ABSENTEEISM AND EMPLOYEE PERFORMANCE: A CASE STUDY OF EWASO NGIRO SOUTH DEVELOPMENT AUTHORITY, NAROK, KENYA

BY

PARSALOI GILBERT KIU

REG NO: BHR/41559/91/DF

A DISSERTATION SUBMITTED TO COLLEGE OF ECONOMICS AND MANAGEMENT SCIENCES IN PARTIAL FULFILLMENT FOR THE AWARD OF A BACHELORS DEGREE IN HUMAN RESOURCE MANAGEMENT OF KAMPALA INTERNATIONAL UNIVERSITY

MAY, 2012

DECLARATION

I **PARSALOI GILBERT KIU**, REG NO: BHR/41559/91/DF declares that this dissertation is from my own finding and has never been produced by anybody else for the award in any institution.

PARSALOI GILBERT KIU

BHR/41559/91/DF

Researcher's Signature ..... Date 01/06/2012 .....

APPROVAL

This study is to satisfy that my approval has been given for this dissertation to be submitted to the Faculty of Business and Management as a requirement for partial fulfillment for the award of degree in Bachelor of Human Resource Management.

Mr. MWESIGYE JIMMY

Signature ..... Date 01-06-12.....

DEDICATION

This work is dedicated to the loving family of Mr. Daniel Ole Kiu and Mrs. Joan Lanoi Kiu for their continued spiritual, moral and psychological support that enabled me to successfully pursue my course so as to accomplish my goals.

ACKNOWLEDGEMENTS

First and foremost I would like to honor and thank the Almighty God who has been my strength and guide throughout my entire life and in the course of this study.

I would also like to extend my sincere gratitude to all those who contributed in one way or the other towards the successful completion of this research.

I thank my dearest parents who have been my role model and for their unending sacrifice, moral and spiritual support and the love they have for me that have seen me through to where I am now. I thank my brothers Peter, Jonathan and Allan and sister Joan for your continued encouragement, advice and for always being there when I needed you the most.

I acknowledge the indebted counsel given to me by Mr. Mwesigye Jimmy, my supervisor. His dedication and assistance has been a foundation and pillar towards the successful completion of this research. I highly appreciate your assistance.

I am also grateful to all other lecturers through the entire course who introduced me to the knowledge in the field of human resource management.

I also appreciate the support, challenges and encouragement I have received from my close classmates especially Adoko Tom, Kinara Shadock Ongwae, Selua Susan, Aleer Mabior Chol, Namuya Innocent, Linda Beatrice, during my Bachelors Degree Programme and preparation of this dissertation. To all of you, I am grateful.

May God bless you all abundantly!

TABLE OF CONTENTS

DECLARATION i
APPROVAL ii
DEDICATION iii
ACKNOWLEDGEMENTS iv
TABLE OF CONTENTS v
LIST OF TABLES viii
ABSTRACT ix

CHAPTER ONE 1
INTRODUCTION 1
1.1 Background of the study 1
1.2 Statement of the problem 1
1.3 Purpose of the study. 2
1.4 Objectives of the study. 3
To examine the relationship between absenteeism and employee performance. 3
1.5 Research Questions. 3
1.6 Scope of the study. 3
1.7 Significance of the study. 4
CHAPTER TWO 5
LITERATURE REVIEW 5
2.0 Introduction 5
2.1 Conceptual framework 5
2.2 Definition of concepts 6
2.3 Causes of absenteeism. 6
2.4 Mechanisms to curb or reduce absenteeism 9
2.5 Relationship between absenteeism and employee performance. 11
CHAPTER THREE 13
METHODOLOGY 13
3.0 Introduction 13
3.1 Research Design 13

3.2 Study population 13
3.3 Sample size 13
3.4 Data sources 14
3.5 Selection Techniques 14
3.6 Data Collection Methods 14
3.6.1 Questionnaires 14
3.6.2 Interviews 14
3.7 Data analysis 15

CHAPTER FOUR 16
DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF THE RESULTS 16
4.0 Introduction 16
4.1 Causes of absenteeism at Ewaso Ngiro South Development Authority 16
4.2 Mechanisms to reduce absenteeism at the work place. 17
4.3 How workplace absenteeism affects employee performance 18
4.4 How employees are motivated to attend work 18
4.5 How employees report their absence in advance 19
4.6 Signing work attendance register in ensuring regular attendance of employees at work 20

CHAPTER FIVE 21
SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS 21
5.0 Introduction 21
5.1 Summary of findings 21
5.2 Conclusions 22
5.3 Recommendation 23
5.4 Areas for further research 23

REFERENCES. 25
APPENDIX 1: QUESTIONARES FOR EMPLOYEES 26

APPENDIX II: INTERVIEW GUIDE **30**
APPENDIX III: COMPUTATION FOR SAMPLE SIZE **31**
APPENDIX IV: STUDY BUDGET **32**
APPENDIX V: TIME PLAN **33**

LIST OF TABLES

Table 1: Causes of absenteeism at Ewaso Ngiro South Development Authority. 16
Table 2: Mechanisms to reduce absenteeism at the work place. 17
Table 3: How workplace absenteeism affects employee performance 18
Table 4: How employees are motivated to attend work 18
Table 5: How employees report their absence in advance 19
Table 6: Signing work attendance register in ensuring regular attendance of employees at work 20

ABSTRACT

This research report is about absenteeism and employee performance in Ewaso Ngiro south development authority. It was carried out Narok district in Kenya. The objectives of this study were;

To find out the causes of employee absenteeism in Ewaso Ngiro south development authority. To establish a mechanism to curb or reduce absenteeism at the workplace and improve employee performance. To examine the relationship between absenteeism and employee performance.

The purpose of the study was out examine the contribution of workplace absenteeism on employee performance.

The study was descriptive; it employed both qualitative and quantitative methods of research. The study used both structured and unstructured questionnaire which targeted all citizens since they were relevant in providing the best information needed.

Different methods of data collection were employed which includes interviews, questionnaires. The study population comprised of 100 employees out of which 80 were selected and the sample included both the management and some members of staff.

The researcher found out that occupational stress to a greater extent contributed to absenteeism among other causes. It was also found out that acknowledging regularity and punctuality and rewarding accordingly was the best way to reduce absenteeism at Ewaso Ngiro South Development Authority. The researcher also found out that there is a relationship between absenteeism and employee performance.

Ewaso Ngiro South Development Authority should revise their policies regarding absenteeism and regularity at work this will work towards ensuring that employees adhere to the policies and attend work on a daily process.

CHAPTER ONE
INTRODUCTION

This chapter presents the background of the study, problem statement, the purpose of the study, specific objectives of the study, research questions, scope of the study, and significance of the study.

1.1 Background of the study

Employee absenteeism has been studied extensively over the past decades. Globally it was and is still a costly organizational phenomenon. This is because the fact that absenteeism can greatly influence individual performance of an employee, it can also influence the overall performance of the company particularly the aspect of productivity. Therefore, absenteeism is considered as one of the most important issues in Human Resource Management.

The cost of absenteeism is greater when lost productivity, temporary labor and dissatisfied customers are considered. Almost all employees have their absences more than five times per year and are coming from different sectors. (Mc Lean, 2005). The growing numbers of employees having the same problem on attendance was manifest in their ability to contribute in the total growth of their own career and in the organization. Managers believe that if they did not create a significant solution to this problem, more and more employees was do the same as it has become part of the organizational culture.

According to (Hazard, 2000), many organizations in Africa, experience difficulties with absenteeism as seen in the other parts of the world. Expected performance from the employees affected by their participation and being present in their roles and responsibilities determine the level of absenteeism in many organizations. Employees who show commitment in their work and are always present at their work places put absenteeism levels in their organizations down. However, managers are forced to find an ideal remedy in the habitual tardiness or absenteeism. This is because the organizations realize an unprofitable investment if there are any unscheduled absents. Furthermore

there is a reduction in the total productivity of the manpower that might affect the entire operations of the business.

In Ewaso Ngiro South Development Authority, it is important to focus on the different factors within the working environment that possibly cause absenteeism. These include relationship, communication and other connections inside the organization. At the same time, it can also be connected to the overall management. With this it is important to focus on the perceptions and the overall condition of employees in order to implement changes for the betterment of the employees.

1.2 Statement of the problem.

The problem of absenteeism has indeed challenged many developing countries. This problem has led to deceased productivity, poor performance, and low teamwork among employees in many organizations.

Absenteeism is as a result of different employee behaviors. Most of the workers are experiencing high stress or are improperly compensated that reflects in their absences (McLaughlin Young Group, 2007). Unauthorized and unscheduled absenteeism is a problem for every organization. It creates costs and productivity problems, puts an unfair burden on the majority of employees who show up for work, ultimately hinders customers' satisfaction and drain the country's economy. Experience shows that better performance is synonymous with better quality, lower costs and greater productivity. (Hazard, 2000).

Unapproved leave is time not covered by company policy, and taken without management's prior approval. How management deals with such absences varies form organization to organization. When keen interest is not taken to reduce the level of unapproved leaves, the organization was incur huge costs as most of the work was not be carried out at the required time. This lowers the employees' productivity leading to low profits. The extent to those disruptions depends on the employer's ability to quickly "cover" by the absent employee by ensuring that any critical work is performed by another employee Performance can be defined as outcomes of work achieve on an individual basis. It is a process of a person's accomplishment. The working definition of

employee performance is adopted from (Armstrong, 2006); it was characterized by productivity, labor turnover and absenteeism.

1.3 Purpose of the study

The purpose of the study was to examine the impact of work place absenteeism on employee performance.

1.4 Objectives of the study

To examine the contribution of workplace absenteeism on employee performance in Ewaso Ngiro South Development Authority.

To establish a mechanism to curb or reduce absenteeism at the work place and improve employee performance

To examine the relationship between absenteeism and employee performance.

1.5 Research Questions.

What are the causes of absenteeism in Ewaso Ngiro South Development Authority?

What are the measures to curb or reduce work place absenteeism at Ewaso Ngiro South Development Authority?

What is the relationship between absenteeism and employee performance in Ewaso Ngiro South Development Authority?

1.6 Scope of the study

Geographical scope

The researcher conducted this study in Kenya, from Ewaso Ngiro South Development Authority located in Narok town about 80 km from Nairobi city.

Content scope

The researcher examined the impact of workplace absenteeism on employee performance. This is due to the increased need to create a full time working culture among the employees of Ewaso Ngiro South Development Authority.

Time scope

The study covered a period of 4 months from February to June 2012. This helped the researcher to get enough time to gather information on the study.

1.7 Significance of the study

The study provided information on the ways of controlling the high level of absenteeism which is rampant in Ewaso Ngiro South Development Authority.

The study helped researchers and other students who wished to conduct a research on the same.

The study contributed to the existing knowledge and substantial awareness of employee relations practices in the organization thereby reducing absenteeism.

2.2 Definition of concepts

Employee performance means both performance and results of what the employees achieve and how they achieve it. (Armstrong, 2006).according to (Hornby, 2000), employee performance refers to an achievement of the employees considered in relation to how successful an organization is.

Performance can be defined as outcomes of work achieve on an individual basis. It is a process of a person's accomplishment. The working definition of employee performance is adopted from (Armstrong, 2006); it was characterized by productivity, labor turnover and absenteeism.

2.3 Causes of absenteeism.

There are various factors that influence an employee to remain absent from work. They are as follows

Personal factors.

Personal attitude. The attitude one carries to work says a lot about the person. Employees with strong work place ethics was respect their work and appreciate the contribution they make to their companies. Such employees will not engage themselves in taking unscheduled off. On the other hand, employees with very low or no work ethics are undisciplined and have lot of integrity and behavioral issues. Since, they feel no obligation towards the company, absenteeism comes easily to them.

Age. The younger employees are often restless. They want to spend time with their friends and have fun, rather than being tied down with work responsibility.

This lack of ownership often leads them to take unauthorized time off. With age, people gain experience and maturity, which makes them focused and responsible. Their approach is rather professional and they prefer to stick to their chairs to get the work done. If ever they are found absent is could be due to sickness.

Seniority. Employees who have been with the company for a long time are well adjusted with the working culture and the job, therefore they find no reason to be absent without

permission. On the other hand, new hires are more prone to taking ad hoc breaks to unwind themselves.

Gender. Women generally do a balancing act by shuffling their time between home and work. Family, being their foremost priority, they don't think twice before taking a step towards absenteeism.

Workplace factors

Stress. The pressures at work sometimes take a toll on the employees. This results in increased levels of stress. The employees then resort to excuses that can help them stay away from work.

Work routine. Doing the same job over a period of time can get monotonous. The employees find the job functions boring. They rather choose off to do something interesting than come to work.

Job satisfaction. If employees do not find their work challenging, dissatisfaction creeps in that leads to more absenteeism in the work place.

From previous surveys, the experts discovered that absenteeism results most often from health and personal reasons, but the fact that only a third of absences are caused by personal illness. According to Mc Lean, 2005, more than half of unscheduled absences are justified by family issues, personal needs, and stress and entitlement mentality. If all the reasons in the absences of the employees are on health issues, therefore absenteeism was linked in the stress they gather in the work place.

The occupational stress is one of the most significant workplace health hazards. The prolonged exposure of an employee to certain job demands can lead to a variety of outcomes that can be both short and long term on their emotional health, emotional distress, depression and anxiety. Other employees experience various difficulties in family, financial or physical health. All work related stress and problems that employees

experience reflects their attendance. The negative impacts of the increase in employee absences are their poor performances which affects the overall organizations performance.

According to (Greenberg, 1999), production oriented leadership and people oriented leadership behaviors both offer a mixed patterns of pluses and minuses. With respect to showing consideration, (high concerns with people and human relations), the major benefits are improved group morale. Turnover and absenteeism tend to be high among organizations whose managers /leaders do not show high degree of consideration. With respect to initiating structure,(high concern with production),efficiency is sometimes enhanced by this leadership style. However if the managers focus is entirely on production, employees will conclude that no one cares about them or their welfare. Their job satisfaction and organizational commitment will suffer which is likely to lead to absenteeism.

Magnitude of the problem

Accurate absenteeism figures are difficult to obtain because not all organizations keep them. Moreover, those that do, not all calculate absenteeism in the same way. Fortunately, the bureau of national affairs has implemented a continuing survey that will obtain information from a large sample of public and private organization. The formula most commonly used to maintain absenteeism characteristics is;

$$\frac{\text{Number of employees lost through Job absence during the month}}{\text{Average no of employees} \times \text{No of work days}} \times 100$$

To obtain comparable data from all organizations, the bureau suggests that absences of less than a day (tardiness) should not be included and that long –term absences be counted through the first four days. Thus the figures reported by the bureau systematically understate the total absenteeism problem. Nevertheless, they provide estimates from a wide variety of organizations and hence offer useful comparative information.

Measuring absenteeism

The best indicator to measure absenteeism is the absenteeism frequency, defined as the number of absences regardless of duration. While this information shares the unreliability difficulties of other measures, it's a better indicator of voluntary absenteeism.

It is essential to measure absenteeism, as it is important to identify the trends and trace the patterns in an employee's attendance. There are two methods to measure absenteeism. Care should be taken to see that data collected for measuring absenteeism is accurate. The most popular method is the "lost time rate" formula.

Lost time rate= (Number of working days lost/Total no of working days) × 100

The other formula is the individual frequency formula.

Individual frequency= (Number of absent employees /Average number of employees) × 100

2.4 Mechanisms to curb or reduce absenteeism

Managers should design a comprehensive leave policy that is in alignment with the company's values and objectives.

The work place communication while dealing with sensitive issues like absenteeism should be clear and transparent. Employees should be made aware of the adverse effects of unauthorized time off.

Managers should monitor the attendance of all employees. The departmental heads should maintain an attendance sheet on a regular basis

Managers should acknowledge regularity and punctuality, and reward appropriately.

Managers should try to know the reason behind an employee's leave of absence. Face to face conversation was of great help.

Managers should conduct regular checks to curb absenteeism due to illness.

Introduce employee's engagement programs to involve employees to participate actively in the welfare of the organization.

Supervisors and managers should be trained to understand the psyche behind absenteeism and eventually decrease it.

Introducing counseling sessions could prove beneficial in curbing absenteeism due to stress.

Keep staff motivated by creating a favorable working environment.

Controlling absenteeism

Many factors influence whether employees attend work on any particular day. Some of the major factors are the employees' ability to attend and motivation to attend. Ability corresponds closely to involuntary absenteeism. The major reasons employees may not be able to attend include personal illness, family problems that keep employees from the job and difficulties with personal and public transport. Although involuntary absenteeism of this sort can be predicted to some extent and be controlled through the selection process. Factors influencing the ability to attend are not easily changed by management action. The major opportunity to control absenteeism comes through the motivation to attend. Managers often try to influence motivation through direct policies and practices regarding attendance. Most common are policies against voluntary absenteeism frequently combined including termination as the ultimate penalty for offenders.

In order to reduce absenteeism, organizations should experiment with the use of positive rewards for good attendance, such as cash bonuses recognition or pay for extra time.

Another approach so-called no-fault absenteeism recognizes the inherent difficulties between voluntary and involuntary absenteeism. Organizations using this approach recognize that some absenteeism is inevitable and permit a certain amount each year without penalty perhaps three to five occurrences.

The organization will make no attempt to determine whether the absenteeism was voluntary or involuntary. The advantage of this approach is that there is reduced supervisory time trying to determine whether an absence is "legitimate", placing responsibility for attendance squarely on employees and improves attendance.

2.5 Relationship between absenteeism and employee performance.

According to (Pillay, 2009) Absenteeism occurs when the employees are not present at work when they are scheduled to be there. It can be divided into voluntary and involuntary absenteeism. Voluntary absenteeism refers to unscheduled absences by the employees which can often be traced back to other factors such as poor work environment, job dissatisfaction and other issues. If such absences become excessive, they will have a seriously adverse impact on a company's operations and ultimately its profitability.

The effects of absenteeism in the work place are directly proportional to decreased productivity. The company eventually is at a loss trying to cover up the indirect cost involved to hire temporary staff and pay employees for over time.

Often, organizations allow time for vacation, holidays, bereavement, and medical worker's compensation leave. They also allow time for military obligations, jury duty, some personal obligations and sick leave. Sick leave was originally designed as a short-plan salary continuation plan (an insurance policy for legitimate illness). The amount of time allotted to each type of leave varies form organization to organization. No law requires employers to provide sick leave. It is a benefit provided by the employer to seek and retain employees with particular skills. Individual companies must determine the acceptable number of approved leave days in each area. This was help an organization to

establish a plan of how activities at the work place was carried out to cover up the absences created by some of the employees whose absence has either been approved by the management or not.

The more an organization controls the rate of absenteeism in the most effective way, performance related problems was reduced as employees was stick to their jobs hence improving their performance

Unapproved leave is time not covered by company policy, and taken without management's prior approval. How management deals with such absences varies form organization to organization. When keen interest is not taken to reduce the level of unapproved leaves, the organization was incur huge costs as most of the work was not be carried out at the required time. This lowers the employees' productivity leading to low profits. The extent to those disruptions depends on the employer's ability to quickly "cover" by the absent employee by ensuring that any critical work is performed by another employee.

CHAPTER THREE
METHODOLOGY

3.0 Introduction

This chapter presents and describes the methods and techniques of data collection and the analysis. It involves the research design, the study population, sample size selection and data collection methods, sampling procedures and data analysis.

3.1 Research Design

This study used a survey design. Opinions of people were soughted with the use of both structured and unstructured questionnaires and percentages generated for comparison. It involved both qualitative and quantitative approaches. The use of the two approaches at the same time in basic research was recommended by Gay (1996) as the best way to get sufficient results. Both approaches were adopted to enable the researcher to get relevant information concerning the relationships between related factors that affect performance management practices on team building and service delivery in public institutions. The qualitative methods were used to gather information while the quantitative methods were used to investigate people's ideas and perception and giving a detailed account and in depth description of views, feelings and attitudes of the staff of Ewaso Ngiro South Development Authority on absenteeism and employee performance.

3.2 Study population

The study was carried out at Ewaso Ngiro South Development Authority in Narok, Kenya and respondents were identified from various departments of the organization.

3.3 Sample size

Out of the total population of 100 employees of Ewaso Ngiro South Development Authority, a sample of 80 employees was selected from which the information was got. The sample size is determined by using the Sloven's formula.

3.4 Data sources

Primary data came from the respondents in Ewaso Ngiro South Development Authority. While Secondary data came from forums, Books, Magazines, Internet and Journals.

3.5 Selection Techniques

The researcher used a purposive sampling technique to aid data collection from various departments. This enabled the researcher to get the employees with quality information and data that might help him to be successful in his study.

3.6 Data Collection Methods

In order to collect information about the study some instruments were used which helped in collection of data. The research instrument that was used in this study included questionnaires which helped the respondent who were busy and shy. The others were interviews which respondents from the various departments were asked questions.

3.6.1 Questionnaires

The questionnaires that were used in the study included both structured and unstructured questionnaires. They have several advantages;

- They permit a greater depth of response since the respondent is given time to make a response
- They also give respondents time to verify their answers
- They are economical to use in terms of money and time.

3.6.2 Interviews

This technique was used to supplement on the questionnaires. It helped to get an in-depth data which is not possible when using questionnaires. The researcher used an interview guide that helped respondents to answer questions following the guide. Interviews have several advantages.

- Interviews yield higher response rate mainly because it is difficult for subject to completely refuse to answer questions.

- Interviews guard against confusing the question since the interviews can clarify the questions there by help e respondent give relevant responses.
- There is direct contact and face to face interaction with respondents.

3.7 Data analysis

The data was collected from the field and was analyzed both qualitatively and quantitatively in order for results to be described in a good and neat way. The data collected was then presented in tables in order to facilitate proper interpretation.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF THE RESULTS

4.0 Introduction

This chapter presents the findings and analysis of the data related to absenteeism and employee performance at Ewaso Ngiro South Development Authority. It focuses on how high level of absenteeism leads to low employee performance and the causes of high level of absenteeism at Ewaso Ngiro South Development Authority.

4.1 Causes of absenteeism at Ewaso Ngiro South Development Authority

The first objective of the study was to examine the causes of absenteeism at Ewaso Ngiro South Development Authority. To achieve this objective, the respondents were asked to mention what they thought were the preliminary causes of high level of absenteeism at Ewaso Ngiro South Development Authority. The responses to the questions were put in table 4.2 below;

Table 1: Causes of absenteeism at Ewaso Ngiro South Development Authority.

CAUSES OF ABSENTEEISM	NO' OF EMPLOYEES	PERCENTAGE
Occupational Stress	30	37.5%
Sickness	20	25%
Poor work environment	20	25%
Personal attitude towards work	10	12.5%
TOTAL	**80**	**100**

Source: Field findings.

Interpretation

Table 4.1 shows that 37.5% of employees were of the view that occupational stress were the most common cause of absenteeism in Ewaso Ngiro South Development Authority. This implies that many employees are overworked and spend most of their time doing

their job under poor working environment. As a result they develop stress which makes them less committed to their job hence absenting themselves from work.

4.2 Mechanisms to reduce absenteeism at the work place.

Table 2: Mechanisms to reduce absenteeism at the work place.

What do you think reduces absenteeism at the work place?	NO. OF EMPLOYEES	PERCENTAGE
Creating favorable working environment	20	25%
Acknowledging regularity and punctuality and rewarding accordingly.	40	50%
Clear and transparent communication on issues to do with absenteeism	10	12.5%
Introducing employees engagement programs to involve them to participate actively in the organizations welfare	10	12.5%
TOTAL	**80**	**100**

Source: Field findings.

Interpretation

According to table 4.2 majority of the respondents (50%) agreed that acknowledging regularity and punctuality at work then rewarding employees accordingly was the best way of reducing workplace absenteeism. This shows that employees are aware that by being motivated to work they become more committed to their jobs and that is why Ewaso Ngiro south development authority strives to acknowledge regularity and punctuality of the employees as the best way tot reduce workplace absenteeism among other mechanisms.

4.3 How workplace absenteeism affects employee performance

Table 3: How workplace absenteeism affects employee performance

The researcher asked the respondents to give their opinion on how work place absenteeism affects employee performance. The responses were represented in table 4.3

Do workplace absenteeism affect your performance	Frequency(f)	Percentage (%)
Yes	50	62.5%
No	30	37.25%
TOTAL	**80**	**100**

Source: Field findings

Interpretation

Table 4.3 shows that majority of the respondents (62.5%) were of the opinion that workplace absenteeism affect employee performance, 37.25% of the respondents were of the opinion that workplace absenteeism does not affect employee performance.

This implies that majority of the employees are negatively affected by absenteeism in that they work under pressure to cover up the loss created by those employees who fail to report to work thus destabilizes the peace at the work place.

4.4 How employees are motivated to attend work

Table 4: How employees are motivated to attend work

What motivates you to attend work in your organization?	Frequency(f)	Percentage (%)
Variety of work	20	25%
Good pay	40	50%
Comfortable working Environment	10	12.5%
Good employer employee relationship.	10	12.5%
TOTAL	**80**	**100**

Source: field findings

Interpretation

Table 4.4 shows that 50% of the employees were of the view that good pay is what motivates them to attend work, 25% of the employees are motivated by variety of work, and 12.5% of the employees are motivated by comfortable working environment and good employer employee relationship. This means that majority of employees at Ewaso Ngiro South Development Authority are motivated to work by good pay. When employees are not paid well they get demotivated and prefer to do other things outside work to get money hence fail to report to work when they are supposed to be there.

4.5 How employees report their absence in advance

Table 5: How employees report their absence in advance

Do you report your absence in advance to your boss	Frequency(f)	Percentage (%)
Yes	30	37.5%
No	50	62.5%
TOTAL	**80**	**100**

Source: field survey

Interpretation

Table 4.5 show that 62.5% of the employees at Ewaso Ngiro South Development Authority do not report their absence in advance to their bosses while 37.5% report their absence in advance to their bosses. The researcher analyzed that very many people do not know the importance of communication in the organization.

This implies that majority of the employees do not abide by the policies regarding absenteeism and see no value in them. This exposes their ignorance of the law or that they deliberately refuse to report their absences to their bosses.

4.6 Signing work attendance register in ensuring regular attendance of employees at work

Table 6: Signing work attendance register in ensuring regular attendance of employees at work

Do you think signing work attendance register ensures regular attendance of employees at work?	Frequency(f)	Percentage (%)
Yes	60	62.5%
No	20	25%
TOTAL	**80**	**100**

Source: field survey

Interpretation

Table 4.6 shows that majority of the employees 62.5% were of the view that signing work attendance register ensures regular attendance of employees at work as opposed by 25% of the employees who did not agree that signing of work attendance register ensures regular attendance of employees at work.12.5% of the employees did not give their response on the matter.

This implies that majority of the respondents believe that signing of work attendance register ensures regular attendance of work by employees which improves organizational performance.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter mainly deals with summary, conclusions and recommendations related to the study on absenteeism and employee performance in Ewaso Ngiro South Development Authority in Narok, Kenya. The study mainly focused on the examination of the causes of absenteeism, measures to reduce absenteeism and the relationship between absenteeism and employee performance in Ewaso Ngiro South Development Authority.

5.1 Summary of findings

The researcher came up with a summary of the findings presented in accordance to the research objectives and some questions from the questionnaire as attributed below:

The first objective of the study was to examine the causes of workplace absenteeism at Ewaso Ngiro South Development Authority in Narok Kenya. It was found out that occupational stress to a greater extent (37.5%) contributed to absenteeism which stress made many employees not to attend work. To some extent sickness and poor working environment both at (25%) also contributed to absenteeism among employees at Ewaso Ngiro South Development Authority. It was found out that poor working conditions within the organization, overworking, and lack of motivation were the preliminary causes of poor employee performance as a result of absenting themselves from work.

The second objective of the study was to establish a mechanism to reduce absenteeism at the work place and improve organizational performance. It was evident that to a larger extent acknowledging regularity and punctuality and rewarding employees accordingly is the best way to reduce absenteeism at Ewaso Ngiro South Development Authority.

The third objective was to examine the relationship between absenteeism and employee performance at Ewaso Ngiro South Development Authority. It was found out that the effects of absenteeism in the work place are directly proportional to decreased productivity. The company eventually is at a loss trying to cover up the indirect cost involved to hire temporary staff and pay employees for over time

5.2 Conclusions

The conclusion of the study was presented in accordance with the research questions. The first research question. The first research question was what are the causes of absenteeism at Ewaso Ngiro South Development Authority. It was concluded that occupational stress, sickness, poor working environment and personal attitude towards work were the causes of absenteeism at Ewaso Ngiro South Development Authority which contributed to low employee performance.

The second research question was "what are the measures to curb or reduce absenteeism at Ewaso Ngiro South Development Authority". It was concluded that majority of the employees report to work every working day and sign the work attendance register. This among other ways such as acknowledging regularity and punctuality and rewarding accordingly, creating favorable working environment, clear and transparent communication on issues to deal with absenteeism and introducing employees' engagement programs to involve them to participate actively in the organizations welfare are the mechanisms to reduce absenteeism as represented by 25%, 50%, 12.5% and 12.5% of the respondents respectively.

The third research question was "what is the relationship between absenteeism and employee performance". It was concluded that the more an organization controls the rate of absenteeism in the most effective way, performance related problems was reduced as employees was stick to their jobs hence improving their performance. On the other hand, when an organization does not control the rate of absenteeism in the most effective way, performance related problems was increase as employees was absent themselves from work and the organization was eventually be at a loss trying to cover up the indirect costs involved in hiring temporary staff and pay employees for over time.

5.3 Recommendation

According to the findings from the study the researcher finds it important to do the following recommendations for Ewaso Ngiro South Development Authority which could result to a positive change in the organization.

Ewaso Ngiro South Development Authority should revise their policies regarding absenteeism and regularity at work. This will work towards ensuring that employees adhere to the policies and attend work as a routine process.

Ewaso Ngiro South Development Authority should also motive their employees and make the work environment conducive and comfortable for them to work. This will increase employee's commitment and create a sense of belonging to the organization.

Ewaso Ngiro South Development Authority should ensure that the work place communication while dealing with sensitive issues like absenteeism should be clear and transparent. Employees should be made aware of the adverse effects of unauthorized time off.

Ewaso Ngiro South Development Authority should design a comprehensive leave policy that is in alignment with the company's values and objectives. This will ensure that employees understand the policy and know when to go for leave and the time to spend off the job before going back to work.

Ewaso Ngiro South Development Authority should also revise their rules and regulations and set strict laws on absenteeism so as to punish the law breakers. Employees who deliberately refuse to attend work when they are supposed to should be made to know that they are paid even on the days they absent themselves from work and therefore should strive to always be present at their work places.

As a researcher I also recommend the government to formulate that favor employees at the workplace and this was depend on the policies that's supports a good working environment for the employees eventually leading to organizational performance.

5.4 Areas for further research

The researcher's intention was to research on absenteeism and employee performance. However there are other areas which need further research as attributed below:

The information provided by the researcher might have not been enough for the research project, so there is need for further research on the same topic that the researcher came up with.

The researcher should also research on the motivation of employees and absenteeism in organizations. This is because motivation is the road map to employee performance and a way of reducing absenteeism

Clearly related to these research should be carried out on labor turnover and performance of employees in organizations like Ewaso Ngiro South Development Authority. This is because high rate of absenteeism will eventually lead to high labor turnover leading to poor employee performance.

Research should also be carried out on the impact of teamwork on employee performance. This involves the delegation of duties, decision making among others. This is because teamwork if practiced well, leads to improved organizational performance.

REFERENCES

Armstrong M (2006), ***Human Resource Management Practices***, 10th Edition, London, Kogan Publishing House.

Garry Dessler, (1998), ***Personnel Management***, 4th Edition, New Jersey, U.S.A, Prentice-Hall Publishers.

Gomez Mejja, David Balkin, (2001), ***Managing Human Resources***, 3rd Edition, Upper Saddle River, New Jersey, U.S.A, Prentice Hall Inc.

Michael Harris, (2000), ***Human Resource Management*** Second Edition, a practical approach, London, Harcourt College Publishers.

Thomas M, Baterman Scolt Asnell, (2004), ***Management***, 6th Edition, New York U.S.A, Mc-Graw Hill Publishers.

Pillay, (2009). ***Absenteeism in the work place*** (online) available at http:/www.britishchamber.com (accessed on 15th April 2012). (3.15 pm).

Hornby, A.S (2000) Oxford Advanced Learners Dictionary of current English, 6th Edition, Oxford University Press.

Stephen P. Robbins and Nancy Langton (2001), ***Organizational Behavior***, second Canadian Edition, Toronto Canada, Prentice-Hall Inc.

Jerald Greenberg (1999), ***Managing Behavior in Organizations***, Second Edition, Upper Saddle River, New Jersey, U.S.A, Prentice- Hall Inc.

APPENDIX 1: QUESTIONARES FOR EMPLOYEES

Dear respondents,

I am Gilbert Parsaloi Kiu a student of Kampala International University, researching on Absenteeism and Employee Performance in Ewaso Ngiro South Development Authority in Narok, Kenya. The research is one of the requirements of the award of Bachelors Degree in Human Resource Management; therefore this questionnaire is intended for academic purposes only. The information you give was help in providing necessary information for the study hence confidentiality was accorded to it. No need of writing your name anywhere.

Please feel free to tick and write where necessary.

1) Does absenteeism affect your performance as an employee?

Yes ☐

No ☐

If yes, explain

.....

.....

.....

2) What do you think causes absenteeism in your organization?

.....

.....

.....

3) What motivates you to attend work in your organization?

a) Variety of work

b) Good pay

c) Comfortable working environment

d) Good employer-employee relations

4) Do you report your absence in advance to your boss?

Yes ☐

No ☐

If no explain

.....

.....

.....

5) Do you think signing work attendance register ensures regular attendance of employees at work?

Yes ☐

No ☐

If no explain

.....

.....

.....

6) What measures of reducing work place absenteeism does your organization have different from other organization?

.....

.....

.....

Dear respondents,

I am Gilbert Parsaloi Kiu a student of Kampala International University, researching on Absenteeism and Employee Performance in Ewaso Ngiro South Development Authority in Narok, Kenya. The research is one of the requirements of the award of Bachelors Degree in Human Resource Management; therefore this questionnaire is intended for academic purposes only. The information you give was help in providing necessary information for the study hence confidentiality was accorded to it. No need of writing your name anywhere.

Please feel free to tick and write where necessary.

1a) Are you an employee at Ewaso Ngiro South Development Authority?

Yes ☐

No ☐

b) Which position do you hold in the organization?

.....

.....

.....

2. When did Ewaso Ngiro South Development Authority start its operation in the area?

a) 1960s c) 1980s

b) 1970s d) 1990s

3. What are some of the activities of Ewaso Ngiro South Development Authority in the area?

.....

.....

.....

4. Do you motivate your employees to attend work?

Yes ☐

No ☐

5. What problems are employees facing at work that makes them not to attend work?

.....

.....

.....

6. How has your organization addressed these problems?

.....

.....

.....

7. a)What are some of the challenges you face as an employer in trying to maintain high level of employees in your organization and reduce work place absenteeism?

.....

.....

.....

b) What are the solutions to these problems?

.....

.....

.....

8. Would you like to provide any other information apart from the above asked?

Yes ☐

No ☐

Thank you!

APPENDIX II: INTERVIEW GUIDE

1. Does your organization have a written policy regarding absenteeism at the work place?

2. Are these policies and procedures realistic to the performance of employees in your organization?

3. Does Ewaso Ngiro South Development Authority conduct a review on the policies regarding absenteeism at the work place?

4. Does signing of the work attendance register ensure regular attendance of employees at work in Ewaso Ngiro South Development Authority?

5. Are there some factors that lead to absenteeism in Ewaso Ngiro South Development Authority?

6. Has the performance of employees of Ewaso Ngiro South Development Authority between 2009-2012 been effective?

APPENDIX III: COMPUTATION FOR SAMPLE SIZE

$$n = \frac{N}{1+N a^2}$$

Where n= Sample size

N= Population

1= Constant

a^2= 0.05 level of significance.

$$\frac{100}{1+100(0.05)^2}$$

$$\frac{100}{1+100(0.0025)}$$

$$\frac{100}{1+0.25}$$

$$\frac{100}{1.25}$$

n= **80**

APPENDIX IV: STUDY BUDGET

Particulars	Cost per article	Total cost ksh
Transport to Narok	Per trip 300	4,200
Typing	30ksh per page	1290
printing	10ksh per page	300
Entertainment for the research assistance	200ksh@ person	1,500
Stationery	200ksh per session	200
Airtime	100 ksh per session	500
Lunch	100ksh per @ day	2500
Internet fee	100ksh per day	500
Entertainment for respondent	50ksh@ person	2900
Research from other institution	100ksh@session	300
		14190
	Total	**14,190**

APPENDIX V: TIME PLAN

ACTIVITY	MARCH				APRIL				MAY			
	1	2	3	4	1	2	3	4	1	2	3	4
PROPOSAL PRESENTATION												
DATA COLLECTION												
TESTING												
DATA CODING/EDITING												
DATA ANALYSIS												
REPORT WRITING												
PROJECT PRESENTATION												