which are Psychological, sociological and economic theory. These theories attempt to rationalize absenteeism, a multidimensional construct to simple important determinants.

Sadri and Lewis (1995) also classified workplace absenteeism into two types, Type A and Type B. Type A absenteeism can be defined as an absence from the workplace that is completely unavoidable on the employees part. Type A absenteeism is viewed by the employer as a genuine and legitimate absence. Common Type A absences include bereavement, jury duty and illness. Type B absenteeism is at the opposite end of the spectrum to Type A. Sadri and Lewis (1995) believed that Type B absences are avoidable and they comprise of an individual choice of the employee. They also believed that the key component of Type B absence is the lack of motivation in an employee.

Addae, Johns & Boies, (2013) also came out with two categories of absenteeism as: Blameless or Innocent Absenteeism and Culpable or Blameworthy Absenteeism. Blameless non-attendance refers to employees who are absent for reasons beyond their control; like sickness and injury. Blameless absenteeism or innocent absenteeism is not culpable which means that when an employee becomes absent then he or she can˚t be held responsible or blamed. In a labour relations circumstance this means that it cannot be remedied or treated by punitive procedures. While Culpable or blameworthy absenteeism refers to employees who are absent without authorization for reasons which are inside their control. For example, a member of staff who is on sick leave despite the fact that he/she is not ill, it can be confirmed that the employee was not ill, is accountable of blameworthy absenteeism.

Kipangule (2017) allude that in a labour relations situation this means that progressive punishment can be useful. In favour of the large majority of human resources, non-attendance is unlawful, blameless absenteeism occurs once in a blue moon. Measures for punitive action apply only to culpable non-attendance. Kipangule, (2017) posit

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that various organizations take the analysis that through the procedure of individual absentee psychotherapy and management, the greater part of workers will surmount their troubles and come back to suitable point of usual attendance.

Boxall et al. (2007) also categorized absenteeism into valid absenteeism and invalid absenteeism. They categorized employees who are absent for reasons beyond their control, like sickness and injury as Valid absenteeism. In a labour relations context this means that it cannot be remedied or treated by disciplinary measures. While invalid absenteeism refers to employees who are absent without authorization for reasons which are within their control. For instance, an employee who is on sick leave even though he/she is not sick, and it can be proven that the employee was not sick, is guilty of culpable absenteeism.

Banks et al. 2012, also classified absenteeism into three types namely: white, grey and black absenteeism. In the case of white absenteeism, the employee is obviously ill. For example if he or she has high fever or a broken leg while in the case of grey absenteeism, diagnosing employee"s sickness are hard to make. Illnesses which are psychological or psychosomatic, such as headache, stomach ache or tiredness are hard to diagnose but in the case of black absenteeism is when an employee who is not ill has reported himself/herself as sick. This black variant of absenteeism is often also called illegal absenteeism. In the cases of black and grey absenteeism exists a degree of freedom to absenteeism.

In contrast, Keller, (2008) also sees excused Absences from Work as not absenteeism while unexcused absences from work for whatever reasons as Absenteeism. Sudden illness, family leave, and personal leave are some examples of absences that arrive

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unannounced but are legitimate and therefore likely to be excused by an employer. These don"t become absenteeism unless the absence becomes extended or repeated without a supporting cause. He further explained that scheduled absences are the best kind, they come with advance notice: vacation, holidays, and foreseeable medical absences like maternity leave or surgical recovery all fall within excused absences from work. These aren"t habitual or taken without good reason, so they aren"t absenteeism. They are entirely legitimate, and easier to prepare for so they cause minimal drag on productivity. Unexcused Absences from Work (Absenteeism) is usually defined as chronic or habitual absence without good reason, but most people don"t realize that absenteeism also includes partial absences like lateness, early departures, and even extended lunches. Absenteeism is, first and foremost, lacking in one area: legitimacy. Announced or unannounced, any repeated or extended absence that doesn"t come with a good reason counts as absenteeism.

Staufenbiel & König, (2010) were of the view that both types of absences can have negative impacts, but the impact and implications of absenteeism are more harmful to your organization. The difference is in the reason, and to a lesser extent, the ability to prepare. Gosselin et al., (2013) share this view and stress that illness and other legitimate unscheduled absences are bound to happen, but while they are sudden, they come with the understanding that they are either one-off or actionable. They emphases that, even absences that last much longer than a single day can be less impactful if managers and affected employees have information and opportunity to properly prepare. Whether it"s purely a reduction in manpower that needs to be compensated for, or a more complex issue like temporarily taking over client

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relationships, having advance notice or a complete understanding of the issue is critical to making a staff reduction go more smoothly.

2.3 Absenteeism Theories and Models

Over the past years, there have been many studies and surveys conducted to discover what leads to absenteeism. The most recognized theories are Psychological, sociological, the economic theory and Nicholson‟s "Attachment" Theory on Absenteeism. Because motivation is very much important and goes hand in hand with absenteeism, there are so many new theories of motivation which are constantly being developed which relates to absenteeism. These theories are such as the attribution theory and the Equity theory.

2.3.1 Psychological Theory

Under psychological theory it is viewed as absenteeism of employees is related to individual‟s motivation to attend work regularly. This theory also includes the Maslow‟s hierarchy of needs which points to employees‟ impression of whether his or her contribution or presence at work has meaning or not (Maslow, 2000).

Much of the psychological model is based upon work by Steers and Rhodes, who advance a dichotomous causal model. Employee attendance is conceptualized as largely a function of two variables which are; the ability to attend and the motivation to attend. The model seeks to emphasize workplace determinants or situational variables such as reutilization, job satisfaction, work involvement, leadership and co-worker support. The bond of all these influences of job satisfaction and pressures to attend always results in attendance or absence (Rhodes & Steers, 1979). Steers and Rhodes (1979) refer to a diagnostic model of attendance which includes consideration

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of major influences on attendance motivation, major influences on perceived ability to attend and actual attendance and role of societal context and reciprocal relationships.

2.3.2 Sociological Theory

Sociological theory of absenteeism focus on the variables within society that affect employee"s behavior and decision making regarding work at the workplace. In any institution there are numerous norms, rules, conventions, habits and values hence all these have the direct impact on employee"s behavior in relation to presence or absence at the workplace.

The strength of this theory is that no one lives in a vacuum. We are surrounded by society, family and culture in everything we do. Even if you stayed in your room all day and did not see anyone, you'd still be influenced by society. What if you turned on the TV? What if you picked up a book or a magazine or logged onto the computer? All of these things are influenced by society, and by extension, they are common vehicles for society to influence individuals.

But there is more than even that, the way you behave every day, even when you're alone, has to do with the way that you're brought up hence that is society at work, too.

As you can see, society has a profound impact on everyone; strength of the sociological theory is that it directly addresses some of the issues surrounding family and society. The weakness of this theory is that not only norms, rules, conventions, habits and values have the impact on employee"s absenteeism but rather other factors can"t be abandoned. The theory has thrown away other factors and considered only sociological factors (Rhodes & Steers, 1979).

2.3.3 Economic Theory

Under the economic theory the assumption is that people do not truly want to work, but they do so in order to maintain a certain standard of living, dependent on a specific financial attainment level. Therefore high performance of a worker will depend on momentary rewards; hence if there are no such rewards then an individual will choose to work less hence lead to absenteeism (Treble, 2011). The traditionalist economic perspective sees the need to work competing with other alternatives as commodities within the same market. For that reason the weakness of this theory is that it neglects other factors which lead to absenteeism, only it focuses on the economic point of view. But reasonably there are other motivations behind an employee"s decision to report for work or not apart from the momentary or economic rewards.

2.3.4 Attribution Theory

An attribution theory proposes that we watch a person's actions and then attempt to set up whether interior or exterior forces caused it. If it is judged to be inner, it is seen as being under the person's power; if it is judged to be external, it is seen as a consequence of the circumstances. Attribution is thought to be subjected to numeral considerations, because we judge events in circumstances. For instance, we review how distinguishing behavior is and whether behavior is curious for a particular human being.

Attribution assumption is very much related to non-attendance as for example the employee is absent from work and the situation are that his or her turnout record is exemplary, then the behavior could be considered unusual and an external cause (that is, that the behaviour is in the outer surface of the control of the person) will be

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attributed. In the condition that the absenteeism fits in with the universal blueprint of behavior, then an interior attribution will be emotionally involved (that is, it will be attributed. In the condition that the absenteeism fits in with the universal blueprint of behavior, then an interior attribution will be emotionally involved (that is, it will be seen as being under the person's power).

Various of the strengths of the Attribution Theory take account of: Can be applied to persons of any age, in any environment, Can give the human being a sense of control in an surroundings (if personal accountability is assumed), put in plain words how cultural/societal norms result perception and helps educationalists understand reasoning and way of thinking for student's insight of attribution. The Weaknesses of the Attribution Theory includes: Feedback can manipulate how a human being perceives a cause of an incident, awareness of events is dissimilar for the individual and the witness and biases and social agreement can change awareness.

2.3.5 Equity Theory

The Equity Theory is a straightforward theory which differentiates worker's inputs and the outputs. According to the presumption, the finding to this fair sense of equilibrium serves to make sure that a well-built and constructive connection is achieved with the employee, with the largely result being pleased or satisfied and motivated employees (Jex & Britt, 2008).

The theory proposes that positive outcomes and elevated levels of eagerness are likely only when workers be familiar with their behavior to be fair. The reflection behind Adams' Equity Theory is to beat a strong equilibrium here, with outputs on one face of the level and inputs on the other - both weighing in a way that seems realistically

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equivalent. If it will happen that the balance is in favour of the manager then few employees may work to convey balance linking inputs and outputs on their own, by asking for additional incentives or reward or recognition. Also others will be demotivated, and still others will give the impression of looking for alternative employment.

The Adams' Equity Theory model therefore make longer beyond the human being self, and integrates weight and judgment of other people's circumstances, for example classmates and friends, in forming a proportional view and consciousness of Equity, which frequently manifests as a common sense of what is fair. Whilst people think reasonably or favorably treated they are supplementary expected to be motivated; while they feel illegally treated they are exceedingly prone to approach of isolation and demotivation. The way that people quantify this sense of justice is at the sensitivity of Equity Theory. Equity Theory therefore rings a bell to us that people see themselves and crucially the way they are treated in terms of their surrounding atmosphere, group, system, etc - not in separation - and so they have to be managed and treated consequently.

The Strength of this theory is that it predicts behavior and performance in underpayment circumstances but the Weakness of this theory is that it does not forecast overpayment conditions also does not account for individual differences collision upon fairness.

2.3.6 Nicholson's "Attachment" Theory on Absenteeism

As a result of the various fragmented theories to adequately explain the causes of absenteeism, Nicholson (1977) developed the attachment theory as an attempt to

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address the phenomenon of an employee‟s decision to attend work, known as attendance motivation (Patton & Johns, 2012). Nicholson believed that despite the gathering of much varied research on absenteeism there was a serious lack of theory associated with the topic. He believed that this had caused the "fragmented" nature of the research carried out on absenteeism (Nicholson, 1977).

Nicholson developed his theory of „attachment‟ following on from his analysis on research, studies and theories of absenteeism. The purpose of this theory was to help predict employee absenteeism. Nicholson (1977) developed his theory by exploring the nature of absence while also taking into consideration methodological and measurement problems. He chose to focus his theory on absence as the measured variable rather than focusing it on attendance which a number of other studies on absenteeism have done. Nicholson developed the „A-B‟ continuum as part of his theory characterizing absence events by their preventability. Nicholson (1977) notes how these events impact on a person varies from person to person depending on the influence of attendance motivation. Nicholson introduced „attachment‟ as a way of measuring attendance motivation.

According to Nicholson (1977) organizations typically classify absences based on studies associated with the topic. The typical classes include voluntary, involuntary, sickness, sanctioned and unsanctioned. Nicholson argues that there is no wholly way of measuring „voluntary absence‟ "though it may be contended that it would be inadvisably defeatist to thereby condemn all attempts at meaningful absence classification" (Nicholson, 1977). Nicholson‟s „A-B‟ continuum is defined in terms of the constraints/barriers on attendance. By devising the „A-B‟ continuum, Nicholson allowed absences to be viewed on a scale according to the extent to which individual

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choice influences the occurrence or non-occurrence of absence. Absences which fall at the „A" end of the continuum are those which individual choice would not count and those that fall at the „B" end are those that are entirely controlled by individual choice, thus those at the „A" end are unavoidable and those at „B" are avoidable.

Nicholson (1977) defines „attachment" in the context in which an employee is dependent upon the structure and regulations of organizational life. He argues that there are four sets of influences that constitute attachment. They are:

i) Personality Traits: Nicholson suggests that with age comes more stability and perseveration he believes the impact that they have on attendance motivation is a major determinant of the age-absence relationship. Similar studies have shown that the work attachment of males is higher than that of females. Nicholson states that although there is little research on it, other attachment outside work such as hobbies has the ability to undermine work attachment.

ii) Work Orientation: According to Nicholson, sociologists have given a lot of attention to the extent that employee expectations and needs determine the quality of their work experience. Research has also shown that a disconnection between work orientation and experience is directly related to stress, attendance and dissatisfaction.

iii) Job Involvement: This refers to how an employee fits in with the characteristics and demands of their job. In many cases the relationship is viewed as the employee simply being a dispensable component, in other cases it views the employee as a person. Having the right person for the job is a huge determinant of attendance.

iv) Employment Relationship: Nicholson believes that reward and consequences form a part of high attachment among employees. He believes that high attachment can be achieved by the use of control mechanisms where high attachment may be „bought‟ through reward systems or „enforced‟ through punishment systems. The second has been proved to be limited and not as effective as reward systems. Nicholson believes that when there is a system of rewards in place and there is an element of trust in the employee/employer relationship that attachment and attendance will be highest.

2.4 Theoretical Framework

Maslow‟s hierarchy of needs is the theoretical framework for this study. Maslow‟s hierarchy of needs is a theory about human demands and motivations which was first presented in a paper published in 1943 (Maslow, 1943) and later extended in the book "Motivation and Personality" (Maslow, 1954). In order to better understand what motivates human beings, Maslow proposed that human needs can be organized into a hierarchy. This hierarchy ranges from more concrete needs such as food and water to abstract concepts such as self-fulfillment. According to Maslow, when a lower need is met, the next need on the hierarchy becomes our focus of attention. These are the five categories of needs according to Maslow:

2.4.1 Physiological

These refer to basic physical needs like drinking when thirsty or eating when hungry. According to Maslow, some of these needs involve our efforts to meet the body‟s need for homeostasis; that is, maintaining consistent levels in different bodily systems (for example, maintaining a body temperature of 98.6°). Maslow considered physiological needs to be the most essential of our needs. If someone is lacking in

more than one need, they're likely to try to meet these physiological needs first. For example, if someone is extremely hungry, it's hard to focus on anything else besides food. Another example of a physiological need would be the need for adequate sleep.

2.4.2 Safety

Once people's physiological requirements are met, the next need that arises is a safe environment. Our safety needs are apparent even early in childhood, as children have a need for safe and predictable environments and typically react with fear or anxiety when these are not met. Maslow pointed out that in adults living in developed nations, safety needs are more apparent in emergency situations (e.g. war and disasters), but this need can also explain why we tend to prefer the familiar or why we do things like purchase insurance and contribute to a savings account.

2.4.3 Love and Belonging

According to Maslow, the next need in the hierarchy involves feeling loved and accepted. This need includes both romantic relationships as well as ties to friends and family members. It also includes our need to feel that we belong to a social group. Importantly, this need encompasses both feeling loved *and* feeling love towards others.

Since Maslow's time, researchers have continued to explore how love and belonging needs impact well-being. For example, having social connections is related to better physical health and, conversely, feeling isolated (i.e. having unmet belonging needs) has negative consequences for health and well-being.

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2.4.4 Esteem

Our esteem needs involve the desire to feel good about ourselves. According to Maslow, esteem needs include two components. The first involves feeling self-confidence and feeling good about oneself. The second component involves feeling valued by others; that is, feeling that our achievements and contributions have been recognized by other people. When people‟s esteem needs are met, they feel confident and see their contributions and achievements as valuable and important. However, when their esteem needs are not met, they may experience what psychologist Alfred Adler called "feelings of inferiority."

2.4.5 Self-Actualization

Self-actualization refers to feeling fulfilled, or feeling that we are living up to our potential. One unique feature of self-actualization is that it looks different for everyone. For one person, self-actualization might involve helping others; for another person, it might involve achievements in an artistic or creative field. Essentially, self-actualization means feeling that we are doing what we believe we are meant to do. According to Maslow, achieving self-actualization is relatively rare, and his examples of famous self-actualized individuals include Abraham Lincoln, Albert Einstein, and Mother Teresa.

Figure 1: Maslow's theory of Needs Hierarchy
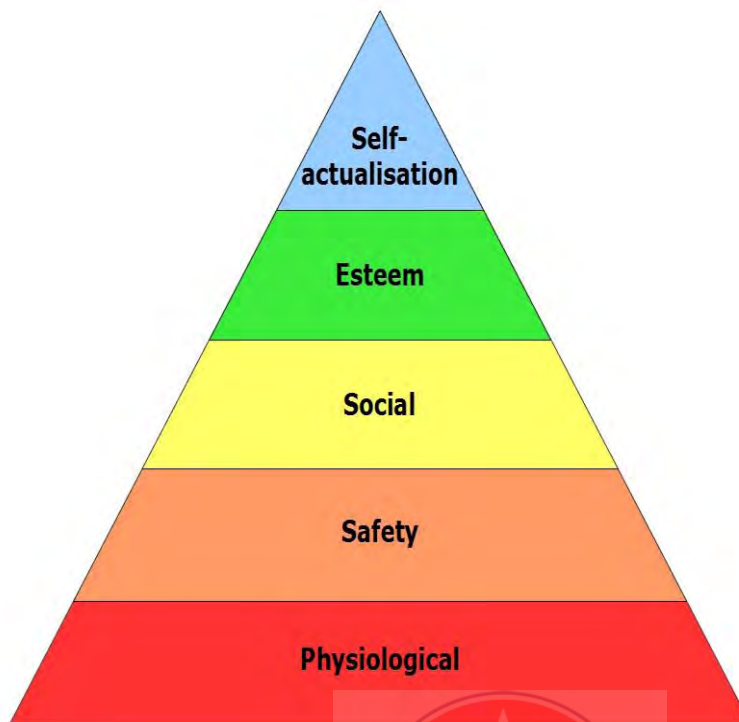
Source: en.wikipedia.org

2.5 Conceptual Framework

The conceptual frame work for this research is based on the Kaizen (2020), 5M"s. According to Kaizen, one useful tool to enhance employee"s effectiveness is the 5 M"s. By consistently examining the 5 M"s, managers will be able to recognize when something in a process is not working and improve efficiency and profitability. This model can be used for risk mitigation, addressing safety issues, absenteeism and improving quality.

Figure 2: Conceptual Framework

Factors
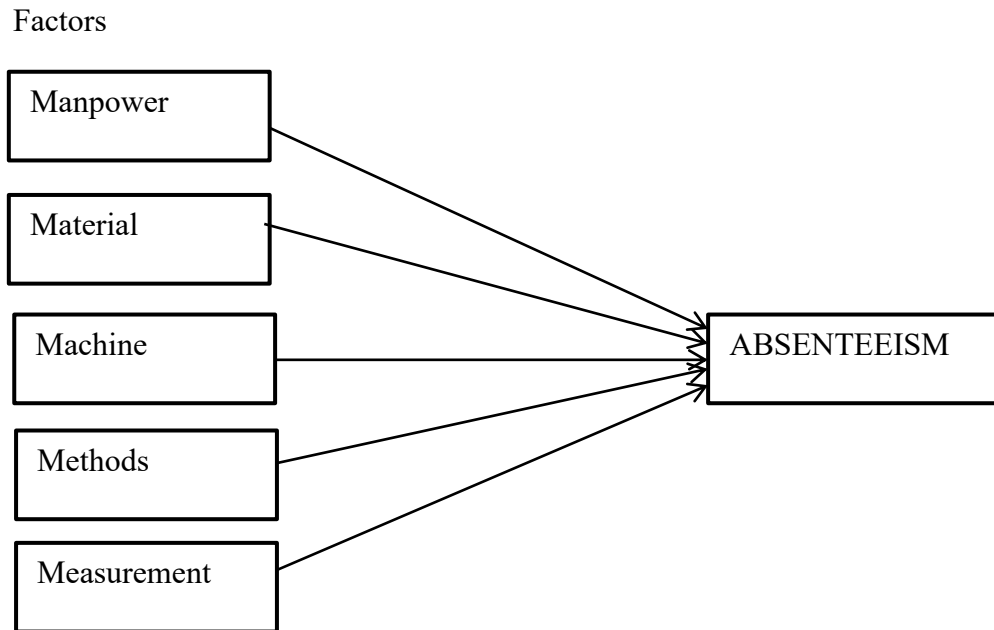
Source: 5 Ms of Kaizen (2020)

2.5.1 Manpower

The heart of Kaizen is respect for people. Man, the first of the five M"s is the most important. The right personnel for the right position is a sure bet for organizational effectiveness and efficiency. No two ways about that. Thus, lateness and absenteeism, unsafe acts, alcoholism, poor training, incompetence are just some of the attributes of man at work that could upturn the apple cart of an organisation. Human resources determine the workings of the other four basic organisation resources. People make sure materials, machines, minutes and money are utilized in a productive manner to achieve goals or aims and objectives of organizations and enterprises. With the right man in the right job, a large portion of effective business management will have been achieved.

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It is therefore, the responsibility of managers to engage employees in continuous improvement and development. They must constantly seek feedback from employees on their health, passion and other family or personal issue. They should also create opportunities for thoughtful changes to process standards. It is also essential that managers recognize and reward those who are contributing to positive change. In fact, improvement should be a key component of employee goals and performance management. As Taiichi Ohno, the father of the Toyota Production System, said, "Standards should not be forced down from above but rather set by the production workers themselves."

2.5.2 Materials

Without materials, human resource is made redundant. Thus every right thinking and right planning organization knows that materials needed for any business or service must be in place before „man" can be of use in any business activity. The flow of materials is an important element of Kaizen. In an effort to eliminate excess inventory, a just-in-time model is adopted to chart how materials should flow in a process. Only necessary materials are in the work area.

2.5.3 Machines (Equipment, Technology)

The need for managers to understand the operation of each piece of equipment and tool in a manufacturing plant is obvious, but technology plays an important role in other sectors as well. In the University, for example, "machines" might include photocopier machines and printing machines and other software applications. Whether it"s a physical machine or a software application, managers must ensure that it works as expected and that use of the technology is achieving the desired goal.

However, without man and materials, machines will be useless. They need to be operated by man and fed with materials. That again is a doubtless fact.

2.5.4 Methods

Helping processes operators develop standard methods is the foundation upon which Kaizen happens. In the words of Ohno, "Without standards, there can be no improvement." Once the best practice for a process is developed and implemented, managers can coach employees on doing their work correctly. Standard work documentation should be made available in the place where work is done and include any useful charts, images, or other assets. Of course, the standard, while rigorously followed, is not set in stone. Managers lead employees though an improvement cycle whenever an opportunity for improvement is uncovered. A new standard is developed and maintained until the next opportunity comes along.

2.5.5 Measurement

In order to know if a process is running smoothly, managers need a set of performance indicators to measure. Not only will they help identify process breakdowns, but they also form the baseline from which improvement can be measured. The most effective measurement tools are visual. People can instantly see when there is an interruption in flow, a definition from typical results, or a task that has not been completed on schedule. Breaking Kaizen down into the 5 M's gives managers clear areas of focus for improvement. If you have engaged people, effective technology, a smooth flow of materials, standardized methods, and visual measurement tools, you"ll be well-positioned for success.

2.6 Measurement of Absenteeism

In order for an organization to implement policies and procedures to control absenteeism they must first measure the severity of the problem in the organization. Analyzing and measuring absenteeism plays an important role in identifying any patterns and trends of absenteeism in an organization and it allows management to investigate and explore underlying problems. A key element in monitoring workplace absenteeism is using an effective measurement tool. There are many ways to measure absenteeism and the most common ways are through the means of „Time lost rate" and „Frequency rate" (Rhodes & Steers, 1990).

2.6.1 Time Lost Rate

Time Lost Rate: According to CIPD (2013) this method shows the percentage of time available that has been lost due to absence. This method can be used for different departments within an organization to identify areas of concern.

The formula to calculate the time lost rate is:

$$\frac{\text{Total absence (hours or days) in the period}}{\text{Possible total (hours or days) in the period}} \times 100$$

2.6.2 Frequency Rate

Frequency Rate: This method shows the number of absences an employee has as a percentage. According to CIPD (2013) it calculates the spread of absenteeism in an organisation. This method does not indicate how long an absence period is or if an employee has taken more than one absence in a specified period of time. Nicholson's model of „Attachment" is based around the frequency rate method. Nicholson states that an absence dependent variable is "frequency, not time-lost" (Nicholson, 1977).

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The formula to calculate the frequency rate is:

No of spells of absence in the period x 100
        No of employees

2.7 Causes of Absenteeism

There are broad range of reasons that can cause an employee to be absent from the workplace. These causes can often be complex in nature and many are difficult for some organisations to understand. The causes of absence are unlikely to be explained by any single factor, and current thinking sees its causes in terms of multiple factors. Graham and Bennett (1995) believe that the factors contributing to non-attendance include the nature of the job, personal characteristics of the worker and motivating incentives.

According to Sadri and Lewis (1995) a lot of the literature on the causes of workplace absenteeism has focused on the aspect of voluntary absence and the idea that when an individual is physically well enough to attend work that their motivation will determine whether they will be absent or not. According to Nicholson"s theory of „Attachment" (1977) age and maturity have an effect on absenteeism. He found that younger employees generally have a higher rate of short term absenteeism. However, older employees when absent are usually out for longer spells.

A study carried out by Bolton and Hughes (2001) found the following reasons as the most common causes of workplace absenteeism. These are ranked from the most common cited causes from an employee: minor illness, serious illness, home/family responsibility, personal problems, absence seen as entitlement, lack of commitment,

work-related accidents, poor workplace morale, workplace stress, unauthorized holiday, impact of long hours, drink or drugs and leisure accident

MacLean (2007), also researched further a number of individual characteristics and influences that can cause the non-attendance of an employee at work. Five categories were identified from his findings: Sickness, Personality and background, Relationships at work, Relationships and responsibilities outside of work and the individual and the job which included perceptions.

Furthermore, Nicholson (1977) splits causes of absence into three categories. Firstly, pain avoidance which puts forward the argument of job dissatisfaction which cannot be seen as a single cause of absence, but without any doubt is one of a number of factors that influence absenteeism. The second theory put forward is the adjustment to work. This argues that employees adapt to the situation found in the workplace and that new employees will observe absence behaviour of their colleagues. This raises many questions about the culture, management style, even the work conditions and in the workplace. Another adjustment to work perspective sees absence in terms of an employee‟s response to both the intrinsic and extrinsic rewards found in the workplace, and is associated with the equity and exchange theory Rhodes and Steers (1990). This argues that individuals expects a fair exchange in what they bring to their jobs in terms of skill, knowledge and commitment and the rewards or outcomes they get out of it. One must raise the question of whether these relate to intrinsic factors such as job satisfaction, or extrinsic factors such as pay and benefits. If either falls short of employee‟s expectations they will go absent?

The third theory sees absence as a result of a decision made on the basis of the cost and benefit associated with absence. If the employee values a day off more day pay, will they go absent? This does not explain why some employees are motivated to go to work while others stay away. There has been research to support the view that the provision of occupational sick pay, which reduces the economic cost of absence, leads to higher absenteeism.

More recent research has tended to emphasis the complex nature of the factors influencing absence, and is associated in particular with the ideas of Nicholson (1977), Steers and Rhodes (1978, 1984) and Rhodes and Steers (1990). The implications of the earlier research were that absence could be avoided as long as the cause was identified and the appropriate policies applied. Steers and Rhodes (1984) argue that absence behaviour needs to take into account variations in the personal characteristics, attitudes, value and backgrounds of individuals and the fact that people do become genuinely ill and have domestic difficulties from time to time.

Nicholson (1977) in his model of attendance motivation believes that attendance is normal behaviour, and that to search for a cause of absence for the factors that disturb the regularity of attendance. Whether people will attend given a particular set of circumstance depends on a number of variables such as age, sex, gender, work conditions, group cohesion etc.

Steers and Rhodes (1978) suggest in their model of absenteeism, that job satisfaction and pressure to attend work interact to determine attendance and motivation. Actual attendance will depend on both motivation and ability to attend; pressure to attend could come from the fear of losing their job. There are of course other influences on

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why people go absent. The nature of their jobs, the opportunities they provide for satisfaction and involvement, are all key factors. The rules in the workplace may be strict or lenient, even travel difficulties may affect the ability to attend. To date there appears to be little agreement on the factors which influence an employee"s decision on whether to attend or not attend work (Sargent, 2011).

Occupational health specialists have also identified numerous major influences on absenteeism, which stem from social, organisational or personal influences. These other influences include; the nature of the work, Individuals desire, self-esteem, self-confidence and achievement and the esteem of others - recognition, status, appreciation and respect. Employees have a craving to demonstrate competence and accomplishments, to build a reputation for themselves as an outstanding performer and to hold a position of prestige (Adkins, 2016). Very often what drives people away from their work is the sheer boredom of the job which is contributed to by the job itself and the environment in which they work. Armstrong states "A high degree of task repetitiveness is associated with absenteeism although job dissatisfaction itself is a contributory rather than primary cause of absence Armstrong (2003).

Bagga, (2013) also argued that, the Job Situation of an employee can also influence absenteeism. He further explained that, Job Situation consists of variables that characterizes the nature of the job and the work environment, these variables are;

a) Job Scope - research has shown that there is a high correlation between variations in job scope and absenteeism. Absenteeism has been found to relate to lack of autonomy, responsibility and input into decisions.

b) Job Level - another factor relating to absenteeism is the employee"s position within the organisational hierarchy. Often people higher up in an organization

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have greater levels of job satisfaction which reduces their absenteeism, whereas people lower down the ladder are less satisfied and therefore are absent more often.

c) Role Stress - role conflict is associated with job related tension and reduced job satisfaction. Absenteeism is more likely to be associated with jobs that are of high-stress.

d) Leader Style - "A number of studies have identified links between the leadership style of the first-line manager and absence behaviour in work. Employees who feel more able to discuss their problems with their manager have been found to go absent less that those who felt unable to do so Evans & Walters, (2002). The actions and behaviour of a leader begin with the company"s organizational culture, which consists of a set of shared beliefs and values that help to shape the behaviour patterns of employees (Wen, 2014). Organizational leaders trying to achieve their strategic goals require the collaborative support of their staff to attain the desired goals successfully. As a result, managers could ensure that they motivate and influence their employees towards meeting the organizational objectives.

e) Co-Worker Relations - relationships among co-workers is closely correlated with the level of job satisfaction, if a worker enjoys their job then they will be motivated to attend work.

f) Opportunities for Advancement - the prospect of promotion influences the employee"s response to the general job situation. If staff are likely to be promoted, then they are more likely to attend work, as high levels of absenteeism would not reflect well on their character.

Argyris (1963) postulated that organizational demands evoke absenteeism behaviours in workers based on factors such as (a) promotion seeking, (b) psychological adjustment of expectations, and (c) informal sanctioning behaviour. Argyris highlighted that management"s harsh control measures regarding job demand adversely affected employees" behaviors causing workers to decide to be absent from work. In illustration of Argyris" assumption on the element of psychological adjustment of expectations, Deery, Walsh, and Zatzick (2014) examined the relationship between job demands and absenteeism. The implications of the results of the study supported Argyris" theory that management"s harsh control measures regarding job demands negatively impacted employees" behaviors and suggested that a significant relationship existed between job demands and absenteeism (Deery et al., 2014).

Similarly, Tims, Bakker, and Derks (2013) along with van Woerkom, Bakker, and Nishii (2016) suggested that employees are happier when receiving challenging work demands and not hindering work demands that are stressful and lead workers to become detached from their work, resulting in decreased negative behaviors such as poor performance and increased absenteeism.

According to Unruh and Strickland (2007) absenteeism from the workplace contributes to a vicious cycle of a negative work environment which leads to more absenteeism and increased turnover.

Although numerous factors exist contributing to work absences, one of the most widely studied sources includes physical and psychological health-related illnesses factors (Hassan et al., 2014; Mitchell, Ozminkowski, & Serxner, 2013).

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Lack of professional growth opportunities has also been seen as a cause of absenteeism at the workplace. Every employee has career aspirations and some personal goals to thrive in their respective fields. When employers fail to provide enough opportunities to the resources that will help them scale up, they will feel less inspired at the workplace. In addition, lack of training and development programs also result in lowered motivation levels. All this cumulatively leads them to lose interest in work and take unannounced leaves.

Often is the case when your workforce is not in the best of spirits to work. This can be due to a lack of appreciation at the workplace, disengagement because they are not committed to their work, or there is no sense of belonging, and so on. When employees don't find enough reasons that drive them to work every day, they will start skipping their work without prior notice.

2.8 Ways to Reduce Absenteeism at the Workplace

Employee absenteeism has a catastrophic effect on the team's progress, project performance, and top line. Thus, it is imperative to address this concern and implement necessary measures to curb absenteeism in the workplace. Sears, Shi, Coberley, and Pope (2013) suggested the following in their studies as ways to reduce absenteeism at the workplace. They suggested that the attendance policy of any organisation should explain clearly how to report absences, the procedures in place surrounding absences, and your policy for recording absences. It should also contain information about how you will follow up on repeated absences and the repercussions for excessive absenteeism. They also suggested that managers should discuss the policy with all members of staff and ask them to sign it to show their understanding. The policy will act as a resource to your employees about your expectations. Aim to

be consistent and follow the attendance policy in all possible situations (Sears et al. 2013).

Their second suggestion was on employee support. If an employee is absent due to personal issues, like bereavement or mental health problems, employers should provide support both when they are absent and on their return to work. Support will likely make them feel happier to return to work earlier and prevent repeated absenteeism. Employers should also consider offering their employees time off in lieu and/or flexible working time. This will ensure people feel like they get a good work-life balance and that you value their needs (Sears et al. 2013).

Their third suggestion was on reducing workplace stress. They advised employers to always try to rectify factors at work that may cause stress for your employees. For example, if a piece of equipment is broken and employees are stressing, you should aim to fix it as soon as possible. Employers should also implement programmes that encourage employee health and wellbeing. This should have your employees" physical and mental health at the forefront and will prove to your workforce that you value both their work and their health (Sears et al. 2013).

Their fourth suggestion was on Provision of feedback. Employers should provide their employees with frequent and effective feedback, especially when they"ve done something well. If you never provide feedback, your workforce may feel that you don"t appreciate their hard efforts and you therefore won"t notice when they"re not at work (Sears et al. 2013).

Their fifth suggestion was on Reward on good attendance. They cautioned that employees need to plan this one carefully, as there may be genuine reasons why

somebody is absent, such as long-term sickness. However, employees should aim to provide a reward for employees who display good attendance throughout the year. This will encourage all to attend and show employees who are always at work that you value them (Sears et al. 2013).

Good Leadership, management, and organizational strategies are also means of addressing absenteeism. High absenteeism levels can result from the overall effectiveness of a manager"s leadership approach (Ashraf et al., 2014). Leaders have an important role in motivating their employees and should strive to be receptive to changing their leadership style, which could potentially promote positive outcomes in an organization"s culture resulting in a reduced commitment to the company"s mission and strategic objectives (Schreuder et al., 2013). Committed employees with a favourable relationship with their managers and supporting the company"s strategic vision will often decide to attend work instead of reporting absent (Nanjundeswaraswamy, 2016). Leaders with solid management skills are essential in developing an organization"s culture in a way that contributes to the company"s overall effectiveness.

Some scholars suggested that certain types of leadership could help reduce absenteeism (Elshout et al., 2013). For example, Mohammed, Fernando, and Caputi (2013) found that transformational leadership advanced a higher level of morality and motivation in employees, which helps move toward positive outcomes, hence reducing adverse consequences such as employee absenteeism. Conversely, Hassan et al., (2014) concurred that transformational leadership helped reduce absenteeism and had a positive influence on organizational commitment. Therefore, the type of leadership might be of consequence to managers trying to understand what issues

impact an individual''s performance to avoid negative behaviours that translate into decreased absenteeism (Hassan et al., 2014). Managers should be more active in finding positive strategies for reducing any adverse outcomes related to increased workloads. Cohen (2013) support the necessity for managers to be more adept at designing effective strategies to minimize the outcomes of excessive employee workloads, which could ultimately lead to unwarranted behaviour from the worker. Employers interested in creating effective and robust strategies to reduce absenteeism levels should focus on the needs of the employees and the organization (Hassan et al., 2014; Wong & Laschinger, 2013). By engaging employees, managers could have a better understanding of the factors causing an increase in absence behaviour and allow for the development of successful strategies to reduce high absenteeism levels.

Organizations are fostering an employee-centric culture (SehBaradar Ebrahimpour, & Hasanzadeh, 2013). Employee satisfaction, engagement, and well-being must be given the foremost priority. This is because the extent to which the workforce is engaged at the workplace directly impacts their productivity and end-results (SehBaradar, et al. 2013). To support this statement, Korzynski''s survey reveals that engaged employees produce better business outcomes across industries, company sizes, and nationalities, and in good economic times and bad (Korzynski, 2013).

An employee-centric culture entails efficient resource management, integration of professional development plans for employees, a positive work atmosphere, wellness initiatives, sufficient paid-time-off (PTO) policies, and so on (SehBaradar, et al. 2013). If an organization fails to cater to any of these, it brings down the workforce''s morale, and employees will feel less-driven to show up to work, eventually causing prolonged and unplanned absenteeism (SehBaradar, et al. 2013).

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When you are embedding an employee-centric culture in your firm, you must keep in mind to take employees" feedback into consideration. If they are unhappy with certain processes or practices, or if they feel their assignments are not aligning with their professional expertise, they can convey it without guilt. In fact, this feedback can help you gauge the reasons behind their absenteeism better.

Furthermore, encouraging feedback sessions makes the employees feel heard and valued in the firm. Decision-makers get a chance to improve the process and align the projects with the individual"s career plans and goals. Managers can also conduct necessary training programs to help their workforce hone their competencies and capabilities, and grow professionally. Employees will stay committed to working for the long run when their development is given due diligence along with the firm"s mission and vision.

All countries have specific working conditions legislation. For instance, in the Ghana there is the Working Conditions Act, which outlines general provisions on how to deal with occupational safety and health, giving minimum requirements for a safe work environment. According to Mohd, Shah, Anwar, & Mahzumi (2016), Absenteeism may be lowered by general improvements in working conditions, since adverse working conditions can be related to poor employee health. Such improvements cover a broad range of options, including the use of better and safer machines or more productive assembly lines. Overall, these can lead to productivity gains as well as a decrease in sickness absenteeism, though they can be very costly.

They further suggested that to minimize absenteeism at the workplace, employees should also pay attention to the contribution of psychological factors to sickness

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absences, and of the response of workers" mental health to poor working conditions and stressful circumstances. For instance, a period of downsizing or mass layoffs may have negative impacts, both due to employees" fear of job loss as well disappointment due to their co-workers leaving the firm. Increased workloads in such circumstances might also lead to higher rates of sickness absence due to stress. In such a specific case, it is important that management has a greater awareness of this issue.

A study from 2005 utilizes employer-reported and survey data for a sample of 331 large Norwegian firms over the period 1990–1998 and finds a negative correlation between the number of days of absence and the quality of the work environment (as measured by, for example, exposure to noise and dust in the working area, and the use of chemicals by the firm). Furthermore, it finds that long-term absence is higher if firms experience many accidents. Although the estimates cannot be interpreted as reflecting causal effects, the study gives some indication of the importance of working conditions for sickness absenteeism.

Ramendran, Raman, Mohamed, Beleya, & Nodeson, (2013) pinpointed some ways to minimize absenteeism in the study. They identified High-involvement management (HIM) program, which refers to a program that is specifically related to improving individuals" working conditions. The focus is on the way jobs are designed in order to produce increases in workers" mental and physical well-being. The concept is based on greater worker control of job tasks, and is applicable in firms that have a multitasking work environment. Individual employees have the possibility to switch from one activity to another as needed. Consequently, this makes it less urgent for the firm to bring in replacement employees. Another advantage is that employees can improve their physical well-being by reducing exposure to unsafe work practices.

Using this knowledge, a firm"s management can build in better working conditions and improve workers" well-being. A disadvantage with this type of program is that it will lead to an intensified use of labor to fulfill all of the tasks, employees work harder. It can also lead to an increase in short-term absences due to sickness.

A study from Ramsey, Punnett, & Greenidge, (2008) investigates the effect of HIM on absences among firms in Finland using survey data for 3,755 workers. These data are linked to register data on the annual length of sickness absences over the period 1995–2006. The study finds a positive correlation between the presence of HIM practices and employees" well-being. Furthermore, there is a positive correlation between HIM practices and short spells of sickness absence (of a maximum three days), and no correlation between such practices and longer duration absences.

Ramendran, Raman, Mohamed, Beleya & Nodeson, (2013) sees loyalty as a way to minimize absenteeism at the workplace. They further explained that employers can exploit workers" commitment and loyalty to the organization to reduce absenteeism. Worker morale dampens the effect that adverse changes in the cost to workers of performing paid work activities has on their absences. Hence, a program that improves worker morale could reduce absenteeism. The importance of worker morale can be demonstrated for the effect of commuting time on sickness absence. As mentioned, if it becomes more costly for workers to go to work, in this case due to a longer commute, they are more likely to be absent. During periods when workers face increasing costs, firms may benefit from their workers" loyalty.

Employee absenteeism is often a result of burnout or employees feeling they need to take days off for personal obligations. By offering a fair amount of paid-time off and

vacation days, you can help employees feel happier about their work-life balance and mentally recharge, a win-win for them, and for your team's productivity. Consider Flexible Hours is also a way to minimize absenteeism at the workplace. Numerous studies suggest working less hours correlates with higher levels of productivity. By offering employees the option to take breaks, leave early in the afternoon, or arrive later in the morning, you're giving them the flexibility to work when they are at their peak productivity levels and take breaks when they are not.

Additionally, offering a remote option could significantly decrease employee absenteeism, as ironic as it might sound. Working from home enables your employees to take care of sick kids, run errands, or let the electrician in without taking a full day off from work. If you're worried about a decrease in productivity as a result of remote workers, you should not be two-thirds of managers who offer telecommuting flexibility report employees who work from home are more productive, not less.

Ultimately, it's up to you whether flexible schedules work for you and your team, but it is a viable option for decreasing employee absenteeism by giving employees the option to take care of themselves and still get their work done, on their own terms. If your employees are not excited to come to work and engage with coworkers, it could be contributing to employee absenteeism. Ultimately, humans are social creatures, a sense of belonging is critical for workplace satisfaction.

You can build morale through team-building exercises, friendly competition between departments, and community service trips. Facilitating opportunities for employees to engage with one another, while feeling proud and inspired by their team, is imperative for combating employee absenteeism. If an employee feels appreciated and

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recognized by coworkers, she'll have a stronger sense of motivation to come to the office. Additionally, your office ambiance can go a long way towards improving morale. For instance, studies suggest plants can help your employees concentrate. Scents like lavender can ease stress and promote relaxation, and small office snacks can keep your employees' energy levels up.

Ultimately, a warm, friendly, and productive environment can help reduce employee absenteeism by creating a space in which your employees want to spend their time. Empowering your employees and increasing their workplace satisfaction isn't just a matter of reducing absenteeism, it"s also critical for your company's long-term success. The more engaged your employees are, the better they'll perform. So how can you increase employee engagement? The answer might be in your leadership skills. Ultimately, managers hold a lot of power over employees' workplace happiness. In fact, a Gallup poll found 75% of workers who voluntarily left their jobs did so because of their bosses, not the position itself. To improve employee engagement, consider offering more autonomy and freedom for your employees to manage their own schedules and tasks.

Planning and allocating resources proactively among employees are another means to decrease absenteeism at the workplace (Ramsey, et. al. 2008). They further explained that Proactive allocation of resources to project tasks gives them enough leeway to plan their schedules in advance. For example, if they are forewarned that they have a high-priority project in the near future to work on, they will plan their work and leave in advance. This is a win-win for both employers and employees. Neither the project"s progress nor quality suffer nor are the resources caught off-guard at the eleventh hour.

Another important factor to consider while scheduling resources to project tasks in their areas of interest. If employees are working on tasks of their preference, it will keep them engaged and motivated, in turn giving their 100% to the job. Managers can equip a modern resource scheduling tool to plan the resource schedules in advance and get a unified view of their core competencies and roles (Ramsey, et. al., 2008).

As mentioned earlier, over-utilization that results in burnout is one of the major contributors to absenteeism. To combat this, managers must ascertain that every resource is uniformly allocated and no one is overworked. When employees" schedules align with their availability and standard hours, they will not experience workplace fatigue and distress (Ramsey, et. al. 2008).

An intuitive resource scheduling tool provides a birds-eye view of every resource, their present and future availability, and foresight into utilization and other metrics. Managers can leverage these features to their benefit and ensure that the workforce is optimally utilized across the organization.

2.9 Chapter Summary

Absenteeism is defined as a failure to report and stay at work as programmed, in spite of any cause (Cascio, 2010). Absenteeism is a universal problem that affects all organizations in some way. In most working institutions everyone misses some days of work now and then. However when an employee misses countless days of work which can lead to big problems for the organization and all other human resources which can lead to low output or non-availability of intended services can be termed as absenteeism.

Many organizations and most studies organizes absenteeism into two main categories. There are two types of absenteeism, each of which requires a different type of approach (Biørn, Gaure, Markussen, & Røed, 2013; Boxall, Purcell, & Wright, 2007; Gibson, 1966; Nicolson, 1977; Steers & Rhodes, 1978). March and Simon (1958) were the first theorists to conceptualize absenteeism as voluntary absenteeism and involuntary absenteeism. However, Wilcox (2008) clarify voluntary and involuntary absenteeism by looking at three theories which are Psychological, sociological and economic theory. These theories attempt to rationalize absenteeism, a multidimensional construct to simple important determinants.

Sadri and Lewis (1995) also classified workplace absenteeism into two types, Type A and Type B. Addae, Johns & Boies, (2013) also came out with two categories of absenteeism as: Blameless or Innocent Absenteeism and Culpable or Blameworthy Absenteeism. Blameless non-attendance refers to employees who are absent for reasons beyond their control; like sickness and injury. Blameless absenteeism or innocent absenteeism is not culpable which means that when an employee becomes absent then he or she can't be held responsible or blamed. Boxall et al. 2007 also categorized absenteeism into valid absenteeism and invalid absenteeism. Banks et al. 2012, also classified absenteeism into three types namely: white, grey and black

Over the past years, there have been many studies and surveys conducted to discover what leads to absenteeism. The most recognized theories are Psychological, sociological, the economic theory and Nicholson"s "Attachment" Theory on Absenteeism. Because motivation is very much important and goes hand in hand with absenteeism, there are so many new theories of motivation which are constantly being

developed which relates to absenteeism. These theories are such as the attribution theory and the Equity theory.

Maslow‟s hierarchy of needs is the theoretical framework for this study. Maslow‟s hierarchy of needs is a theory about human demands and motivations which was first presented in a paper published in 1943 (Maslow, 1943) and later extended in the book "Motivation and Personality" (Maslow, 1954). In order to better understand what motivates human beings, Maslow proposed that human needs can be organized into a hierarchy. This hierarchy ranges from more concrete needs such as food and water to abstract concepts such as self-fulfillment. According to Maslow, when a lower need is met, the next need on the hierarchy becomes our focus of attention. These are the five categories of needs according to Maslow: self-actualization, esteem, social, safety and physiological.

The conceptual frame work for this research is based on the Kaizen (2020), 5M‟s. According to Kaizen, one useful tool to enhance employee‟s effectiveness is the 5M‟s (manpower, material, machines, methods and measurement). By consistently examining the 5M‟s, managers will be able to recognize when something in a process is not working and improve efficiency and profitability. This model can be used for risk mitigation, addressing safety issues, absenteeism and improving quality.

In order for an organisation to implement policies and procedures to control absenteeism they must first measure the severity of the problem in the organisation. Analysing and measuring absenteeism plays an important role in identifying any patterns and trends of absenteeism in an organisation and it allows management to investigate and explore underlying problems. A key element in monitoring workplace

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absenteeism is using an effective measurement tool. There are many ways to measure absenteeism and the most common ways are through the means of „Time lost rate" and „Frequency rate" (Rhodes & Steers, 1990).

There are broad range of reasons that can cause an employee to be absent from the workplace. These causes can often be complex in nature and many are difficult for some organisations to understand. The causes of absence are unlikely to be explained by any single factor, and current thinking sees its causes in terms of multiple factors. Graham and Bennett (1995) believe that the factors contributing to non-attendance include the nature of the job, personal characteristics of the worker and motivating incentives.

According to Nicholson"s theory of „Attachment" (1977) age and maturity have an effect on absenteeism. A study carried out by Bolton and Hughes (2001) found the following reasons as the most common causes of workplace absenteeism. These are ranked from the most common cited causes from an employee: minor illness, serious illness, home/family responsibility, personal problems, absence seen as entitlement, lack of commitment, work-related accidents, poor workplace morale, workplace stress, unauthorized holiday, impact of long hours, drink or drugs and leisure accident

Lack of professional growth opportunities has also been seen as a cause of absenteeism at the workplace. Every employee has career aspirations and some personal goals to thrive in their respective fields. When employers fail to provide enough opportunities to the resources that will help them scale up, they will feel less inspired at the workplace. In addition, lack of training and development programs also

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result in lowered motivation levels. All this cumulatively leads them to lose interest in work and take unannounced leaves.

Employee absenteeism has a catastrophic effect on the team"s progress, project performance, and top line. Thus, it is imperative to address this concern and implement necessary measures to curb absenteeism in the workplace.

Good Leadership, management, and organizational strategies are also means of addressing absenteeism. High absenteeism levels can result from the overall effectiveness of a manager"s leadership approach (Ashraf et al., 2014).

CHAPTER THREE

METHODOLOGY

3.0 Overview

This chapter deals with the methodology of the study. The research design, the target and accessible population, the sample and the sampling procedures were highlighted. It also presented the instrumentation that were used to collect data for the study, data collection procedure and data analysis.

3.1 Research Design

According to Creswell (2009), a research design is a plan or blueprint that specifies how data relating to a given problem should be collected and analysed. This study adopted a descriptive survey research design because the researcher sought to obtain a description (status) of a particular group of individuals.

3.2 Research Approach

There are three main types of research approach namely: quantitative approach, qualitative approach and the mixed method approach (both qualitative and the quantitative in one study). The researcher used the mixed method approaches for the study. A mixed method approach is a procedure for collecting and analyzing using both quantitative and qualitative methods in a single study (Creswell & Plano, 2011). The use of both quantitative and qualitative methods provides a better understanding of the research problem than either method by itself (Babbie, 2001). Also, the use of more than one instrument to enable triangulation of findings is considered to increase the quality of data, particularly where such instruments appear to be combining

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different methods (i.e., quantitative and qualitative), as advocated by Patton (2002) and Creswell (2009).

This study investigated the incidence of absenteeism among junior staff at the University of Education, Winneba. The researcher used questionnaires to collect the quantitative data while an interviews were used to collect qualitative data.

The research work was done in two phases. The first phase involved collecting quantitative data to answer all the research questions. The second phase also involved the collection of qualitative data through semi-structured interviews to collect in-depth information on causes of the problem under study. The qualitative data was collected to triangulate the quantitative data.

3.3 Population

Creswell and Plano (2011) define a research population as a large well-defined collection of individuals having similar features. They further differentiated between two types of population namely, target population and accessible population.

3.3.1 Target population

Target population is the entire population in which the researcher is interested in. Therefore, the target population for this study was all junior staff in all public Universities in Ghana.

3.3.2 Accessible Population

Accessible population is the population of subjects available for a particular study which is often a subset of the target population. The accessible population therefore comprised of four hundred and thirty one (431) junior staff at the University of

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Education, Winneba from the two campuses. The University operates two campuses, the Winneba campus is the seat of the Vice-Chancellor with a satellite campus at Ajumako. The non-teaching staff section has three main categories: Senior Members, Senior Staff and Junior Staff. The non-teaching Senior Members comprises of the Registrar, Deputy Registrar, Senior Assistant Registrar and Assistant Registrar. The Senior Staff category is also made up of Chief Junior Assistants, Principal Junior Assistants, Senior Administration Assistants, Junior Administration Assistant, Chief Research Assistant, Chief Technical Assistant, Principal Technical Assistant, Senior Technical Assistant and Technical Assistant while the Junior Staff category comprises private secretaries, clerks, cleaners and office assistants.

However, for the purpose of this study, the junior staff category of the administrative staff from the two campuses Winneba and Ajumako were selected for the study.

3.4 Sample

A sample is a subset of a population that is used to represent the entire group as a whole. When doing research, it is often impractical to survey every member of a particular population because the sheer number of people is simply too large.

3.4.1 Purposive Sampling

When researching an aspect of the human mind or behavior, researchers simply cannot collect data from every single individual in most cases. Instead, they choose a smaller sample of individuals that represent the larger group. If the sample is truly representative of the population in question, researchers can then take their results and generalize them to the larger group. In view of this, purposive sampling was used to get the sample size for the study. Four hundred and thirty one (431) junior staff at the

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University of Education, Winneba were purposively sampled from the two campuses of the University because of accessibility and proximity to the researcher.

Though purposive sampling saves time, money and efforts, it is lowest in credibility (Patton, 2002). The sample may not be representative of the population. In this study, the subjects are more or less representative of junior staff in all the Universities in Ghana.

3.5 Research Instruments

The term research instrument refers to any tool that you may use to collect or obtain data, measure data and analyse data that is relevant to the subject of your research (Creswell & Plano Clark, 2011).The format of a research instrument may consist of questionnaires, surveys, interviews, checklists or simple tests(Creswell & Plano Clark, 2011). The choice of which specific research instrument tool to use will be decided on the by the researcher. It will also be strongly related to the actual methods that will be used in the specific study. In the case of this study, the researcher used three main tools namely: questionnaires, interviews and documents analyses.

3.5.1 Questionnaire

Questionnaires are documents that ask the same questions of all individuals in the sample and respondents record a written response to each questionnaire item (Babbie, 2001: Patton, 2002: Creswell & Plano Clark, 2011). Questionnaires are the most widely used instruments for data collection and they are based on the objectives of the study. Advantages of using questionnaire include lower cost of sampling respondents over a wide area, less time is required to collect data and confidentiality is also assured. However, questionnaires cannot probe deeply into respondents" opinions and

feelings. Also, once the questionnaire has been distributed, it is not possible to modify the items, even though they may be unclear to some respondents (Babbie, 2001: Patton, 2002: Creswell & Plano Clark, 2011).

Creswell & Plano Clark (2011), outline the forms of questionnaire as follows: Structured /closed - questionnaire, unstructured or open - questionnaire and pictorial questionnaire. For the purpose of this study, the researcher used a structured or closed - ended questionnaire. A structured or closed - ended questionnaires are easy to administer to large numbers, help keep the respondents minds focused on the subject and facilitate the process of tabulation of data and analysis.

A structured or closed-ended questionnaire is useful in generating responses amenable to statistical treatment and analysis, they are quicker to code up and analyse and also enable comparisons to be made across groups in the sample (Creswell & Plano Clark, 2011). In general closed questions are quick to complete and straightforward to code (e.g. for computer analysis), and do not discriminate unduly on the basis of how articulate respondents are. Babbie (2001) asserts that, most research participants feel more comfortable responding to pre-determined response than items that require them to express their views and feeling. On the other hand, they do not enable respondents to add any remarks, qualifications and explanations to the categories, and there is a risk that the categories might not be exhaustive and that there might be bias in them (Tobin & Kincheloe, 2006).

3.5.2 Document Analysis

According to Babbie (2010), document analysis is the study of recorded human communications, such as books, journal aarticles, paintings and laws. Document

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analysis is a method of data collection which involves analysis of content from written documents in order to make certain deductions based on the study parameters. Document analysis is a form of qualitative research that uses a systematic procedure to analyze documentary evidence and answer specific research questions. Similar to other methods of analysis in qualitative research, document analysis requires repeated review, examination, and interpretation of the data in order to gain meaning and empirical knowledge of the construct being studied.

The study used document analysis as a component of a mixed methods study, where it was used to triangulate findings gathered from the questionnaire and the interview. When used in triangulation, documents can corroborate or refute, elucidate, or expand on findings across other data sources, which helps to guard against bias.

There are numerous types of documents that researchers may use. Documents consist of words and images that have been created or recorded without the influence of the researcher and for a purpose other than the research study. Some examples of types of documents that can be used include policies and regulations, papers about the operation and history of an organization, reports, budgets, newsletters, meeting minutes and agendas, organizational charts, presentations, manuals/handbooks, book chapters, journal articles, white papers, brochures and pamphlets, advertisements, photos, letters/emails, diaries, newspaper articles, posters, event programs, webpages, and maps and charts. For the purpose of the problem under study, the researcher examined and analysed the attendance book to ascertain the level of absenteeism among sampled size for the study.

3.6 Pilot Survey

A pilot study is a research study conducted before the intended study. Pilot studies are usually executed as planned for the intended study, but on a smaller scale. According to Pennsylvania State University (2006) by conducting a pilot survey it allows the selected individuals participating in the pilot survey to have an input and provide any feedback about the survey, in particular about the length of time it took to undertake the survey, the relevance of the questions, the flow of the questions, the language used. Following the feedback from the pilot survey some of the questions in the survey were rephrased and others were removed.

In view of this, a pilot survey was carried out prior to the study. The pilot survey was administered to ten (10) individuals with the same demographics of those that the survey was aimed at so that the survey could be tested for any errors that may occur. This process was carried out to test the reliability and validity of the research tool.

3.7 Reliability of Instruments

According to Neuman (2009), reliability relates to the consistency with which a measuring instrument yields certain results such that the measurement errors are not so high as to discredit the findings of the study. The need to further ensure that the questionnaire used for the primary data collection for this study is reliable, a reliability test was conducted. The Cronbach's alpha statistical method was used to carry out the analysis. The reliability test of the instrument carried out for this study using Cronbach Alpha (α) statistics and 20 respondents selected UEW who did not form part of the main study, showed that the calculated Cronbach Alpha coefficient (α) was 0.85, which was above 0.70. Therefore, the instrument (questionnaire) was accepted to be reliable and consistent for this study

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3.8 Validity of Instruments

Validity refers to the appropriateness, correctness, meaningfulness, and usefulness of the specific inferences researchers make based on the data they collect (Neuman, 2009). An effort was made to ensure that the questionnaires and the interview items covered the relevant research questions posed in the study. In order to establish the validity of the research instruments, the following activities were carried out:

3.8.1 Face Validity

To achieve face validity, which is the concept of "whether or not the test looks valid on its surface" (Dömyei, 2007, p.67), draft copies of the instruments were submitted to some graduate students and senior lecturers from the Department of Human Resource Management, University of Education, Winneba for their views on the clarity and relevance of the items. The items in the instruments were modified based on the feedback from the graduate students and the lecturers. Their comments led to the correction of typographical errors and clarification of elements of ambiguity in the instruments.

3.8. 2 Content Validity

The items in the instrument were designed to cover the relevant issues with regard to absenteeism at the workplace. Draft copies of the instruments were given to graduate students and senior lecturers from the Department of Human Resource Management, University of Education, Winneba to carefully and systematically scrutinize and assess the instruments for their content validity. This was to ensure that the items reflected the intent of the study. The feedback from the graduate students and the lecturers were factored into the final preparation of the instrument.

3.9 Data Collection Procedure

Introductory letters from the researcher's University was used to obtain permission from the Division of Human resource of the University to conduct the study. The data was collected in two main phases. The first phase involved the administration of the questionnaire, the second phase involved document analysis and interview.

3.10 Data Analysis

Fraenkel and Wallen (2006) define data analysis as the process of evaluating data using analytical and logical reasoning to examine each component of the data provided. This form of analysis is just one of the many steps that must be completed when conducting a research experiment.

In the context of this study, data were analyzed both quantitatively and qualitatively. Descriptive statistics were used to analyze the quantitative data collected. The qualitative data were analyzed thematically by means of words description.

3.10.1 Quantitative data analysis

The responses from the questionnaires items were coded and analysed through the use of SPSS version 20. The SPSS software was chosen for the data analysis because it is reasonably user friendly and it does most of the data analysis. It was used to summarize, organize and reduce large data into interpretable forms such as frequencies, percentages, means and standard deviations.

The responses obtained from the Questionnaire were organized into frequency counts and converted into percentages.

3.11 Ethical Considerations

Research ethics are very important measures to ensure that a research is conducted with respect to persons, animals and the environment, respect for knowledge, justice and compliance with law (HPRC, 2012).The researcher followed the ethical procedures that have been stipulated by the Board of School of Graduate Studies. University of Education, Winneba. These include:

3.11.1 Informed Consent

The researcher sought for permission to be allowed to conduct research at the University. The researcher sought the consent and permission of the sampled size for the study.

3.11.2 Confidentiality

The participants were assured that all their information gathered will be treated as confidential data. Thus, the data was used for the stated purposes and no other person will have access to the gathered data. The participants were informed that their names and other personal details of theirs will be omitted.

3.11.3 Anonymity

One of the important ethical consideration the researcher considered was maintaining the anonymity of respondents. Providing anonymity of information collected from research participants means that either the project does not collect identifying information of individual subjects (e.g., name, address, Email address, etc.), or the project cannot link individual responses with participants‟ identities (Patton, 2002). In this study the researcher did not sought for any information that was likely to reveal the identity of the respondents. This was done to protect the identity of research

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respondents. Actual names were not associated with the responses in order to retain anonymity, rather coded names and numbers were assigned to each participant for easy analysis of data.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSIONS

4.1 Demographic Information

This section of the study presents the preliminary analysis of the profile of the respondents sampled for the survey. The biographic data reflects the profile of the respondents in terms of the gender of the respondent, level of education of respondent, the number of years the respondent have been in services in the organization and the experience level of the respondent.

Perry-Smith& Blum (2000) insist that, individual characteristics like sex, knowledge, education plus age had important and very significant effect on non-attendance at the place of work or in an organization. In this study the socio-demographic explanation of respondents, offered for analysis included gender, age, education level and work experience of the respondents over the years.

4.1.1 Gender of the respondents

Table 1: Gender of the respondents

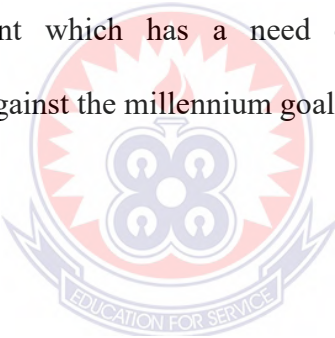|	Frequency	Percent
Male	113	56.5
Female	87	43.5
Total	200	100.0

Source: Field Survey, 2021

The table above shows the gender of the respondents in the study. It shows that the sample was made up of 87 females representing (43.5 %) of the respondents and 113 males representing (56.5%). This is characteristic of the employee population at the

University of Education, Winneba. It is also an indication that more male than female junior staff were at the University of Education, Winneba at the time of the study. Internationally, men continue to do better than women on the issue of permanent work for an employer. In actual fact, the gender gaps in the world in general in relation to the population, employment rate remained just as wide in 2013 as they were five years in the past. When it comes to just those who are in the workforce, women lag behind men most in permanent employment. Greater parts of women in most regions of the planet, including those where they lag considerably at the back of men in permanent employment, are participating in the labor force (Ray, 2014).

This brings alarm to the University of Education, Winneba that, there is gender inequality in employment which has a need of vital action to resolve the circumstances as it goes against the millennium goals.

4.1.2 Age group

Table 2: Age group

	Frequency	Percent
26-35 years	8	4.0
36-45 years	22	11.0
46-55 years	80	40.0
56-60 years	90	45.0
Total	200	100.0

Source: Field Survey, 2021

Table 4.2 presents the age distribution of the participants. The ages of the participants ranged between 26 years and 60 years plus. Eight respondents representing (4%) were between the ages of 26-35 years, 22 were between 36-45 years representing 11% of

the respondents, 80 were between the ages of 46-55 years representing 40% while 90 of the respondents representing 45% were more than 40 years of age. On the whole 85 % of the respondents were between the ages of 46 and 60. This indicates that the majority of employed is fairly old. According to Lau et al. (2003), old employees could be absent more regularly and for shorter periods of time due to greater family responsibilities. This demographic illustrates that the high level of absenteeism may a result of the older employees forming the majority of the workforce.

4.1.3 Marital status of Respondents

Concerning the marital status of the respondents, 17 of the respondents representing 8.5% indicated they were single, 180 of the respondents representing 90% which represent the highest among them indicated they were married, while 3 of the respondents representing 1.5% of the respondents revealed that they were divorced. It can be seen from the table that majority of the respondents are married which implies that they may have more or extra family calls to attend to which can increase the level of absenteeism.

Table 3: Marital status

	Frequency	Percent
Married	180	90.0
Single	17	8.5
Divorced	3	1.5
Total	200	100.0

Source: Field Survey, 2021

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4.1.4 Respondents Level of Education

The educational qualification of the employees and their responsibilities should be considered in the course of employees" absenteeism. The study considered four levels of education which include certificate, diploma, degree and O and A level.

Table 4: Level of education

	Frequency	Percent
Certificate	54	27.0
Diploma	32	16.0
Degree	22	11.0
O and A level	92	46.0
Total	200	100.0

Source: Field Survey, 2021

From the findings, 54 respondents representing 27.0% were certificate holders, 92 respondents representing 46.0% which represent the highest among them were O and A level holders, 32 of the respondents representing 16% were diploma holders and 22 of the respondents representing 11.0% of the total respondents were degree holders. This buttress the survey report made Cotton and Tuttle. The survey of a Cotton and Tuttle reported that high cost of recruitment and poor quality of products and services is due to high absenteeism. The survey also reported that high absenteeism was found to be the major source of poor morale in many organizations and amount of education, on the other hand, was found to be positively associated with absenteeism suggesting that the more educated employees are likely to be absent in organizations (Cotton & Tuttle, 2011).

4.1.5 Length of service

The study wanted to determine the number of years respondents have spent as workers at the University so as to assess the rate of employees" absenteeism in relation to work experience

Table 5: How long have you worked at the University

	Frequency	Percent
1-5 years	13	6.5
6-10 years	25	12.5
11-15 years	76	38.0
16-20 years	86	43.0
Total	200	100.0

Source: Field Survey, 2021

The findings revealed that 13 representing (6.5%) respondents have worked for one up to five years, 25 representing (12.5%) of the respondents have worked for 6 to 10 years, 76 representing (38%) respondents worked for 11 – 15 years, and 86 representing (43.0%) of the respondents have worked for 16 and above years. Length of service may be a contributing factor to the rate of employee absenteeism (Sheikha and Younis, 2006). Josias (2005) confirms that longer periods of service in an organisation may result in less absenteeism, as the loyalty of employees to an organisation would generally strengthen over time. Given that a considerable number of employed for 1 to 5 years, this could indicate that tenure has contributed to the high absenteeism within the organisation. Employees are not very loyal to the organisation, and, therefore, are more likely to be absent.

4.1.6 Have you been absent from work in the past 12 months

This study aimed to find out whether the respondents" has been absent from work in the past 12 months. Previous studies carried out on the measurement of employee absenteeism have proven that the absence rate for women is higher than that of men (Edwards et al, 2010). From the findings, 88% out of the total respondents indicated that they have absented themselves from work in the past 12 months and 12% of the respondents indicated that they have not absented themselves from work in the past 12 month. Out of the 88% respondents who has been absent for the past 12 months, 40% of them were females. According to Harvey and Nicholson (1999) it is believed that women may have a higher absence rate to men as "women divulge personal information about symptoms with greater ease and have higher symptom sensitivity".

The figure below illustrate the respondent"s absenteeism. This is indicated in the Figure below.

Figure 3: Have you been absent from work in the past 12 months

Source: Field Survey, 2021

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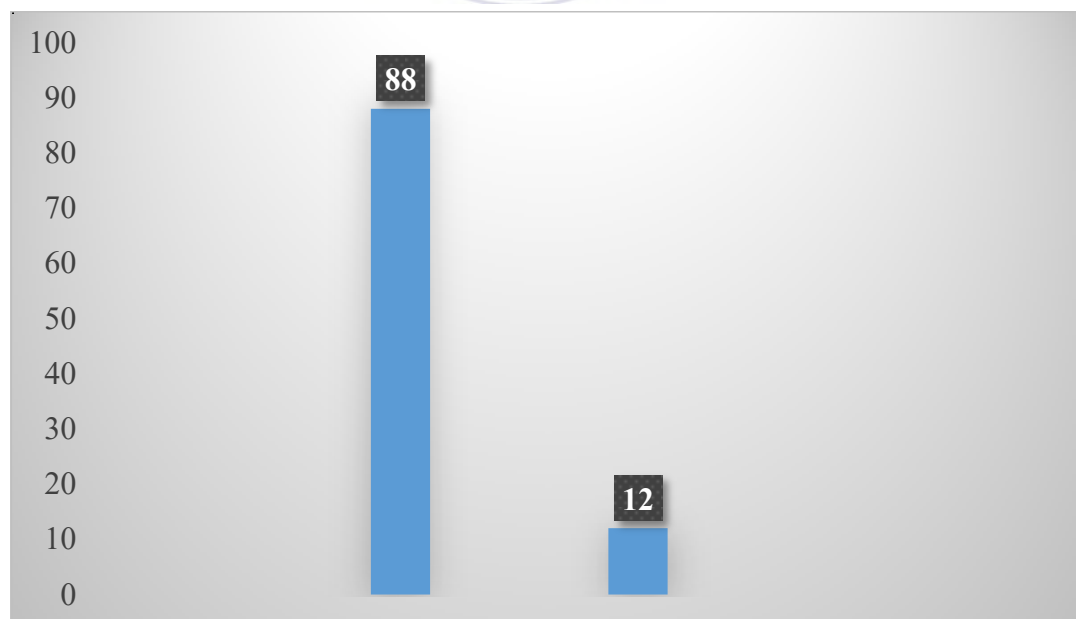
4.1.7 Does your company offer flexible working environment for staff

This study aimed to find out whether the respondents" company offers flexible working environment for staff. From the findings, 11% out of the total respondents indicated that the company offers flexible working environment for staff and 89% of the respondents indicated that company does not offers flexible working environment for staff. The figure below illustrate the respondent"s absenteeism. This is indicated in the Figure below.

Figure 4: Flexible Working Environment for Staff
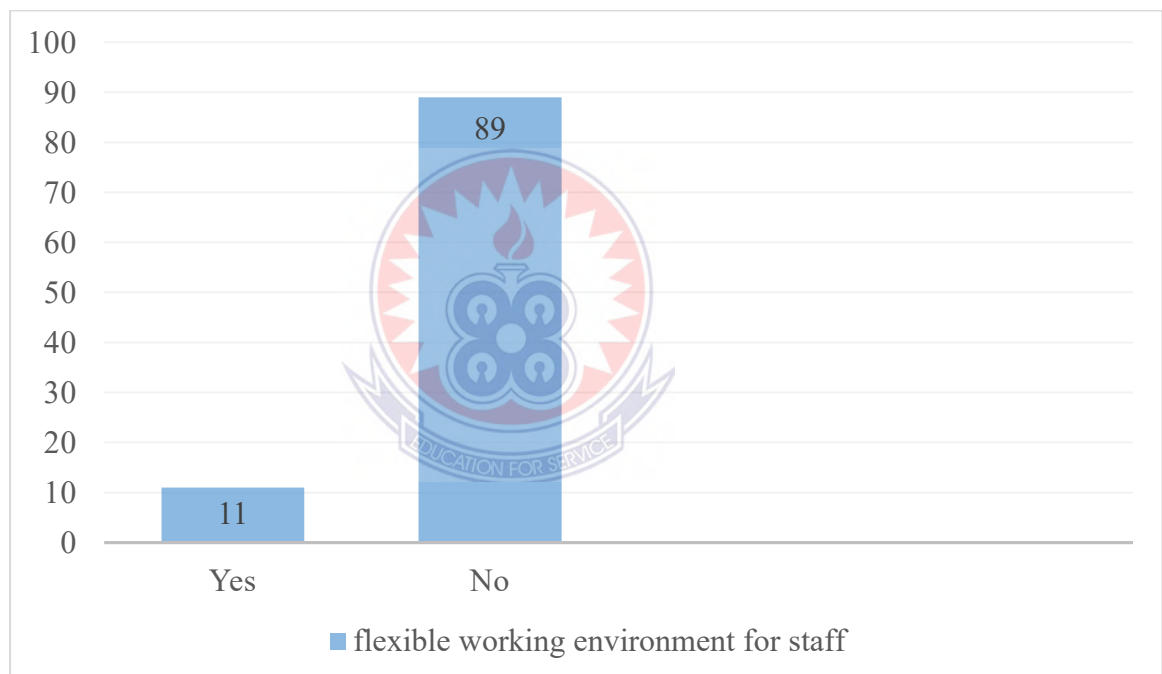
Source: Field Survey, 2021

4.1.8 Is there in bonus given for 100% attendance

This study aimed to find out whether bonus are paid to respondents" by the employer for 100% attendance as a means to curtail the level absenteeism among junior staff workers in the institution. From the findings, 11% out of the total respondents indicated that the company offers bonus for staff for 100% attendance while 89% of

the respondents indicated that company does not offers bonus for staff for 100% attendance. The figure below illustrate the responses from the respondent"s.

Figure 5: Is there in bonus given for 100% attendance
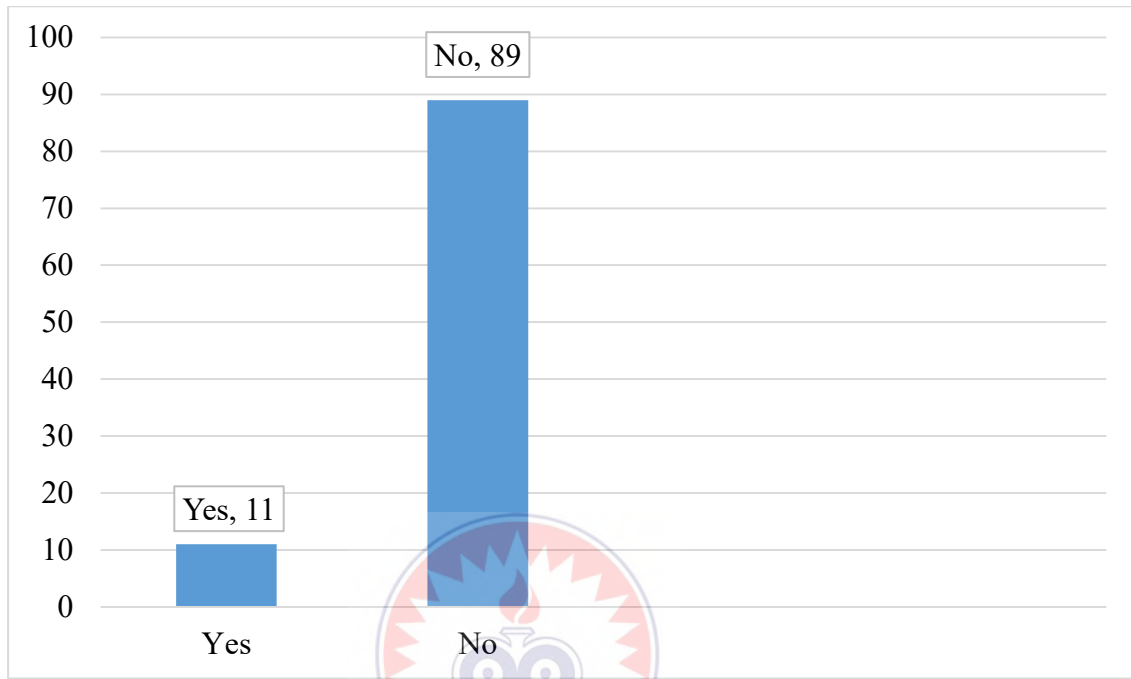
Source: Field Survey, 2021

4.1.9 How far is your place of work from where you reside

Respondents were asked to show how far their residence from the workplace is. Table below shows the results of responses of the distance covered by respondents to the workplace in the study.

Table 6: How far is your place of work from where you reside

	Frequency	Percent
1km-5km	89	44.5
6km-10km	44	22.0
11km-15km	33	16.5
16km-20km	34	17.0
Total	200	100.0

Source: Field Survey, 2021

It can be seen that most of the respondents cover more than 10km to the workplace. Eighty – nine representing 44.5%, indicated they live 1km-5km far from the workplace, forty-four of the respondents representing 22% said they live between 6km-10km from the workplace. Thirty-three representing 16.5% and thirty-four representing 17% indicated cover 11km-15km and 16km-20km respectively to the workplace.

4.2 Research Question 1: What are the incidence of absenteeism among junior staff at the University of Education, Winneba?

This question aimed to find out the frequent occurrence of absenteeism at the University by junior staff. With this, document analysis was done on which type of absenteeism has been occurring frequently at the University among junior staff. Records of 200 junior staff working at University of Education, Winneba were reviewed for absenteeism. The records revealed the number of junior staff who were absent from January to December 2021. The findings of the analysis is presented in the table below.

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Table 7: Incidence of absenteeism among junior staff

CATEGORIES	Incidence	Frequency	Percentage
Involuntary absenteeism	1. Health Related Issues	85	42.5
	2. Family engagements and responsibilities	58	29
	3. Continuous development training	4	2
	4. Lack of transport	15	7.5
Involuntary absenteeism	5. Inadequate logistics	6	3
	6. Poor leadership	0	0
	7. Poor recognitions	3	1.5
	8. Lack of motivation	1	0.5
	9. Heavy workload	8	4
	10. Poor working conditions	5	2.5
	11. Poor working equipment	15	7.5

Source: Field Survey, 2021

From the study, it can be seen the frequently occurred absenteeism among junior are the ones that relates health issues having highest frequency of 85 representing 42.5%. This was followed by absenteeism relating to family engagements and responsibilities which has a frequency of 58 out of the 200 respondents representing 29%. Next to these are lack of transportation and poor working equipment accounting for 7.5% respectively.

Figure 6: Incidence of type of absenteeism
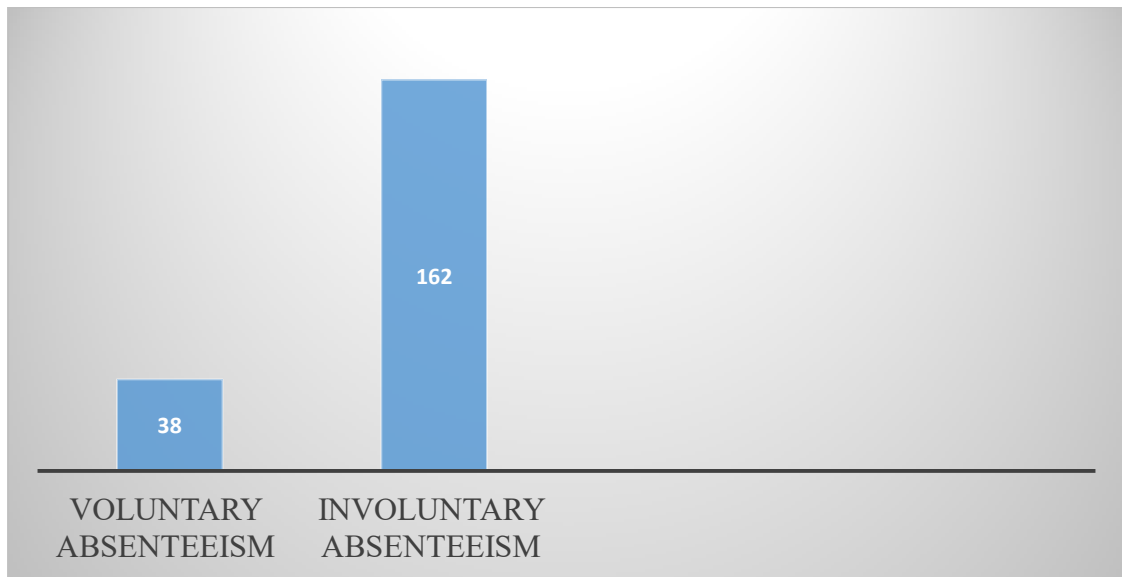
Source: Field Survey, 2021

These incidence of absenteeism in junior staff were further analysed into two main types of absenteeism at the workplace. The essence of this is to identify which type mostly occur at the workplace.

From the figure above, it can be seen that frequently occurring type of absenteeism among junior staff at the University is the involuntary type of absenteeism which has total frequency of 162. This type of absenteeism include bereavement, jury duty and illness etc. The less frequently occurring type of absenteeism is the voluntary which has frequency 38.

4.3 Research Question 2: What are the causes of absenteeism among junior staff at the University of Education, Winneba?

The causes of workplace absenteeism can often be complex in nature and many are difficult for some organisations to understand. Work absence, which can be involuntary or voluntary, arises from various issues. In view of the above, the staff (respondents) were asked to indicate the reasons behind their last absence from work.

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The probable causes of absenteeism have been categorized into Manpower Factors, Materials Factors, Management Factors, Method Factors, and Machines Factors. The results of their responses is presented in the table below.

Table 8: Analysis of the results of the causes of absenteeism among junior staff

CATEGORIES	CAUSES	RESPONSES			
		Strongly Disagrees (%)	Disagrees (%)	Agrees (%)	Strongly Agrees (%)
Manpower Factors	Health Related Issues	22.5	21.5	18.5	37.5
	Family engagements and responsibilities	11.0	19	32	38
	Continuous development training	25.5	24	25.5	25.5
	Boredom	9	14	31	46
	Fatigue	2.5	11	40.5	46
	Lack of Respect	4	9.5	48	38
	Lack of Rewards/Incentives	4.5	3.5	48	44
	Accommodation	25.5	24	25.5	25
Materials Factors	Inadequate logistics	25.5	24	25.5	25
	Late arrival of logistics	25.5	24.	25.5	25.5
	Poor quality of materials	25.5	24.0	25.5	25.5
Management Factors	Poor leadership	5.0	14.5	40.5	40.0
	Poor recognitions	7	4	43.5	45.5
	Lack of motivation	4.5	10	50	35.5
	Lack of schemes	5	23.5	34	37.5
	Lack of job flexibility	3	25.5	27.5	44
Method Factors	Heavy workload	25.5	24	25.5	25
	Poor working conditions	3	35	29.5	32.5
	Poor communication	2	6.5	39.5	52
	Inadequate training	25.5	24	25.5	25.5
Machines Factors	Lack of transport	25.5	24	25.5	25.5
	Poor working equipment	1.5	28.5	30.5	39.5
	Inadequate working machines	1.5	31	28.5	39

Source: Field Survey, 2021

4.3.1 Manpower Factors

According to the findings, 22.5% and 21.5% of the respondents strongly disagreed and disagreed respectively that their absenteeism is as result of health related issues while 18.5% and 37.5% of the respondents agreed and strongly agreed respectively that their absenteeism is as result of health related issues. In addition the findings demonstrate that minor illness is the top cited reason for absenteeism. Findings also showed that Steers and Rhodes (1978) „Process Model" was proven by respondents showing that lack of motivation and job dissatisfaction are also variables that effect employee attendance. Also, 11% and 19% of the respondents strongly disagreed and disagreed respectively that Family engagements and responsibilities is the cause of their absenteeism in the workplace while 32% and 38% of the respondents agreed and strongly agreed respectively that their absenteeism is as result of Family engagements and responsibilities. 25.5% and 24% of the respondents strongly disagreed and disagreed respectively on the issue of continuous development training as the cause of their absenteeism in the workplace while 25.5% and 25.5% of the respondents also agreed and strongly agreed respectively that they absented themselves as result of continuous development training. 9% and 14% of the respondents strongly disagreed and disagreed respectively on the issue of Boredom of their work as the cause of their absenteeism in the workplace while 31% and 46% of the respondents however agreed and strongly agreed respectively that they absented themselves because of monotony nature of their work.

In addition, 2.5% and 11% of the respondents strongly disagreed and disagreed respectively on the issue of Fatigue as the cause of their absenteeism in the workplace while 40.5% and 46% of the respondents however agreed and strongly agreed

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respectively that they absented themselves because of Fatigue. While 4% of the respondents strongly disagreed that Lack of Respect is a contributing factor to absenteeism, 9.5% of the respondents disagreed. However, while 48% of the respondents agreed and 38% of the respondents strongly agreed that their absenteeism is as result of Lack of Respect. 4.5% and 3.5% of the respondents strongly disagreed and disagreed respectively on the issue of Lack of Rewards / Incentives as the cause of their absenteeism in the workplace while 48% and 44% of the respondents however agreed and strongly agreed respectively that they absented themselves because of Lack of Rewards / Incentives. 25.5% and 24% of the respondents strongly disagreed and disagreed respectively on the issue of Accommodation as the cause of their absenteeism in the workplace while 25.5% and 25% of the respondents however agreed and strongly agreed respectively that they absented themselves because of Accommodation.

4.3.2 Materials Factors

According to the findings, 22.5% and 24% of the respondents strongly disagreed and disagreed respectively that their absenteeism is as result of inadequate logistics while 25.5% and 25% of the respondents agreed and strongly agreed respectively that their absenteeism is as result of inadequate logistics at the workplace. 25.5% and 24% of the respondents strongly disagreed and disagreed respectively on the issue of Late arrival of logistics as the cause of their absenteeism in the workplace while 25.5% and 25% of the respondents however agreed and strongly agreed respectively that they absented themselves because of Late arrival of logistics. 25.5% and 24% of the respondents strongly disagreed and disagreed respectively on the issue of Poor quality of materials as the cause of their absenteeism in the workplace while 25.5% and 25%

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of the respondents however agreed and strongly agreed respectively that they absented themselves because of Poor quality of materials.

4.3.3 Management Factors

While 5% of the respondents strongly disagreed that Poor leadership is a contributing factor to absenteeism, 14.5% of the respondents disagreed. However, while 40.5% of the respondents agreed and 40% of the respondents strongly agreed that their absenteeism is as result of Poor leadership. 7% of the respondents strongly disagreed that Poor recognitions is a contributing factor to absenteeism, 4% of the respondents disagreed. However, while 43.5% of the respondents agreed and 45.5% of the respondents strongly agreed that their absenteeism is as result of Poor recognitions. 4.5% of the respondents strongly disagreed that Lack of motivation is a contributing factor to absenteeism, 10% of the respondents disagreed. However, while 50% of the respondents agreed and 35.5% of the respondents strongly agreed that their absenteeism is as result of Lack of motivation. Also 3% and 25.5% of the respondents strongly disagreed and disagreed respectively on the issue of Lack of job flexibility as the cause of their absenteeism in the workplace while 27.5% and 44% of the respondents however agreed and strongly agreed respectively that they absented themselves because of Lack of job flexibility.

4.3.4 Method Factors

According to the findings, 22.5% and 24% of the respondents strongly disagreed and disagreed respectively that their absenteeism is as result of Heavy workload while 25.5% and 25% of the respondents agreed and strongly agreed respectively that their absenteeism is as result of Heavy workload. Additional increase in workloads due to employee absence increases the frequency of stress among employees. Employees

who feel stress from their workload can lead to an employee not being able to keep up with their workload which in turn creates more stress (Fredman, 2013). According to (EAP Consultants, 2009) a study carried out in 2009 found that 41% of employees in Ireland felt stressed or very stressed by their jobs this exceeded the stress employees felt outside of work in relation to personal issues such as money worries. 3% and 35% of the respondents strongly disagreed and disagreed respectively that their absenteeism is as result of Poor working conditions while 29.5% and 32.5% of the respondents agreed and strongly agreed respectively that their absenteeism is as result of Poor working conditions. 2% and 6.5% of the respondents strongly disagreed and disagreed respectively that their absenteeism is as result of Poor communication, while 39.5% and 92% of the respondents agreed and strongly agreed respectively that their absenteeism is as result of Poor communication. 25.5% of the respondents strongly disagreed that Inadequate training is a contributing factor to absenteeism, 24% of the respondents disagreed. However, while 25.5% of the respondents agreed and 25.5% of the respondents strongly agreed that their absenteeism is as result of inadequate training.

4.3.5 Machines Factors

According to the findings, 22.5% and 24% of the respondents strongly disagreed and disagreed respectively that their absenteeism is as result of Lack of transport while 25.5% and 25.5% of the respondents agreed and strongly agreed respectively that their absenteeism is as result of Lack of transport. 1.5% and 28.5% of the respondents strongly disagreed and disagreed respectively that their absenteeism is as result of Poor working equipment while 30.5% and 39.5% of the respondents agreed and strongly agreed respectively that their absenteeism is as result of Poor working

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equipment. 1.5% and 31% of the respondents strongly disagreed and disagreed respectively that their absenteeism is as result of Inadequate working machines while 28.5% and 39% of the respondents agreed and strongly agreed respectively that their absenteeism is as result of Inadequate working machines.

Findings from respondents showed that, the 5M‟s: Manpower Factors, Materials Factors, Management Factors, Method Factors, and Machines Factors greatly influence their motivation to attend work. Low salary makes employees feels uncomfortable. Linking to this result, salary increments by employees raises some basic concerns on the worker‟s needs. Salary increment is necessary so as to enable them finance their physiological needs which are fundamental in humans as identified by Maslow in his hierarchy of needs model. When employees perceive their work life as being unfair in terms of return for input it leads to absenteeism. There are also individuals who need to exert some control over their work environment, and without this, take time off. Other employees may have unreasonable expectations compared with the reality of the job itself, while still others may feel that their effort in the workplace is not recognized there is unfair in terms of salary or payments for the job (IBEC, 2011).

Findings from the analysis of individual surveys could also be related back to Steers and Rhodes (1978) „Process Model‟ of attendance. Steers and Rhodes (1978) focussed on an employee‟s motivation to attend which can be influenced by how satisfied an employee is with their role. Employee satisfaction is derived from both internal and external factors such as job satisfaction and leadership style.

4.4 Research Question 3. Which measures are required to minimize the absenteeism among junior staff at the University of Education, Winneba?

Employee absenteeism has a catastrophic effect on the team"s progress, project performance, and organizational performance, it is therefore imperative to address this concern and implement necessary measures to curb absenteeism in the workplace. In an attempt, respondents were asked to indicate which measures are required to be put in place in order to help minimize the incidence of absenteeism of junior staff. Respondents were asked to indicate whether measures stated will definitely or probably minimize the level of absenteeism, or the measures won"t definitely and probably minimize the level of absenteeism. The results of their responses is presented in the table below.

Table 9: Analysis of the results of the measures that can be put in place by the management of the institution to help minimize the level of absenteeism among junior staff

STATEMENTS	INDICATORS			
Measures	Definitely Won"t (%)	Probably Won"t (%)	Probably Will (%)	Definitely Will (%)
1. Reward Good Attendance	5	4	42.5	48.5
2. Provide Employee Support	5	35.5	23	36.5
3. Set Clear Attendance Expectations	7.5	33.5	27	32
4. Job involvement	6	5	38	51
5. Incentive schemes of attendance bonuses for not taking sick days	25	25	25	25
6. Bonuses schemes or payment of days not used	9.5	17.5	40	33
7. Health Insurance as part of package	6	31.5	27.5	35
8. Good organizational culture	10.5	24	29	36.5

Source: Field Survey, 2021

From the findings, 5% of the respondents indicated reward for good attendance won"t definitely minimize the level of absenteeism, 4% indicated that reward for good attendance won"t probably minimize absenteeism. Hoverer, 42.5% indicated that reward for good attendance will probably minimize the level of absenteeism and 48.5% also said reward for good attendance will definitely minimize the level of absenteeism.

Also, 5% of the respondents indicated providing employee support won"t definitely minimize the level of absenteeism, while 35.5% indicated that providing employee support won"t probably minimize absenteeism. On the contrary, 23% indicated that

providing employee support will probably minimize the level of absenteeism and 36.5% also said providing employee support will definitely minimize the level of absenteeism.

Moreover, 7.5% and 35.5% of the respondents indicated Setting Clear Attendance Expectations won't definitely and won't probably respectively minimize the level of absenteeism. On the other hand, 27% and 32% indicated that Setting Clear Attendance Expectations will probably and will definitely respectively minimize the level of absenteeism.

Similarly, 6% of the respondents indicated that Job involvement won't definitely minimize the level of absenteeism, while 5% indicated that Job involvement won't probably minimize absenteeism. On the contrary, 38% indicated Job involvement will probably minimize the level of absenteeism and 51% also said Job involvement will definitely minimize the level of absenteeism.

In other views, 25% of the respondents indicated providing incentive schemes of attendance bonuses for not taking sick days won't definitely minimize the level of absenteeism, while 25% indicated that providing Incentive schemes of attendance bonuses for not taking sick days won't probably minimize absenteeism. On the contrary, 25% indicated that providing Incentive schemes of attendance bonuses for not taking sick days will probably minimize the level of absenteeism and 25% also said providing Incentive schemes of attendance bonuses for not taking sick days will definitely minimize the level of absenteeism.

Some 9.5% of the respondents indicated providing bonuses schemes or payment of days not used won't definitely minimize the level of absenteeism, while 27.5%

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indicated that providing bonuses schemes or payment of days not used won"t probably minimize absenteeism. On the contrary, 40% indicated that providing bonuses schemes or payment of days not used will probably minimize the level of absenteeism and 33% also said providing bonuses schemes or payment of days not used will definitely minimize the level of absenteeism.

Also, 6% of the respondents indicated providing Health Insurance as part of package won"t definitely minimize the level of absenteeism, while 31.5% indicated that providing Health Insurance as part of package won"t probably minimize absenteeism. On the contrary, 27.5% indicated that providing Health Insurance as part of package will probably minimize the level of absenteeism and 35% also said providing Health Insurance as part of package will definitely minimize the level of absenteeism.

Lastly, 10.5% of the respondents indicated Good organizational culture won"t definitely minimize the level of absenteeism, while 24.0% indicated that Good organizational culture won"t probably minimize absenteeism. On the contrary, 29.0% indicated that Good organizational culture will probably minimize the level of absenteeism and 36.5% also said Good organizational culture will definitely minimize the level of absenteeism.

4.5 Discussions of Findings

From the findings it shows that the sample was made up of 87 females representing (43.5 %) of the respondents and 113 males representing (56.5%). With respect to the ages of the participants, 4% were between the ages of 26-35 years, 11% were between 36-45 years, 40% were 46-55 years while 90 of the respondents representing 45% were more than 40 years of age.

Concerning the marital status of the respondents, 8.5% indicated they were single, 90% which represent the highest among them indicated they were married, while 1.5% of the respondents revealed that they were divorced.

Concerning the educational background, it was revealed that 27.0% were certificate holders, 46.0% which represent the highest among them were O and A level holders, 16% were diploma holders and 11.0% of the total respondents were degree holders. Also, the findings revealed that 6.5% respondents have worked for one up to five years, 12.5% of the respondents have worked for 6 to 10 years, 38% respondents worked for 11 – 15 years, and 43.0% of the respondents have worked for 16 and above years.

From the findings, 88% out of the total respondents indicated that they have absented themselves from work in the past 12 months and 12% of the respondents indicated that they have not absented themselves from work in the past 12 month.

It was also revealed that the frequently occurred absenteeism among junior are the ones that relates health issues having highest frequency of 85 representing 42.5%. This concord with a study carried out by Bolton and Hughes (2001) who ranked from the most common cited causes from an employee as minor illness and serious illness. This was followed by absenteeism relating to family engagements and responsibilities which has a frequency of 58 out of the 200 respondents representing 29%. It was further revealed involuntary absenteeism accounted 81% of the absenteeism while voluntary absenteeism accounted 19%.

When the staff was asked to indicate the reasons behind their last absence from work, 57.3% of them noted non-illness related causes. Absenteeism that was illness-related

consisted of physical and mental illnesses. Non-illness reasons included personal issues, family issues, Boredom, Fatigue, Continuous development training, Poor recognitions, Poor working equipment, inadequate logistics, and Lack of motivation. Issues such as child naming ceremony, funeral occasion and attendance at religious as well as traditional festivals are the main causes of non-illness absenteeism of the staff of the University of Education, Winneba. Sickness and stress were also mentioned as causes of staff absenteeism.

With regards to the measure to minimize absenteeism, the findings shows that 91% of the respondents indicated reward for good attendance will probably and definitely minimize the level of absenteeism while 9% also indicated otherwise. This finding is in agreement with Sears, Shi, Coberley, and Pope (2013) on their studies as ways to reduce absenteeism at the workplace. They suggested that the attendance policy of any organisation should explain clearly how to report absences, employee support, reducing workplace stress, Provision of feedback and Reward on good attendance. Similarly, Ramsey et. al., 2008 survey revealed that 69% of employees would stay on at the firm if there are better rewards and recognition programs. This is a clear indication that rewarding the workforce for their hard work is a direct key to boosting their morale and keeping them motivated. Of course, anyone would want to get acknowledged when they are investing in time and efforts to help you attain your strategic goal. It gives them a reason to keep going and deliver better results next time. Thus, managers should work on organizing monthly or quarterly rewards and recognition programs. The employees who are rewarded will be more productive and the ones who aren't will work better to get recognized the next time.

Also, 59.5% of the respondents indicated providing employee support will probably and definitely minimize the level of absenteeism while 40.5% also indicated otherwise. In support of this Sears et al. (2013) asserted that employers should also consider offering their employees time off in lieu and/or flexible working time. This will ensure people feel like they get a good work-life balance and that you value their needs. 59% of the respondents indicated Setting Clear Attendance Expectations will probably and definitely minimize the level of absenteeism while 41% also indicated a contrary view to that. It was also indicated by 89% Job involvement will probably and definitely minimize the level of absenteeism. On providing incentive schemes of attendance bonuses respondents shared a 50-50 view on it. Also, 83% of the respondents indicated provision of Health Insurance as part of package will probably and definitely minimize the level of absenteeism. Lastly, 65.5% of the respondents indicated that the existence of Good organizational culture will probably and definitely minimize the level of absenteeism. This confirms Miss (2020) that Organisational culture significantly improved employee happiness in carrying out their jobs. This statement was proven to be true based on the outcome of the analysis of the determinant variables, which showed that organizational culture that encourages free flow of communication among employees" team work, rewards outstanding performance of employees, encourage employees innovations, motivation and payment of commensurate wage rate to Employees significantly improved employee happiness in carrying out their jobs.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The chapter is organised into five sections, the first section summarises the study on the incidence of absenteeism among junior staff at the University of Education, Winneba. The second section presents a summary of the findings while the third section presents the conclusion of the study and the fourth section also presented the implication of the study. The fifth section presents the recommendations based on the study and the last section also presents suggestions for further studies.

5.1 Summary of the Study

The study investigated the incidence of Absenteeism among Junior Staff at the University of Education, Winneba. Three research questions were raised to guide the study, they were:

i.   What are the incidence of absenteeism among junior staff at the University of Education, Winneba?

ii. What are the causes of absenteeism among junior staff at the University of Education, Winneba?

iii. Which measures are required to minimise the absenteeism among junior staff at the University of Education, Winneba?

5.2 Demographic Characteristics of Respondents

From the findings it shows that the sample was made up of 87 females representing (43.5 %) of the respondents and 113 males representing (56.5%). With respect to the ages of the participants, 4% were between the ages of 26-35 years, 11% were between

36-45 years, 40% were 46-55 years while 90 of the respondents representing 45% were more than 40 years of age.

Concerning the marital status of the respondents, 8.5% indicated they were single, 90% which represent the highest among them indicated they were married, while 1.5% of the respondents revealed that they were divorced.

Concerning the educational background, it was revealed that 27.0% were certificate holders, 46.0% which represent the highest among them were O and A level holders, 16% were diploma holders and 11.0% of the total respondents were degree holders. Also, the findings revealed that 6.5% respondents have worked for one up to five years, 12.5% of the respondents have worked for 6 to 10 years, 38% respondents worked for 11 – 15 years, and 43.0% of the respondents have worked for 16 and above years.

5.3 Summary of Key Findings

From the findings, 88% out of the total respondents indicated that they have absented themselves from work in the past 12 months and 12% of the respondents indicated that they have not absented themselves from work in the past 12 month.

It was also revealed that the frequently occurred absenteeism among junior are the ones that relates health issues having highest frequency of 85 representing 42.5%. This was followed by absenteeism relating to family engagements and responsibilities which has a frequency of 58 out of the 200 respondents representing 29%. It was further revealed involuntary absenteeism accounted 81% of the absenteeism while voluntary absenteeism accounted 19%.

With regards to the measure to minimize absenteeism, the findings shows that 91% of the respondents indicated reward for good attendance will probably and definitely minimize the level of absenteeism while 9% also indicated otherwise. Also, 59.5% of the respondents indicated providing employee support will probably and definitely minimize the level of absenteeism while 40.5% also indicated otherwise. 59% of the respondents indicated Setting Clear Attendance Expectations will probably and definitely minimize the level of absenteeism while 41% also indicated a contrary view to that. It was also indicated by 89% Job involvement will probably and definitely minimize the level of absenteeism. On providing incentive schemes of attendance bonuses respondents shared a 50-50 view on it. Also, 83% of the respondents indicated provision of Health Insurance as part of package will probably and definitely minimize the level of absenteeism. Lastly, 65.5% of the respondents indicated that the existence of Good organizational culture will probably and definitely minimize the level of absenteeism.

5.4 Conclusions

Drawing on the literature and findings of this study, causes of absenteeism had multiple factors such as (a) health related (b) workplace behaviors, (c) social demographical indicators, (d) leadership, (e) organizational challenges, (f) job demands, (g) family issues, (h) job satisfaction, and (i) personality characteristics. Thus, it is imperative to address these concerns and implement necessary measures to curb absenteeism in the workplace.

In order for an organisation to implement policies and procedures to control absenteeism they must first measure the severity of the problem in the organisation. Analysing and measuring absenteeism plays an important role in identifying any

patterns and trends of absenteeism in an organisation and it allows management to investigate and explore underlying problems. A key element in monitoring workplace absenteeism is using an effective measurement tool.

5.5 Policy Recommendations

Employee absenteeism is an increasing challenge to an organization"s effectiveness (Thornton, Esper, & Morris, 2013). Although managers seek to foster and empower employees" engagement and commitment levels to the company"s strategic goals, workers can become detached from their work for multiple reasons (Shantz & Alfes, 2015).

Based on the above findings and discussion held with employees of the various Offices University, the following recommendation are offered by the researcher so as to control and prevent absenteeism of employees.

i. Management should isolate predominant causes of absenteeism, identifying legitimate incidences, regular offenders, and illegitimate absences enable it to employ sufficient measures targeting specific factors.

ii. Good relationship should be strengthened between the managers and the workers. There should be as many meetings as possible so as to enable workers socialize with their supervisors and give out their challenges so as to improve services and production in organizations as well as reduce absenteeism.

iii. There should be a clear policy on work ethics. Employees should not be allowed to determine when they feel like going to work, rather there should be

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a very clear policy which will guide all employees regardless of the type of work.

5.6 Recommendations for Further Studies

In light of the study, there remains a large scope for future research studies to be conducted within the workplace in the Ghanaian context, regarding the incidence of absenteeism. In this research, due to resource limitations, the sample utilized was randomly picked from only one institution. It is therefore recommended that further study should be conducted to extend the sample size by choosing sample units for greater representation of junior and other staff from all the other Universities in Ghana.

It is therefore recommended that further study should be conducted on cost of absenteeism in the workplace on an organization.

In addition to the above study, further quantitative studies are recommended in order to assess the impact of absenteeism in the workplace critically.

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APPENDIX A

LETTER OF CONSENT

Dear respondent,

My name is Albert Armah - Otoo, an HRM student at the University of Education, Winneba. Am conducting a study on the Incidence of Absenteeism among Junior Staff at the University of Education, Winneba in partial fulfilment of the requirements for the award of a Master of Business Administration (MBA) degree award. This questionnaire intends to capture data for the study and should take you about twenty (20) minutes to complete. Your participation in this questionnaire is voluntary and the information you provide will be treated strict confidential. You are not required to include your name or address anywhere in the questionnaire. The answers from this questionnaire will be used for academic purposes and only aggregate data will be incorporated in the research report. The completed questionnaires will be collected by the researcher from you. The results of this study are expected to help in advising the best ways to deal with the issue of employee absenteeism. If you have any question in relation to this study, please do not hesitate to contact the researcher on telephone number: 0540818698.

APPENDIX B

QUESTIONNAIRE

Section A: Demography of the Participants

Instructions: Please tick the appropriate answer

1. What is your gender?

    Female

    Male

2. Please indicate your age group

    26-35 years

    36-45 years

    46-55 years

    56-60 years

3. What is your marital status?

    Married

    Single

    Divorced

4. What is your level of education

    Certificate

    Diploma

    Degree

    Masters

    Others (please specify) ………………..

5. How long have you worked at the University?

    1-5 years

97

6-10years

11-15 years

16-20 years

Others (please specify) ……………….

6. Have you been absent from work in the past 12 months

Yes

No

7. Does your company offer flexible working environment for staff?

Yes

No

If No, how would you ………….

8. Is there any bonus given to you in case of 100% attendance?

Yes

No

9. How far is your place of work from where you reside?

10-50 miles

51-100 miles

101-150 miles

151-200 miles

Section B: What are the causes of absenteeism among junior staff at the University of Education, Winneba?

Instructions: Listed below are some of the most common reasons for absenteeism. Please indicate which of these has caused you to be absent from work in the past 12 months. Each item consisted of a statement followed by 4-point Likert scale for

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agreement with corresponding numerical weight: „Strongly Agrees" = 4; „Agrees"=3;

„Disagrees"=2; „Strongly Disagrees"= 1

CATEGORIES	CAUSES	RESPONSES			
		Strongly Disagrees (SD) =1	Disagrees (D) =2	Agrees (A) =3	Strongly Agrees (SA) =4
Manpower Factors	12. Health Related Issues				
	13. Family engagements and responsibilities				
	14. Continuous development training				
	15. Boredom				
	16. Passion				
	17. Fatigue				
	18. Lack of Respect				
	19. Lack of Rewards / Incentives				
	20. Accommodation				
Materials Factors	21. Inadequate logistics				
	22. Late arrival of logistics				
	23. Poor quality of materials				
Management Factors	24. Poor leadership				
	25. Poor recognitions				
	26. Lack of motivation				
	27. Lack of schemes				
	28. Lack of job				

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	flexibility				
Method Factors	29. Heavy workload				
	30. Poor working conditions				
	31. Poor communication				
	32. Inadequate training				
Machines Factors	33. Lack of transport				
	34. Poor working equipment				
	35. Inadequate working machines				

Section C: Which measures are required to minimise the absenteeism among junior staff at the University of Education, Winneba?

Instructions: From the following list indicate the likelihood of each statements minimizing absenteeism at the workplace. Each item consisted of a statement followed by **4-point Likert scale for likelihood** *with corresponding numerical weight. Definitely won"t (DWT) =1, Probably won"t (PWT) =2, Probably will (PW) =3, Definitely will (DW) =4.*

STATEMENTS	INDICATORS			
	Definitely won't (DWT)=1	Probably won't (PWT)=2	Probably will (PW)=3	Definitely will (DW) =4
1. Reward Good Attendance				
2. Provide Employee Support				
3. Set Clear Attendance Expectations				
4. Job involvement				
5. Incentive schemes of attendance bonuses for not taking sick days				
6. Bonuses schemes or payment of days not used				
7. Health Insurance as part of package				
8. Good organizational culture				
9. Job involvement				
10. Communicate Regularly				

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