

**AN ASSESSMENT ON THE IMPACT OF EMPLOYEES ABSENTEEISM ON
PERFORMANCE IN LOCAL GOVERNMENT AUTHORITIES: A CASE OF
BUSOKELO DISTRICT COUNCIL**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
RESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA**

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by The Open University of Tanzania a dissertation titled '**An Assessment on the Impact of Employees Absenteeism on Performance in Local Government Authorities: A Case Of Busokelo District Council**' in partial fulfillment of the requirements for degree of Master of Human Resources Management (MHRM).

.....

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(Supervisor)

.....

Date

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DECLARATION

I **Kipangule Robert Augustino**, do hereby declare that this dissertation is my own original work and it has not been presented for a similar degree in any other University.

.....

Signature

.....

Date

DEDICATION

This work is dedicated to my late little brother Oraph Kipangule who is no longer with us, passed away on 08.02.2014. May Almighty God let his soul Rest in eternal Peace. Amen

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First I would like to thank God who made it possible for me to stay on track throughout the darkest hours in my life.

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ABSTRACT

The purpose of this study was to make an assessment on the impact of workers absenteeism on performance in Busokelo District Council. This concern has been studied within several working areas and departments of the Busokelo District Council both at the headquarters and in other places like the ward level as well as villages in the governmental subdivisions. The objective of these case studies was to find out the genuine effects and possible recommendations that could be helpful to the local government authorities for their performance and good services provision. In this study Qualitative (interviews) was utilized to collect data and then data was analyzed. Workers absenteeism is a costly problem in most of the government authorities especially in the Local government authorities in Tanzania. Absenteeism costs huge amount of money for replacements, where by additional costs are incurred through new employees that are needed to replace the absent workers. The impact of workers absenteeism has not been given considerable attention by human resources professionals in Local government authorities in Tanzania. This research is valuable since it helps to understand the impacts of absenteeism consequently come up with the suggestions on how to reduce or deal with the problem. The study has found that excessive work load for remaining staff, delay in daily routine, poor customer's satisfaction and complaints from the society are some of the impact of absenteeism. Hence, the management should take necessary steps to correct deficiencies in various institutions and fulfill the needs of workers which will enhance their satisfaction and motivation and thereby improve retention of the employees so as to provide quality care and services to the society.

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LIST OF ABBREVIATION

BDC	-	Busokelo District Council
CBI	-	Confederation British Industry
EAP	-	Employees Assistance Program
LVG	-	Local Government Authority
MHRM	-	Master of Human Resource Management
OUT	-	Open University of Tanzania
PO-RALG	-	President's Office-Regional Administration and Local Government

CHAPTER ONE

1.0 INTRODUCTION

1.1 Overview of the Study

Local Government can be defined as a sub-national, semiautonomous level of administration discharging its tasks in a particular area within a state or nation. By definition, Local Governments are the rank of government that are contiguous to the community and consequently responsible for serving the political and material needs of citizens and communities at a specific local area. Such areas could be a rural setting or an urban setting, a village, a town, a suburb in a city or a city, depending on the dimension or size. (The United Republic Of Tanzania, 2016).

The objective of the Busokelo District Council as the local government authority is to provide efficient services to the community at large. Some of the functions of Local Governments authorities including Busokelo District Council are formulation, coordination and supervision of the implementation of all plans for financial, industrial and communal development in their areas of control, Monitoring and controlling the performance of duties and functions of the council and its staff, Ensuring the collection and appropriate use of the revenues of the council, Making by-laws appropriate throughout their areas of jurisdiction, and considering and improving by-laws made by village councils within their areas of jurisdiction, Ensuring, regulating and coordinating progress plans, projects and programmes of villages and township authorities within their areas of jurisdiction, Regulating and monitoring the collection and utilization of revenue of village councils and township

authorities and Subject to the laws in force, doing all such acts and things as may be done by a people's government (The United Republic of Tanzania, 1982).

Busokelo District Council as the local government authority experiences a problem of employees absenteeism which impacts on organizational effectiveness and on the performance of employees.

1.2 Background to the Study

Absenteeism is defined as a failure to report and stay at work as programmed, in spite of any cause (Cascio W, 2010). 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.

Although all employers are aware that sometimes absences are inevitable, reduced attendance by employees can affect the bottom line by harmfully impacting output, work excellence, self-confidence and customer service and satisfaction. There are

numerous contributing reasons that impact on an organization's objectives but one of the most costly is absenteeism. Employers need to handle all forms of non-attendance in a fair and transparent way to reduce disharmony in the workplaces. Within the context of the public subdivisions in Tanzania there could be dissimilar interpretations of conditions of service that relate to absence from a workplace. For example, some employees employed in the Local Government Authorities (LGAs) could perceive that they are on duty when consulting any client while at home.

Managing workplace absenteeism is one of the difficult human management issues facing employers and employees for years and even today. This study tried to identify the causes of absenteeism in the workplace as well as its impacts; the findings of this study will be useful to the management of human resources and reduce employee's absenteeism at work places. In his article Munro (2007) suggests that the issue of absenteeism should be researched to assess the extent of such perceptions and actual loss of working hours in a given productivity.

Therefore this study is so important in expanding knowledge about absenteeism of workers in the workplaces specifically by studying the issue at Busokelo District Council as the case study which is one of the Local Government Authority in Tanzania.

Most organizations do not usually connect monetary cost to the loss caused by workers absenteeism, they usually feel very unwilling to attack the problem and some organizations are unaware of the problem. Extensive time, effort and cash are

poured into attracting, selecting and training members of staff, but too little of the same are directed towards reducing absenteeism. It was worthwhile carrying out this study because of the numerous problems associated with employees' absenteeism and its attendant effect on the productivity and effectiveness of an organization or firm.

This study was conducted at Busokelo District Council (BDC) found in Mbeya region and not any other Local government Authorities due to various factors, some of them were; cheap travelling costs by the researcher within the district council hence reaching various Local Government workplaces easily, access to various equipments to support the study, access to the population of interest as well as achievable research costs.

Various factors were analyzed in selecting the area where to conduct the study hence Busokelo District Council has been chosen basing on the mentioned above factors. Even though this place has been chosen as a case for this study but yet various matters which have been studied from this research will help in improving and dealing with absenteeism in other Local Government Authorities especially District Councils in Tanzania as all of them are having almost the same structure and system of control and management. This research has been conducted by taking interview with the management of organizations and the workers to find out the causes of absenteeism, effects of absenteeism and possible solutions to deal with the problem.

The findings from this study at Busokelo District Council cannot be generalized to other Local Government Authorities or other organizations because the

circumstances are not the same. It will call for much larger study to be able to generalize. However at least, the consequences can form the basis for extra study and a contribution to ongoing research experiments on the outcome of workers absenteeism.

1.3 Statement of the Problem

Employees' absenteeism has been in the middle of the serious troubles facing majority of the workplaces for years particularly in the government authorities. Employee absence at the place of work doesn't only affect someone or an employee who is absent at the workplace, but rather the employees in general and their departments are affected. From the economic point of view absenteeism leads to the loss of potential productivity plus the increased government expenditure on needless interventions for example overtime costs and other benefits to workers may be required to make up work. Absenteeism reduces spirits of others and hence low output of an organization (Warren, 2002).

The functions of Local Government Authorities are disadvantaged due to workers absenteeism. This problem is one of the main harms facing many sectors in Tanzania. Small percentage of workers absenteeism may cause considerable amount of production lost. Workers absenteeism directly affects the production and productivity. It causes a replacement which is costly and time consuming, so many formalities have to be followed to maintain and replace a person hence during that time production is hindered to a great extent.

The purpose of this study was to explore the impact of workers absenteeism in the Local Government Authorities taking Busokelo District Council as a case study and the findings will support towards putting down strategies to be employed to reduce the absenteeism in the work place. However the findings will also contribute to the literature in absenteeism.

The study is important as it will contribute to the performance of local government which is an engine towards the economic development in the philosophy of decentralization. Local Government Authorities are vital to the economic growth and development of the national. For this reason the ability for these organizations to make such a contribution is largely dependent on human resources who possess the knowledge, skills and abilities to deliver desired outcomes.

The importance of dealing with absenteeism of workers in any organization is of serious importance considering that voluntary absenteeism of key employees have direct and indirect negative consequences for the organizations.

Even though various investigations has been carried out in Tanzania looking upon absenteeism of workers, however such studies mainly based on education matter for example the absenteeism of teachers in primary and secondary schools. Therefore there is an inevitability to asses absenteeism of employees in Local Government Authorities regardless of their departments whether education, health, administration or any other department at Busokelo District Council.

1.4 General Objective

The general objective of this study was to examine the impact of absenteeism in workplaces of Local Government Authorities where Busokelo District Council is the case study.

1.5 Specific Objectives

In order to meet the above aim, this study addresses the following objectives:

- i) To identify the level of absenteeism at Busokelo District Council.
- ii) To assess the impact of employees absenteeism on performance in the workplaces at BDC.
- iii) To recommend strategies that can be used by Busokelo District Council to reduce staff absenteeism and stabilize performance.

1.6 Research Questions

The following research questions were formulated for the study:

- i) What factors influence workers' absenteeism at Busokelo District Council?
- ii) How does the management at BDC tackle workers' absenteeism?
- iii) What strategy can be used by BDC to reduce high level of absenteeism?

1.7 Significance of the Study

The findings of this study will make solid suggestions to Busokelo District Council to trim down employees' absenteeism. It is hoped that this study will also help other Local Government Authorities in Tanzania and offer advice for improving organizational effectiveness and workers performance.

The study also will if possible suggest some of the basic approaches and methods that can be used by the Busokelo District Council and other practitioners opted to solve the trouble of absenteeism. The study will help to assure the desire of the researcher and target of carrying out the schoolwork of interest which will be fundamentally done to comply with the necessities of writing a research report which partially lead to the award of the Master degree of Human Resource Management.

Also it will be able to give an insight into the various troubles associated by absenteeism which governmental institutions face in their effort to employ skills acquired from the training and thereby advise solutions to help reduce the circumstances.

Basically, the rationale of this study will guarantee that the results are used to bring some helpful changes in running of the diverse development programs both at the district, region and national levels, ultimately leading to better transformations.

1.8 Justification of the Study

The rationale of this study is to examine the cost of absenteeism. Instead of asking what causes absenteeism, we want to identify the fundamental impact of absenteeism, what effect absenteeism has on the worker, adjoining workers, the work group, the institution and society at large.

The aim is to offer an improved theoretical thoughtful of the questions. At the same time as there are possibly thousands of studies investigating the determinants of

absenteeism, there are probably less studies that examine the effects of absenteeism on other criteria.

The basis for studying the end result of absenteeism should be noticeable, primary there are very a small number of empirical researches tracing the effect of absenteeism on other decisive factor variables, also there are attitude often articulated by administrators on the impact of absenteeism on output and costs.

Basing on this work, it will be suggested that organizations should recognize the causes and impacts of workers absenteeism and look for the means of reducing it and consequently improve their performance. The study findings will also propose some of the approaches that could be taken up by different organizations to overcome the challenges connected with absenteeism which are obstructions to the achievements.

1.9 Scope of the Study

This study was based in the Busokelo District Council in Mbeya. All employees working in the Busokelo District Council were included to participate in this study. The results of this study will be useful in addressing harms linked with employees' absenteeism in the Busokelo District Council.

1.9.1 Profile of the Area of study

Busokelo is among the new launched district councils in Tanzania and which was split from Rungwe District Council in the year 2012 due to the need to give services to the community sufficiently and competently. (Mbeya Regional Office, 2015)

1.9.2 Administrative Structure of the Council

Buokelo District Council(BDC) consists of one division which is known as Busokelo and within this division there are 13 Wards and 56 villages. Then villages are sub – divided into 231 sub – villages known as Vitongoji or hamlets.

1.10 Organisation of the Study

This study is offered in five chapters, whereby the first chapter which is the introduction covering the background, statement of the problem, the objectives, research questions, significance of the study, and finally scope and limits of the study. Subsequently followed by chapter two which assessed literature of the study along with the concept of absenteeism, theoretical evaluation where by Psychological, Sociological and Economic theories of absenteeism are argued.

After that the third chapter discussed the methodology of the study which included the research design, population, sample as well as sampling technique, also sources of data and methods of data collection and analysis. Chapter four offer details on data analysis, findings and discussions. To finish, chapter five deal with a synopsis of the study, conclusions from the findings and recommendations of the work.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 The history of Absenteeism

When workers purposely make absence from work it can be termed as absenteeism. In most working institutions everyone misses some days of work now and then. However when a member of staff misses countless days of work then it can lead to big problems for the organization and hence can cause serious problems when all other human resources have to cover for the missing employees or in worse cases the work simply doesn't get done, which can lead to low output or non-availability of intended services, hence leading to shocking impression on company's position.

People frequently have dissimilar viewpoints or attach different connotations when viewing the subject of employee absenteeism. Absenteeism happens when the workers of a corporation do not turn up to work due to any planned time off, any disease, any injury, or any other basis.

Looking back at the times past, there are a small number of written histories of non-attendance or absenteeism in production literature, according to the grapevine until the 20th century businesses had a clear law, "No effort: no compensate." At that moment labor unions enforced the companies into conformity to let workers get time off from work for sickness or holidays and put into practice the practice of offering paid "sick days" turn out to be extensive. All these practices motionless differ amongst corporations and union agreements and on the whole there is a standard of four to ten ill days per year.

Organizations have become conscious that human nonattendance management guiding principles are cost efficient; even many organizations were reluctant to off paid leave to their workers. In actual fact, there is an approximation in the existing studies concerning absenteeism that those organizations which have effective members of staff absence lines of attack can lessen their overall payroll expenses by at least ten percent (Nicholson, 1977).

In Tanzania, extensive workers absenteeism is commonly acknowledged as a major obstruction for efficient and sustainable improvements of the nation's economy. A 2012 up to 2013 research carried out by the Non-Government Organization known as *Uwezo* reports that attendance rate of teachers for the surveyed primary and secondary schools diminished from 82% to 75% respectively. The study also found that one in five teachers were not in attendance when their school was reviewed (Uwezo, 2015).

A good number of studies on non-attendance have claimed that absent employees cost organizations millions of money in lost income each year. It is well known that absenteeism can be reasonably costly, it has been projected that in the United States only absence causes a loss of four hundred million workdays for each years. Due to these estimates, a number of researchers have attached a dollar value to this of stuck between twenty six and forty six billion dollars for each year, in Canada this number almost certainly approaches eight to ten billion dollars (Rhodes & Steers, 1979).

The Confederation of British Industry (CBI) has carried out a review and used its membership base to survey both private and public sector employers. This

investigation showed that the average number of working days lost per employee in the United Kingdom in 1998 was eight point five(8.5) days, which represented two point seven percent(3.7%) of all working time present. An additional significant connection showed that absence was absolutely connected with the size of the organization, that is absence rates were higher in outsized organizations than in small organizations (Confederation of British Industry , 1999).

In manipulating time lost as a proportion of concrete working time on hand, the survey by Confederation of British Industry (CBI) was based on a 228 days per working year. This outline is consequential from taking out of 365 days, 104 days for weekends or rest-days, 8 public holidays and 25 days annual leave. For many companies and organizations the figures of 228 would be sensibly contiguous, nevertheless for others, a revised base would need to be used, for instance within the teaching service.

2.2 The conception of Absenteeism

Not less than once we all have been not in attendance from job for one grounds or another. A number of workers are absent more than others, although when it takes place on a usual basis then absenteeism is evident problem for that organization. Absenteeism as it has been defined above is the routine absence from work, thought to reflect employee discouragement and disappointment. Workers absenteeism is a trouble for almost all employers, not to mention a costly one at that. The challenges of absenteeism on productivity and its impact in term of funds and managerial effectiveness are quite understandable, the confront is in taking positive action to

manage it. Workers or members of staff can be absent from work for a numeral of causes, some of them for a very excellent reason but no matter what the reason, nonattendance is costly and troublesome and needs to be handled with cleverness, consideration and confidence.

What reason leads employees to miss out job? Non-attendance is one of the largest part of serious difficulty facing today's place of work. The managers have to be able to recognize what is causing their human resources to miss work and its effects in turn for them to find a resolution. The cause for the nonappearance can be alienated into two groups as under:-

2.2.1 Blameless or Innocent 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 labor relations circumstance this means that it cannot be remedied or treated by punitive procedures.

2.2.2 Culpable or Blameworthy Absenteeism

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. Therefore, to be culpable is to be guilty. In a labor relations situation this means that progressive punishment can be useful.

In favor 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. 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 (Vandeweerd, 1983).

2.3 Theories Relevant to Absenteeism

Over the past many 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.

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. All these theories of absenteeism try to highlight the importance of work and non-work factors in absenteeism. They demonstrate that factors in addition to direct incapacity account for a proportion of workplace absenteeism.

The theories suggest that attendance is directly influenced by two primary factors: attendance motivation and ability to come to work. Attendance motivation, in turn, is

largely influenced by satisfaction with the job situation and various internal and external pressures to attend. This theory attempts to account for both voluntary and involuntary absenteeism.

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

On the examiner view, the weak point of this theory is that there is no way to measure the level of satisfaction of an employee. The same product or service can

satisfy one employee but yet other employees cannot be satisfied, furthermore this model lacks validity across different organizational cultures.

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're surrounded by society, family and culture in everything we do. Even if you stayed in your room all day and didn't 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's 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.

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 J, 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 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 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.

John Stacey Adams, a place of work and behavioral psychologist propose his Equity Theory on job motivation and incentive. There are resemblances with Charles Handy's addition and interpretation of preceding simpler theories of Maslow, Herzberg and supplementary pioneers of place of work psychology, in that the theory recognize that subtle and variable factors have an effect on each individual's appraisal and insight of their connection with their work, and thereby their manager. On the other hand, consciousness and cognizance of the wider circumstances - and significantly judgment - feature more powerfully in Equity Theory than in a lot of other past motivational models (Jex & Britt, 2008).

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

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 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.

- i) **Personality Traits:** Nicholson suggests that with age comes more stability and perseverance 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.

2.3.6.1 Strength of the Theory

A fundamental strength of this theory is how well it has tried to interpret human behavior and motivation in relation to non-attendance. It has significance and relevance in modern-day applications, particularly in the world of production and construction. Administrators, for example, can gain from understanding their employees' basic human needs of companionship, work safety, and acknowledgment for an assignment well done. Consequently, creating an environment which meets these requirements will end in self-actualized squad members who function at their full potential for the organization as result it can lead to reduced non-attendance rate.

On the researcher view, this is the best theory to be applied in this research in relation to absenteeism as it helps the managers or employers to understand the behavior of their employees. It also helps the managers to provide the accurate monetary and non-monetary motivation to their workers, this in general helps to decrease absenteeism rate hence boost the efficiency, output and profitability of the organization.

2.4 Timing, Measurement and Length of Absence

With the exception of such theories of different scholars on non-attendance yet Anderson (1998) indicated that researchers should without a doubt explain their rationale for the timing of their measurements, and the measurement lengthwise of absence aggregation phase. Various authors outlined the suggestion that non-attendance accumulated over any era is most probable to be a sign of variables that are defined and comparatively stable over that phase. Their center of attention was on three time periods as a basis of variance in absenteeism, that is to say short-term, medium-term and long-term non-attendance.

2.4.1 Short-term absence

Short-term nonattendance is defined as having time duration of a small number of days to three months. This cover up the range of most decision-based studies, plus the so-called ‘attendance spell’ approach used in predicting the measurement lengthwise of time until somebody takes his or her subsequently absence. Inconsistency due to attendance-decision restrictions, discriminating work and life stressors or comparative dissatisfaction can be highlighted in a short-term aggregation era.

2.4.2 Medium-Term Absence

Medium-term kind of absence refers to non-attendance that can be estimated to have a time duration of between three months and one year. This stage includes quarters and single years, which are frequent intervals for non-attendance records and

attendance patterning. According to (Anderson & Geldenhuys, 1998), medium-term sources of inconsistency are well thought-out to offer steady connections.

2.4.3 Long-Term Absence

Long-term or long standing nonattendance is defined as a time duration of more than one year of an employee being out of work. Seeing that in every part of definitions, a single year dividing line is to some extent subjective. All the same, the one-year gap period for non-attendance have a point of environmental validity, in other words, additionally to yearly rhythms being strong peripheral ‘pacers’ of behavior patterns, numerous organizations use a fiscal or calendar year as their absence accounting phase – determining at what time sanctions kick in and how tough they will be (Anderson & Geldenhuys, 1998).

In view of that, in any association or organization measuring non-attendance of each member of staff is extremely essential as various measures can be used in a diverse ways to dissimilar human resources in relation to their non-attendance periods as they do not relate to one another. It can also be supportive for the basis that members of staff and workers themselves can be capable of using such twelve-monthly periods to standardize their non-attendance-taking.

Workers non-attendance has been a big problem for years. Local Government departments across the country have developed policies, procedures, and programs aimed primarily with the objective of reducing and preventing workers absenteeism.

To improve achievement, the government of Tanzania has adopted policies calling for penalties for workers absence.

The Tanzanian Standing Orders for the Public Service (2009) adopted a rule that any worker with five consecutive absences during any week would be punished. *“Where a public servant is absent from duty without leave or reasonable cause for a period exceeding five days, that public servant may be charged with the disciplinary offence of being absent without leave and punished by dismissal “*

Even though it is well understood that the setbacks or problems of non-attendance should be dealt basing on its harmful impacts, however there are various researchers who came up with its helpful effects. One of the positive consequences of absenteeism from the individual point of view seem comparatively straight forward and originate from a multiplicity of sources. In supporting this point of view, there are some researches that directly indicate that absenteeism is a type of taking out from Job-stress circumstances (Staw & Oldham, 1978).

Davey and Cummings (2009) shared two theories to produce a theoretical framework with the argument that worker attendance is based on two reason, these two factors are the ability to attend to work and motivation to attend to work.

This theoretical framework focuses on individual work ethics, demographics and from the work environment. Some form of absenteeism may be difficult to prove in a situation where the employer has two or more operational stations or the employee

occasionally operates from a virtual office. The duty to render service is breached by the employee when the employee is physically present and mentally absent as would be the case of sleeping on duty. Workplace absenteeism is multi-dimensional, such as changes in the work environment that overburden the coping mechanism.

Under this conceptual framework various individual predictors of absenteeism can be used such as age, salary level, tenure, race, gender, occupation, educational level, job satisfaction, and organizational commitment, ability to attend and pressure to attend. Organizational commitment is described as having loyalty to the organization, identifying with its core values and influences whether or not an employee feels it is appropriate to take unauthorized, unscheduled absences. Group level absenteeism is not viewed as a predictor of individual absenteeism (Cummings & Davey, 2009).

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.

2.5 Conceptual Framework

The conceptual frame work for this present schoolwork is based on the work of Derek and his fellows (2007) that Organizational Performance is taken as dependent variable (DV) and employee's absenteeism, workload, work stress and job satisfaction are taken as an independent variable. Moreover, organizational performance is taken as substitute for job satisfaction and job commitment.

Basing on this framework; Employee turnover is positively associated with inefficient performance of an organization, Work load of employee is positively associated with inefficient performance of an organization. Furthermore, work stress of employee is positively associated with inefficient performance of an organization and finally Performance of organization is negatively associated with family to work conflict of employee (Derek, Patrick, & David, 2007).

For that reason, there are various effects with the absenteeism of workers in work places which leads to an impact to performance. Therefore the retaining of workers in work places is very important if combinations of discussed impacts are to be effectively solved.

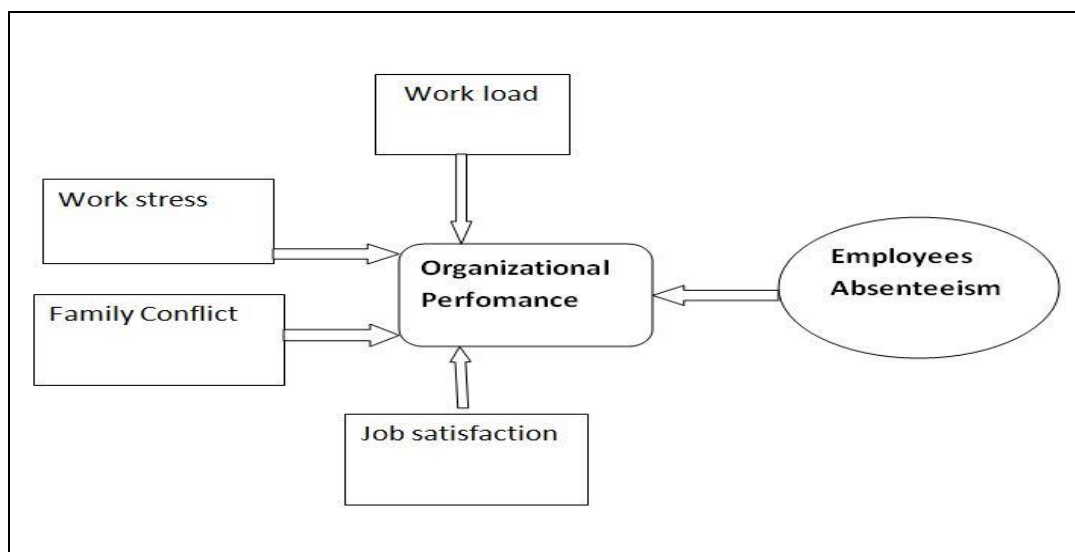


Figure 2.1 Conceptual Framework

2.6 Research Gaps

Basing on the literature review the following research gaps were identified and addressed. It was evident from the literature review that intellectual studies done in

Tanzania, Africa and the World focusing on non-attendance few of them focused on the impact of non-attendance, most of them dealt with the causes of absenteeism, refer to the study of Uwezo (2015).

The current study addressed the issue of the impact of absenteeism in Local Government Authorities. Hence, there was need for this study to be undertaken in order to inform the governmental institutions in the LGAs especially Busokelo District Council how serious the problem of absenteeism is, so as measures can be taken to get to the bottom of the problem.

In a variety of studies also most of the researches addressed absenteeism basing on education matters for example addressing the absenteeism of teachers or students in secondary or primary schools. Refer to the study of Uwezo (2015) who paid attention to explain the issue of absenteeism in the education context. The current study addressed this gap by studying the issue of absenteeism in other subdivisions or sectors.

2.7 Summary

The above literature review has attempted to present a wide conceptualization of non-attendance and an indication of the dimension and complication of the subject. While studying absenteeism, the challenge is not a shortage of research material but deciding what path new work should take. Theories of absenteeism which were discussed in this research were Psychological, Sociological, Economic theory, Attribution Theory, Equity theory and the Nicholson's "Attachment" Theory.

The strength and the weak point of each assumption were also included in this literature review. Models of workers absenteeism were described, and for the purposes of this research the model that of Steers and Rhodes (1979), focusing mainly on attendance behavior, is proposed.

This model integrates both voluntary and involuntary absenteeism and was based on an evaluation of more than 100 studies of absenteeism (Rhodes & Steers, 1979). In a few words stated, the model of Steers and Rhodes (1979) put forward that worker attendance is largely a task of two significant variables: which are; an *employee's motivation* to attend and an employee's *ability to attend*. Even though not openly stated by them, the determinants of attendance motivation appear to relate to “voluntary” absenteeism, while the ability to attend variables seems to refer to “involuntary” absenteeism.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

Under this segment various issues has been discussed thoroughly like the research design, population, sampling techniques, research instruments, data collection procedures, analysis and the research restrictions or limitations.

3.2 Research Design

Research design is the wide-ranging map of how various research questions would be answered in the study. In other words, it is the conceptual arrangement within which research is conducted. It comprise of a blue print for the compilation, dimension and analysis or examination of data (Saunders, Lewis, Thornhill, & Jenkins, 2003). The reliability of a research's results depends on whether the sample of people from which the information has been collected is free from bias and satisfactorily great (Kirk & Miller, 1986).

In general research design helps the investigator to attain the study objectives, for the accomplishment of the research objective. It designed in that way the information collected is perfect and applicable. Research design is the fundamental diagram that guides the data collection and breakdown. It is the composition that specifies the type of information to be collected, the starting places of data and the data collection procedure (Kinner & Taylor, 1996).

Research design can be categorized according to the research objective and

predominantly the type of research in question. In this research the prime data was collected straight from the workers and specifically from various departments and the human resource department of Busokelo District Council.

Research tools are the technique of data collection (e.g. questionnaire and document analysis). The study tools used for this research were interviews and documentary review.

3.3 Study Population

According to Omari (2011) population is the totality of any group of units which have one or additional distinctiveness in common that are interest to the researcher. Population refers to the whole assembly of people, events or things of attention that the an investigator wishes to investigate.

In this study the population of employees in the Busokelo District Council as a case study was 1,192 employees. These employees are classified into the following twelve departments with number of employees in each department as follows; Administration(62), Water(4), Community Development(5), Finance(5), Primary Education(556), Secondary Education(344), Health(149), Planning(4) Agriculture(43), Livestock(10) Natural Resources(4) and the department of Civil and Construction engineering(6).

3.4 The Sample Size

Kothari (2004) tried to define sample as a set of respondents selected from a large population for the rationale of collecting information. The research was conducted

consisting of two major groups of people in the Busokelo District Council as it was selected. The first group consisted of the management or supervisors and the second group comprised of the employees consisting both senior and junior staffs. A sum of 8 supervisors were selected for the study and 23 employees hence making a total of 31 workers who participated in this study.

Making a decision on a sample size for qualitative investigation can be even supplementary complicated than quantitative for the reason that there are no specific rules to be followed. Nevertheless it will depend on what you would like to know, the reason of the inquiry, what is at stake, what will be constructive, what will have trustworthiness and what can be done with existing time and funds (Mugo, 2010).

By means of fixed resources which are for all time the case, you can decide to study one specific observable fact in depth with a smaller sample size or a bigger sample size when looking for wideness. The strength, meaningfulness, and insights generated from qualitative investigation have more to do with the information-richness of the cases selected and the observational/analytical capabilities of the researcher than with sample size (Mugo, 2010).

3.4.1 Sampling Technique

In this research both random and non random sampling technique were used, the employees from Busokelo District Council were randomly selected with consideration to their sexual characteristics, age and departmental sections. Managers or managerial personnel's were selected with consideration to purposive sampling technique due to the nature of their jobs.

3.4.2 Random Sampling

In this method or technique, every member of the population has an equivalent possibility of being selected as subject. The whole procedure of sampling is done in a distinct step with each subject matter selected separately of the other members of the population. The reason behind using random sampling is that it removes prejudice from the assortment procedure and result in representative samples.

In this study the employees were randomly selected and clustered basing on their age, sex and departments within Busokelo District Council. The 23 samples under this category of random sampling were selected with consideration of presenting the targeted group.

The grounds for using this sampling method are that first of all it is considered as a reasonable way of selecting a sample from a given population because every component is given the same opportunities of being chosen. Moreover balanced random assortment and a representative section are significant in drawing conclusions from the results of a study.

Take into account that one of the objectives of research is to be able to make conclusions pertaining to the population from the consequences obtained from a sample. Due to the representativeness of a sample gained by unsystematic sampling, it is sensible to make generality from the consequences of the sample back to the population.

3.4.3 Purposive Sampling

Purposive sampling reflects a group of sampling techniques that rely on the judgment of the investigator when it comes to choosing or selecting the units like people, organizations, events, pieces of information that are to be considered. In this study 8 supervisors or managerial personnel's were selected with consideration to purposive sampling technique due to the nature of their jobs and it was easy for them to accept the request to participate in this study.

The main reason for using purposive sampling is that, this type of sampling can be very practical in circumstances when you need to arrive at a targeted sample speedily, and where sampling for proportionality is not the main concern. In addition a researcher wanted to ensure that he verbalizes with as many diverse kinds of people as possible in turn build a strong view of the issue from the public's or employee's point of view.

3.5 Data Collection Tools

The researcher collected data from thirty (30) people in Busokelo District Council including both the managerial and non- managerial cadre. Interview as one of the data collection method were administered to all 30 respondents involved 6 administrative officers and 24 employees. The rationale behind selecting this method is that, the researcher was able to get in-depth information about the problem and save time and cost in general. Document review was another method which were used by the researcher the rationale of selecting this method was that, background information were easily assessed also it brought up issues not noted by other means.

3.5.1 The Interview as a Tool In Research

In research context interview can be defined as a two or more than two person dialogue, commenced by an investigator for the particular reason of getting research-relevant data and on the content specified by the study objectives of description and clarification (Gardner & Edgar, 1954).

3.5.2 Characteristics of Interview

Black&Champion (1976) have given explanation of the following characteristics of an interview; Personal contact, identical status: The class of the interviewer and the interviewee is the same, on the spot response, provisional connection between interviewer and the interviewee and significant flexibility.

3.5.3 The Reason for Using Interview

The most apparent means of getting the information is to request somebody who may be able to facilitate. Interviews as well have a great number of potential advantages for a qualitative investigator. Particularly, in an information situation some of the advantages are principally considerable. There are countless reasons to use interviews for bringing together data and using it as a research appliance. Gray (2004) specified the next reasons for using interview; a need to conquer highly personalized information, opportunities necessary for questioning, a good return rate is significant (speed), able to change or use a simple language especially when respondents are not smooth in the language used, or where they have complexities with written language and closeness.

In this research a semi- structured interview was used due to the motivation that a semi-structured interview is unlock or open allowing new thoughts to be brought up throughout the interview as a result of what the interviewee articulates.

3.5.4 Document Review as a Data Collection Tool

Document review is a line of attack of collecting data by reviewing existing documents. Documents may be hard copy or electronic and may include news, program logs, reports, presentation ratings, funding proposals, meeting minutes, newssheet and marketing materials.

3.5.5 The Reason for Using Document Review

One of the key reasons of using documentary review is that you can obtain right to information that would be not easy to get in any other techniques, such as personal belongings or people that might not be keen to speak in a recognized research interview or might be complicated to track down. By means of using documents you eradicate the effect that you as an individual have on an individual or circumstances when you conduct research ('researcher effect'). The impact you have on a situation or subject matter may be partially due to the awareness that you are there as a researcher. Individuals will also be exaggerated by the way how you behave yourself and how they distinguish you. Also the issues of age, sex, race and other distinctiveness are likely to have an impact on what people inform you or do when they become familiar that they are being researched.

Documents are time and again for the most part useful for tracking change over time; that is to say, doing longitudinal study. Longitudinal examine may be done either

prospectively (forward) or retrospectively (looking back). Documents and credentials often make achievable collection of data over a longer episode of time as well as bigger samples than might be gathered from questionnaires or interviews.

Additional advantages of using documents in investigation include the truth that such research is comparatively low cost, mainly when the documents are with no trouble accessible and already located in your place of work, or on the internet. Documents show a discrepancy in superiority, some types of manuscript can be awfully detailed and yield much more information than you could expect to achieve from a questionnaire or interview while others can't.

3.6 Data Analyzing Procedure

Bogdon and Biklen (1992) define data analysis as dealing with data, organizing, breaking into controllable units, synthesizing, searching for blueprint, discovering what is significant and what is to be learnt and making a decision on what you will inform others.

Data analysis can be defined as a process of schematization, elucidation and making serious discussions of the information collected so that one can formulate legitimate conclusions and commendation.

Subsequent to the process of data gathering from respondents in the course of different methods like interview and documentary assessment, the researcher analyzed data qualitatively. Analysis began with individual respondents where by the

answers from various respondents were grouped and presented for each given purpose or objective to make it reasonably with study questions. In addition, the answers of respondents were connected with findings by other investigators or various presumptions. Bothe the qualitative data and quantitative information were summarized in description form with diminutive explanations.

The Microsoft Office Excel program-2007 was helping in tabulation of data; descriptive statistics such as frequencies, percentages and tables was produced. Out of those data, the conclusion and recommendation was drawn so as to give possible solution on solving the issue of absenteeism of workers in Busokelo District Council. The findings were presented in different ways such as tables, graphs and pie charts to enable the reader to understand easily, through these methods conclusions and recommendations were easily reached. The analysis was drawn from respondents views derived from interviews which were conducted to both employees and the management of Busokelo District Council.

3.6.1 Methods of Data Analysis

A variety of methods were used according to the type of information. For the reason that this study was based on qualitative data, the technique used was Descriptive analysis which involved coding, categorization and shifting the data. After the gathering of data, the next step was to split it down into controllable pieces.

The explanation of data from the respondents was prepared by comparing the results of dissimilar respondents. Provide that the same opinion poll or interview provides the same results to different respondents, was considered as the accurate end result.

3.7 Qualitative Validity

Validity refers to the extent to which an instrument measures accurately what is believed to evaluate and nothing else (Cohen et al., 2000). Depending on their truth-seeking points of view, various qualitative researchers refuse the skeleton of validity that is normally accepted in more quantitative study in the social sciences. As a result, it doesn't make common sense to be concerned with the "fact" or "inaccuracy" of an observation with deference to an external realism (which is a principal alarm of validity). Therefore qualitative researchers argue for dissimilar standards for judging the excellence of research.

Guba and Lincoln (1989) anticipated four criteria which can be used to judge the accuracy of qualitative research and openly offered these as an option to more traditional quantitatively-oriented criteria. They believed that their four criteria enhanced to reflect the underlying hypothesis involved in much qualitative study. Their anticipated criteria are listed below:-.

3.7.1 Credibility

The credibility criteria involve the fact that qualitative research is believable from the point of view of the contestants in the study. In view of this fact, from this perspective the rationale of qualitative research is to explain or be aware of the phenomena of interest from the participant's eyes, the participants of the research are the lone ones who can reasonably judge the trustworthiness of the results (Guba & Lincoln, 1989).

In this research, the researcher cautiously planned the processes of data collection as well as data analysis so as to ensure the credibility of the study results. Non-intrusive inductive content analysis was applied to recognize the themes rising from the interview transcripts. Various issues were made clear in respondents' individual language as it appeared in the interviews. The trustworthiness of the study findings also was confirmed by the reality that most criteria were talked about by more than one respondent and in more than one situation.

3.7.2 Transferability

Transferability refers to the extent to which the results obtained from the qualitative research can be generalized or transferred to other units or settings. From a qualitative point of view transferability is chiefly the task of the one responsible for generalizing. The qualitative researcher can be capable of enhancing transferability by doing a systematic job of describing the research circumstances and the assumptions that were essential to the research. (Guba & Lincoln, 1989).

In this work the transferability of the current study was revealed by “prosperous description of the research process”. The investigator made transferability judgments based on the comprehensive explanation provided. In the earliest part he explained measures for handling all types of data including quantitative. The transferability of the recognized issues also was supported by the reality that the causes and impacts of absenteeism identified in this study were also widely documented in previous research works.

3.7.3 Dependability

Dependability is based on the idea of repeatability. For all intents and purposes it is concerned with whether we would attain the same results if we may perhaps observe the similar thing two times. However we cannot in reality determine the same thing twice, if we are measuring two times, we are measuring two dissimilar things.

The subject of dependability on the other hand, put emphasis on the need for the examiner to account for the ever-changing circumstance within which research occurs. The research is accountable for relating the changes that take place in the surroundings and how these changes affected the way the research approached the study (Guba & Lincoln, 1989).

The dependability of the research findings in this study was established by the transparent coding process and inter-coder verification. To make sure that the distinctions between categories were clear, the special Android application in the mobile phone known as “Codebook C” defined them. To ensure coding consistency, the researcher was the only coder who used the same version of the scheme to code the raw interview data.

3.7.4 Confirmability

Qualitative study has a propensity to assume that every investigator brings a unique point of view to the study. Confirmability refers to the extent to which the consequences could be confirmed or agree with others. There is variety of strategies for enhancing confirmability in research. The researcher can file the procedures for

inspection and rechecking the information throughout the research (Guba & Lincoln, 1989).

In this research confirmability were addressed by the means of author's research notes which recorded conclusions, uncertainty and the development results. The important uniqueness of the causes and impacts of absenteeism identified in this study with those branded in other studies indicates that the research findings have been confirmed by other investigators.

3.8 Ethical Consideration

In conducting this study, all ethical considerations such as informed authority and privacy were observed. Respect of the respondents was a very significant concern which the investigator always observed.

When met with the interviewees, the researcher explained objectives of the study, and assured them confidentiality as well as anonymity for collected data. Agreement was reached and the researcher was allowed by the employer (District Executive Director) by the written letter to conduct the study. The objectives were thoroughly explained in simple, understandable language and the participants were allowed to ask questions. The languages used for data collection were both English and Kiswahili.

CHAPTER FOUR

4.0 FINDINGS/RESULTS AND DISCUSSION

This chapter presents the findings and discusses the results of the research conducted in Busokelo District Council on the impact of employees' absenteeism. The discussion has been done in the context of study objectives, in the beginning the units of observation and the unit of analysis are characterized in terms of sex, age, education level and work experience of the respondents. Lastly the chapter presents the results of the study; the impact of employees' absenteeism in LGAs.

4.1 Profile of Respondents

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 Respondents

In the procedure of data collection 31 employees were interviewed where by male respondents were 18 (58%) and 13(42%) female which coincidentally is the employees population sex representation of Busokelo District Council. This is so for the reason that the number of establishments and departments in Busokelo District Council has more male workers than female.

Internationally, men continue to do better than women on the issue of having

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. Women are least probable to be in the labor force in South Asia, with about one in four or smaller number taking part (Ray, 2014).

This brings alarm to Busokelo District Council administration 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.

Despite the fact that the full-time employment condition has not improved for men or women, the world's women are immobile half as likely as men to have a "high-quality job." Seeing that the worldwide financial system continues to get better, these gaps strengthen the require to look at women's contributions more strictly, for the most part in promising markets where these gaps are quite extensive.

Table 4.1 Sex of Respondents

Sex	Frequency	Percentage (%)
Male	18	58
Female	13	42
Total	31	100

Source: Field data, 2016

Once women go into the labor force in large numbers, it is an gauge that a state has crossed an imperative developmental threshold, and extra people participating in the financial system fuels expansion (Ray, 2014).

4.1.2 The Designation of Respondents

Two categories of respondents were involved in the study. Designation of employees of Busokelo District Council who were interviewed were employees or members of staff and supervisors/managers. The respondents of the study consisted 23(72.2%) employees and 8(25.8%) supervisors.

The large proportion of employees' designation at Busokelo District Council was under category of members of staff or employees than supervisors or managers, this situation existed because the major role of the institutions in the council is to offer services direct to the society where by these employees are the main actors.

Table 4.2: Designation of Respondents

Designation	Frequency	Percentage (%)
Employees	23	74.2
Supervisors	8	25.8
Total	31	100

Source: Field data, 2016

4.1.3 Years Respondents have been working in Busokelo District Council

The study wanted to determine the number of years respondents spent at Busokelo District Council so as to assess the rate of employees' absenteeism in relation to work experience. The findings revealed that 3 (9.7%) respondents worked for one up

to two years, 12 (38.7%) respondents worked for 3 to 6 years, 9 (29%) respondents worked for 7 – 15 years and 7 (22.6%) respondents worked for 16 and above years.

Table 4.3: Work Experience of Respondents

Years(Experience)	Frequency	Percentage (%)
1-2 years	7	22.6
3-6 years	9	29
7-15 years	12	38.7
16- above	3	9.7
Total	31	100

Source: Field data, 2016

4.1.4 Respondent's Educational Qualifications

The educational qualification of the employees and their responsibilities should be considered in the course of employees' absenteeism. 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, 1986).

The study considered three levels of education which include certificate, diploma also degree and above. The findings revealed that 18 (26.5%) respondents had certificate, 26 (38%) respondents had diploma, 23 (34%) degree holders and above.

Table 4.4: Respondents Level of Education

Education Level	Frequency	Percentage (%)
Certificate	14	45.2
Diploma	6	19.4
Degree And Above	11	35.4
Total	31	100

Source: Field data, 2016

4.2 Findings and Discussion of the Research Objectives

The first information which was very important to obtain was to know whether there is the problem of absenteeism at Busokelo District Council. Therefore various documents from the Human Resources Department and other offices at the council were reviewed to get information on absenteeism and also the respondents were asked to give their view on the issue.

Respondents were asked whether there is a problem of absenteeism in their institutions at Busokelo District Council, the results proved that the problem exists. The findings revealed that 29(93.5%) out of 31 employees who were asked about the reality of absenteeism said that there is the problem of absenteeism, while 2(6.5%) said that there is no problem of absenteeism in their institutions.

Table 4.5: Respondent's View on Absenteeism

Response	Frequency	Percentage (%)
Agreed	29	93.5
Disagreed	2	6.5
Total	31	100

Source: Field Data, 2016

4.2.1 Absenteeism rate at Busokelo District Council

In this study the quarterly absenteeism rate of employees at Busokelo District Council was calculated where by absenteeism rate of three months was evaluated that is March, April and May(2016). In this study, the standard U.S. Department of Labor formula was used to calculate the Employee Absenteeism rate (Levine, 2008). Therefore the absenteeism rate at Busokelo District Council was about 2 .26 percent.

4.2.1.1 Challenges which Face Employees at Busokelo District Council

In assessing challenges facing employees at Busokelo District Council, most of the respondents i.e. as noted in table below, 12.9% of respondents said that there are no challenges while 87.1% agreed that there are challenges of employees at Busokelo District Council which are low salary increment and lack of training.

Table 4.6: Respondents Views on Challenges of Employees

Response	Frequency	Percentage (%)
Agreed	27	87.1
Disagreed	4	12.9
Total	31	100

Source: Field data, 2016

4.2.1.2 Challenges Facing Workers in Their Working Environment

Inadequate staffing: Lack of sufficient staff in Busokelo District Council is one of the problems frequently encountered by most institutions. The government has a duty to ensure staffing levels are adequate; the customers have a right to be cared f by appropriately qualified and experienced staff in safe environments. Inadequate staffing levels have been major factors in undermining services in a number of

notorious cases where by this problem sometimes has a direct relationship with absenteeism. Some of the workers who participated in this study, when asked about the challenges which face them, one of the respondent responded as follows:-

“.....in our institution there is a shortage of more than 10 workers which leads to increased job responsibilities hence cause problems to us. This is a big problem especially to us (nurses) who face a variety of patients.....”

Another employee on explaining about this had this to say:

“.....nowadays, with the decrease in education costs (elimu bure), schools are facing large number of students. This is because the government is emphasizing on students joining schools without paying attention on sustaining appropriate staff. Due to the increasing demand for teachers, the teachers to student's ratio remain unbalanced. The number of students is increasing day by day and there is a sensitive shortage of teachers to teach the students.....”

Less Compensation and motivation: On their view, respondents declared that high salary avoid employees feeling uncomfortable and know the bases of their job and makes employees to be loyal to their institution by making them integrated into culture of the council as a result avoid absenteeism. Linking to this result, salary increments by employees raises some basic concerns on the worker's needs. The respondents said 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).

When consulted one of the respondents replied as follows concerning low compensation:-

“Although teaching has a wide range, the demand for this occupation is diminishing since teachers do not get suitable monetary reimbursement according to their duties. When compared to treatment professional and other professionals, the job of teachers is harder. The government of Tanzania should take measures in the payment issues. The compensation that we teachers collect do not relate with our everyday jobs of the job for this reason it must be increased.”

Also another respondent said:-

“Teachers are paid low salary compared to other professionals. You can see for example a teacher with a degree is sometimes even paid low than a nurse or doctor who holds a diploma. Therefore this is not fair, the government should take actions on this, this can cause some employees take part or engage in other financial activities like trade so as to increase their income hence lead to absenteeism.....”

Shortage of workers’ houses (accommodation): Most of workers who were interviewed revealed that in their institutions there is a shortage of worker’s houses. They gave details that due to shortage of houses most of them are leaving far away from their working areas hence sometimes this can be a factor for absence from work. In an interview one of the respondents who was interviewed responded as follows:-

“.....it is a wonder to me why I am being treated like a foreigner in my own country. The government always finds spaces for workers to work in but they can’t find space for the workers to live in, the situation is challenging especially in our institution whereby we are more than 30 workers but there are only two houses.....”

In explaining this concern another employee said:-

“.....It is well known that shortage of houses is the problem which faces many employees in Tanzania, especially Teachers, I suggest the government or employer should provide house allowances for

teachers and other workers because the houses available in school compounds or other institutions are very few compared with the number of workers.....”

This is evident by the research conducted by Matete (2016) who revealed that the number of primary schools has increased from about 12,000 in 2001 to about 15,000 in 2006. But during the visits to schools in this study in Dar-es-Salaam and Mbeya, only one or two teachers’ houses were noted in some schools and they were in need of repair.

4.2.2 Reasons for Absence of Workers In Their Jobs

Because it was evident that there is the problem of absenteeism in Busokelo District council, respondents were needed to explain various reasons which leads to absenteeism in their places of work.

When employees were asked to indicate the reason for their last absence from work, the majority indicated a non-illness related reasons. The respondents who reported an absence were categorized into two groups, depending on whether they indicated that their last incidental absence was illness related or non-illness related. The result indicated that 14(45.16%) reported that illness was the reason for absence while 17(54.84%) indicated that non- illness issues was the reason for their absence.

Table 4.7: Respondents Views On Reasons For Absenteeism

Reason	Frequency	Percentage (%)
Illness	14	45
Non-illness	17	55
Total	31	100

Other reasons (non- illness factors), most of respondents mentioned as the reasons for absenteeism were Childcare and eldercare, stress and low morale, illness, poor leadership and job dissatisfaction.

Illness: Regularly, illness and medical arrangements are the most normally reported factors for missing job, although not always the actual reason or factor. Needless to say, each year during the cold season, there is a remarkable point in non-attendance rates for both kinds of job categories that is full-time as well as part-time employees. Furthermore accidents can happen in the place of work or outside of work hence resulting in absences. Not counting acute injuries, continual injuries such as back problems as well as neck problems are a frequent reason for absenteeism. As explained above, the outcome pointed out that 14(45.16%) reported that sickness was the motive for absence while 17(54.84%) indicated that non- sickness issues was the cause for their nonattendance.

Childcare and eldercare: Workers may be required to miss work so as to stay home and take care of children by either due to sickness reasons or sometimes sending children to schools, not only that but also taking care of the old men in their homes. It has been reported that equally married and even unmarried women have higher rate of absenteeism in the workplaces pointing out that childcare and elder care are the reasons for their absence. When the supervisors within Busokelo District Council were asked about the phenomenon, they responded that childcare and eldercare was one of the reasons for absenteeism in the workplaces, but in most case women was

associated by this reason. One of the supervisors when asked about the issue he responded as follows.

“.....in our institution, one of the grounds for absence is due to family or household tasks. Most of the employees do look for leaves explaining that they won't arrive to job in certain days due to family challenges including caring for children, and frequently women are connected with this factor than men.”

The study through documentary review also revealed that men with families had absenteeism rate higher than the rate for men without children or families. The obvious answer from the supervisors shown that working moms have most of the responsibilities at home, which translates into female employees having to take sick days to tend to sick kids and elders.

Stress and low morale: Weighty workloads, stressful gatherings and feelings of being unacknowledged can cause workers disappearing into work. Individual stress (outside of work) like due to family issues can also lead to absenteeism. From time to time, employees are trying to avoid stressful situations due to hard conferences hence report in sick or family commitments on that day while it is not a genuine reason, it is clearly an excuse not to attend to the job in order not to face such difficulty.

One of the respondents when asked about the reasons for absenteeism responded as follows:-

“.....I think the supervisors must think big on why there is high absenteeism rate in their organizations instead of only thinking on the worst case always. I think paying people on sick leave is a just a waste of money, sometimes will discourage those in serious circumstances and hence reduce the morale of the workers in the organization..”

Poor leadership: The study also has shown that most of workers lack real commitment to their jobs due to poor management or leadership. The findings from the respondents realized that some of the employees do face some discriminatory practices, some of the mentioned practices includes; being forced to work beyond their limit, harsh words from their supervisors, working beyond the hours agreed in employment contract, favoritism to some workers. According to their views this may influence their decision to remain at home. On the issue of poor leadership the respondent gave their views as follows:-

“....our supervisors are from time to time the source of harms in our operational areas. Human resources who are oppressed or stressed by their bosses can call for ill leave even though they are not sick to stay away from the circumstances.....”

When dealing with poor leadership it can be suggested analyzing managers and then providing them with guidance before analyzing them again to check that the knowledge had sunk in. In this study, it was a surprise that a high number of employees cite “poor association with superiors” as the major cause why they decide to stay away from work. Workers, particularly subordinate positions would rather not report to job in a bid to keep away from war of words with their tough bosses or as an act of non-cooperation.

Out of 23 employees, 18(78.3%) employees cited poor relationship as one of the reason for their absence from work while only 5(21.7%) respondents didn't mention poor relationship as among the reasons of employees' absenteeism in their working areas.

Table 4.8: Respondent's Views on Poor Supervision as the Reason for Absenteeism

Reason for absenteeism	Frequency	Percentage (%)
Poor supervision as the reason for absenteeism	18	78.3
Poor supervision as not the reason for absenteeism	5	21.7
Total	23	100

Job Satisfaction: Save for earning a salary, the other pulling reason why people look for employment is for the reason that of job satisfaction. A number of workers have a preference of doing the matching thing again and again and will not look for new odd jobs, at the same time others find it uninteresting to carry out repetitive functions. However in both circumstances, absenteeism will take place when their level of happiness is lower than what they would acknowledge in their daily work.

One of the respondents responded as follows:-

“I believe bosses should focus on being innocent or trusting workers (and being trusted in return), maintenance of communication flowing and making sure that the place of work is an enjoyable position to be.”

Human resources should not to be treated as slaves and at the same time, leaves are not to be mistreated. There should be common respect connecting both parties with the intention of having a practicable answer.

The beyond reasons are apparent basing on the study by Allen & Bourgeois (2015) whose revision discovered that sickness related grounds for absence incorporated both psychological and physical poor health. Non-illness grounds for absence included family matters, personal issues, practical matters, tension, disappointment

with the job/manager/corporation, in the hunt for another job, and the fact that sick days are paid or rewarded for this reason people would like to use them. In addition, their study pointed out that the greater parts (52%) of workers are not present in places of work due to non-illness related reasons whereas absenteeism due to illness was 48%.

4.2.3 Consequences of Employees' Absenteeism

Most of the respondents who were asked responded that decreased Performance as one of the simplest but highly impacting negative effects of absenteeism is decreased performance in the workplace. In the 48-month research conducted by The Harvard Business School in a large United States retail chain discovered that both income margin and client service were adversely affected by absenteeism. Less qualified employees are less likely to sell higher value solutions and convey optimized service (Ton & Huckman, 2008).

This result look a lot like with the schoolwork of Derek (2006) who found an optimistic link between employee non-attendance and organization effectiveness, and concluded that there is insignificant negative connection between employee absenteeism and managerial performance. Production may turn down in the short run if the replaced employee is less experienced and skilled than the absent employee.

An extra impact is harmonization or synchronization or coordination problems, replacing the absent worker from either within or outside of the assembly will lead to increased organizational problems. In addition to impacting a organization's

financial condition and output, non-attendance affects business moral. When employees see their colleagues on a regular basis out of job and identify them as avoiding accountability, it has a harmful effect on the place of work. This presents other administration issues for the person in charge to deal with; the more time a manager focuses on resolving non-attendance and related matters, the less time he has to tackle other association issues. Some of the approaches for dealing with non-attendance the most effective leadership line of attack to this concern is a mixture of options, incentives and punishments. Chronically absent employees should lose some privileges or benefits, or be terminated if necessary.

High expenses and costs are one of the more discussed negatives of high absenteeism. Increasing recruitment and training cost agree with the study of Price and Mueller (1981) who have indicated that high absenteeism rate of nursing personnel is a causal agent to increasing costs to health care providers and the level of care they provide. Replacing a technically skilled worker or a high level manager can cost as much as three to five times the annual salary, this includes training costs.

One of the workers who participated in the stud when asked about the impact of absenteeism responded as follows:

“.....when you compensate sick leave, the cost sends your bills above the roof... and its just a wastage of money. In the end this leads to worse output andpoor services provisions, which in turn damages bottom lines.....”

Indirect costs are associated with absenteeism, leading to customer dissatisfaction and ultimately customer defection. Sutherland (2000) said these replacement costs include for example, search of the external labour market for a possible substitute,

selection between competing substitutes, induction of the chosen substitute, and formal and informal training of the substitute until he or she attains performance levels equivalent to the individual who quit. Absenteeism has many hidden or invisible costs which affect the profitability of the organization and customer service and satisfaction.

When workers are absent, management has to make changes to the normal operations. This may mean working staff longer and harder; allowing work to build up or be deferred; eliminating certain services; hiring temporary replacements; or permanently maintaining an extra workforce to cover absenteeism. The effects of absenteeism are most pronounced when work tasks are interdependent. Indeed with many complexes, specialized and technological processes, operations cannot proceed without a full complement of staff.

The results of the current study also reveal that absenteeism increases the work load of remaining workers and leads to overtime in an organization. This result is dependable with the study of Ontario study which pointed out that more than one-third of workers faced high emotional tiredness, had higher overall and musculo-skeletal claim rates compared to non-workers, and musculo-skeletal claims comprised the majority of nursing claims (Shamian and O'Brien-Pallas, 2001).

Also the respondents revealed that absenteeism increases the work load when they answered the questions as quoted below:-

“.....some workers have many works to do if you compare to other workers in their institutions. For example here in our organization there are few employees for this reason it leads to increased

everyday jobs hence lead to frustrations caused by fear to be punished by the supervisors if not completed tasks....”

High load of remaining workers because of high absenteeism of workers produce minor injuries in the work place. This finding offer support for the study of Clarke and his colleagues who found poor organizational environment and high workloads to be associated with 50% to 2-fold increases in the likelihood of needle stick injuries and near-misses (with a needle or sharp) to workers. Also the respondent revealed this when they were asked as one of the respondent explained as quoted below:-

“...when people take unprepared time off it means the workers who attend to the job have to work harder to fill the gap. It spreads unrest and creates a culture in which absenteeism is normalized.”

Poor morale of employees; this study is alike with the study of Warren (2002) who said that in the hotel high turnover and non-attendance results in the reduced morale of workers who may be overworked, and can as a result affect the level of output efficiency. Non-attendance is a main driver of insufficient staffing and may perhaps boost workers stress levels. Poor administration of members of staff absences can lead to a cruel cycle of increasing stress levels that harmfully affect workers healthiness and morale and lead to even more days of missed job. Workers who are permitted to prolong an unnecessary number of absences with no any noticeable punishment from management can hurt others' for this reason decrease morale of the remaining employees. The workers see the compromise the employer is making to retain constantly absent workers, and the others feel they also can take advantage of the system by exploiting. This situation creates a sequence that can lead to low output due to poor workers morale.

Response of the one of the respondents

“Remember what may seem like an insignificant issue for one person, could be a damaging issue for another. Institutions need to support their workers, to get the best out of them for the individual and institutions benefit. In any organization or institution if there is high absenteeism then it leads to discouragement to the innocent workers”

Although in this study the respondents didn't explain the positive impacts of absenteeism but Goodman and Atkin in their study suggested both optimistic and pessimistic consequences fall to the co-worker. The absence of an employee may give co-workers a new chance to work on a diverse job, which would improve job variety and skill advancement. Additionally, if the work area is understaffed, there may be opportunities for overtime compensates (Goodman & Atkin, 1984).

The positive impacts of absenteeism, from the individual point of view, seem comparatively uncomplicated and come from a variety of sources. There is some study that not directly indicates that turnover and non-attendance is a form of removal from Job-stress circumstances. If absence from work decreases stress, then it can be useful for the individual (Staw & Oldham, 1978).

Another constructive or positive outcome which falls to the co-worker is that non-attendance may give co-workers a new chance to work on a dissimilar job, which would improve job variety and skill progress. In addition, if the work area is undermanned, there may be opportunities for overtime compensate. On the harmful or negative side, the co-worker may have to do supplementary work, which is perceived as a trouble, not a benefit. Overtime may be viewed as harmful when it

interferes with non work tasks. Industrial accidents can occur when the co-worker is confronted with an unknown machine or set of job actions (Goodman & Atkin, 1984).

4.2.4 Disciplinary actions taken by the management to reduce absenteeism of employees

In the public service standing orders of Tanzania (2009) it has been clear stated on various disciplinary actions which can be taken to the employees who are Absent from duty Without Permission.

F.16 Absence from duty Without Permission:

1. *“(1) Where a public servant is absent from duty without leave or reasonable cause for a period exceeding five days, that public servant may be charged with the disciplinary offence of being absent without leave and punished by dismissal.*
2. *If the whereabouts of the public servant charged under paragraph (1) are not known, a copy of the charge shall be served by leaving it at the place where he is known to have resided prior to his absence or by sending it to his last known address.*
3. *Service in accordance with the provisions of paragraph (2) shall be deemed to be good service of the charge for the purposes of disciplinary proceedings being proceeded with” (Tanzania Standing Orders For The Public Service, 2009).*

F.17 Notification of Absence from Duty Station:

1. *“In the interest of the public servant and the service, a public servant who leaves his duty station outside office hours or Saturdays, Sundays and Public Holidays to a destination outside his region should notify his employer in writing.*

2. *A public servant intending to travel outside the country shall seek permission from the Chief Secretary.*
3. *A public servant who is absent from Tanzania for a period exceeding five days without permission of his Chief Executive Officer shall be liable to disciplinary proceedings” (Tanzania Standing Orders For The Public Service, 2009).*

F.18 Absence from Duty on Grounds of illness:

“A public servant shall not absent himself from duty on the grounds of illness for a period exceeding 48 hours without a certificate from a Government Medical Officer or any recognised medical practitioner. Failing to produce such certificate the public servant shall be considered to be absent without leave and disciplinary proceedings may be instituted against that public servant unless in circumstances in which, in the opinion of the Chief Executive Officer it was not possible for him to obtain a medical certificate and he was genuinely ill” (Tanzania Standing Orders For The Public Service, 2009).

Disciplinary actions quoted above from the Tanzania standing order for Public Service are always applied by the management of Busokelo District Council.

4.3 Supervisors Competence on Management Issues

The supervisors like Head teachers, Headmasters, Ward Education officers, Village Executive Officers and Ward Executive Officers were asked whether they have ever attended any course on management especially absence management. Surprisingly out of 8 supervisors who were interviewed, 7(87.5%) responded that they have never attended any management course while only 1(12.5%) said that he attended. But when this one person who responded that he has attended such courses it was revealed that he was transferred from another District Council where he attended but not at Busokelo District Council.

Table 4.9: Respondents (Supervisors) Attended Management Courses

Attended mgt courses	Frequency	Percentage (%)
Agreed	1	12.5
Disagreed	7	87.5
Total	8	100

Therefore it can be advised that the employer should make sure training is undertaken to all supervisors and managers to ensure that the policies and laws are being fairly applied. It's a good idea to spot check attendance issues in every department to make sure that council or governmental rules are being fairly imposed.

4.4 Measures to Reduce Absenteeism

Regardless of style, managers and supervisors should not only focus on measures to reduce absenteeism without considering the causes of absenteeism. You can only solve the problem of absenteeism first by recognizing the causes of the problem.

One of the best way of solving the issue of absenteeism is by creating policies that address the reasons for unexcused absences in an organization. As revealed in a Journal of Applied Psychology study that motivational policy should do more to influence human resources than punitive guiding principles. This is due to the reason that many unexcused absences are fundamentally due to work-life balance problems, therefore managers can implement and make various policies that provide employees with more flexibility.

But at the same time chronically absent workers should lose some extra rights or remuneration, or if possible they should be terminated.

CHAPTER FIVE

5.0 CONCLUSIONS AND RECOMMENDATIONS

Employees' absenteeism in Local Government authorities has become a serious issue in the recent year's studies. This is evident by the survey which was carried out by the World Bank in rural and urban areas in Tanzania which revealed that 14% of health care providers were reported to be absent from their work stations. The report showed that doctors especially in urban areas were the most likely to be absent from work and their absence was more likely not to have been approved by the authorities (Buguzi, 2016).

The above discussions are mere evaluation of the employees' absenteeism at Busokelo District Council as well as the recommendations on how to rescue the current situation. The following is the synopsis of analysis of the findings in general.

5.1 Conclusion

The objectives of study were to analyze the impact of employees' absenteeism in Local Government authorities and offer suitable suggestions to control and prevent the absenteeism of workers. The objectives of the study have been achieved by collecting primary data and secondary data from various institutions in Busokelo District Council. The study has found that excessive work load for remaining staff, delay in daily routine, poor customer's satisfaction and complaints from the society are some of the impact of absenteeism. Hence, the management should take necessary steps to correct deficiencies in various institutions and fulfill the needs of

workers which will enhance their satisfaction and motivation and thereby improve retention of the employees so as to provide quality care to the society.

Among other solutions, employees motivation is said to be one among the significant tool towards enhancing the employees' commitment to their job hence reduce absenteeism. Lack of motivation to employees limit commitment to their job and hence may result to employees absenteeism.

The findings revealed that the rate and trend of employees' absenteeism is growing year to year at the Council although at the moment the situation is in a medium stage. Although it is in a medium level there is a need of immediate plans to rescue the situation in future. Some of the strategies which can be proposed to rescue the situation include; formalizing the organization's expectations for attendance by writing an attendance policy, sharing the attendance policy with employees as part of the new employee orientation process and discuss expectations for attendance, rewarding good attendance by giving employees a bonus for having no unplanned absences in a 12 month period and also providing support through Employees Assistance Program(EAP) which can help to deal with personal issues that might be affecting their attendance.

5.2 Recommendations/ Suggestions

Based on the above findings and discussion held with employees of the various offices in Busokelo District Council, the following suggestions are offered by the researcher so as to control and prevent absenteeism of employees.

- i) Supervision system should be strengthened. The supervisors should be competent to take the duties, well-educated and able to handle all employees in a good manner. There are no employees who like to be governed by under qualified manager or administrator.
- ii) Human resources and other staffs should be employed basing the number of works and its volume so as to reduce workload to some employees.
- iii) Keep human resources motivated and fully participate in various organizational strategies. Fulfilled and satisfied workers are less likely to abuse an nonattendance policy, hence think about rewarding excellent attendance.
- iv) Job safety and security of the human resources should be ensured. The Head of departments and supervisors should consider the appeal of the workers in terms of departure and leave. It should be known by supervisors that sometimes workers in an organization becomes absent in an organizations due to the complications of the supervisors in some aspects.
- v) The job description should be well elaborated and provided to the workers or employees. There should be also provision and conduct of orientation to new workers so as they can be aware of the mission and vision of the organization.
- vi) The open performance appraisal should be taken in each year at least after every six months; also salary fixation should be done fairly without favoritism. There should not be unfairness in them particularly for persons who are close to the administration or executive. The managers and supervisors should treat their workers equally regardless of their colour, education level, sex and any other factors.

- vii) 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.
- viii) The management should give enough training opportunities to the employees. Also employees should be given the chances and opportunities to attend further studies like for the diploma level, degree levels, masters level and even higher up to doctorate level.
- ix) Psychotherapy and health education should be made available to all employees in organizations. Several times workers should be counseled on health issues so as to strengthen their wellbeing as a result reduce absenteeism rate.
- x) There should be job rotations to the workers so as commitment of the employees on work can be improved in various specialized areas hence enable them advance their understanding on various specializations.
- xi) The organizations are advised to use the automatic machines which can be used to track absenteeism accurately.
- xii) There should be a clear attendance policy. Employees should not be free to do whatever they want whether to attend at work or not, rather there should be a very clear policy which will guide all employees regardless of the type of work.
- xiii) Managers should undertake various training on supervision of employees. Some of the trainings which they should undergo include absenteeism management and control of their departments.

5.3 Directions for Future Study

The same study can be undertaken covering entire or all districts in Tanzania along with large samples. This study based on one District Council, it can't be generalized to all District councils or Local Government authorities. In future, it would be worthwhile conducting the surveys to cover different District Councils situated in different Regions so as the results to be generalized to all local government authorities.

Also, the impact of absenteeism of employees can also be undertaken along with the causes of absenteeism. Furthermore statistical analysis should be conducted so as to have knowledge on the specific demographic as well as reasons which influence absenteeism.

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APPENDICES

APPENDIX 1: Questionnaire for Employees

Dear respondent,

I am Kipangule Robert A, an MHRM student at the Open University of Tanzania, and an employee of Busokelo District Council. I am conducting a study on **An Assessment on the Impact of Employees Absenteeism on Performance in Local Government Authorities: A Case of Busokelo District Council**, in partial fulfillment of the requirements for my master 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 absenteeism. If you have any question related to this study please do not hesitate to contact the researcher on telephone no +255 752 877 808 or e-mail: kipangule@gmail.com

Name of institution:.....

Occupation:.....

Please tick the appropriate answer**Gender of respondent**

Male ()

Female ()

Education Qualification of respondent

Certificate ()

Diploma ()

Degree and Above ()

Work Experience of respondent

1-2 years ()

3-6 years ()

7-15 years ()

16 and above

Age group of respondent

18-25 years ()

26-40 years ()

41-55 years ()

55-60 years ()

1. What type of work pressure are you as an employee facing in the organization?
2. Does the organization provide you adequate number of leave when you ask?
3. What are your opinions regarding your working environment?
4. Have you ever been absent from work in these two months? (March and April)

5. How many days you were absent for these two months? If the answer is Yes in question 4 , how many days?
6. On your view, what are the reasons for long absence?
7. What are your suggestions on the measures that can be applied by the management to reduce absenteeism in an organization?
8. What are the disciplinary actions taken by the management to reduce absenteeism of employees?
9. Mention any consequences of employees' absenteeism.

APPENDIX 2: Questionnaire for the Supervisor/ Management

1. Does the organization provide adequate number of leave to employees?
2. What factors influence workers' absenteeism in the organization?
3. Mention the consequences of absenteeism to the organization.
4. How does workers absenteeism impact on organizational effectiveness and efficiency?
5. Which strategies do you apply to deal with absenteeism?
6. What are the disciplinary actions taken by the management to reduce absenteeism of employees in your institution?
7. Have your methods/strategies to reduce absenteeism in your organization worked?
8. What strategy can be used to reduce high level of absenteeism apart from the strategies you apply always?
9. What do employees need to improve attendance and be successful in work?
10. In your view, do you think that remunerations have any impact on absenteeism of your workers?
11. Have you attended any training or seminar related to management issues especially on Absence Management?

APPENDIX 3: Questionnaire for Employees(Swahili Version)**DODOSO LA MTUMISHI**

Ndugu Mhojiwa

Mimi ni Robert A. Kipangule, mwanafunzi wa Shahada ya Uzamili katika Chuo Kikuu Huria cha Tanzania pia mtumishi katika Halmashauri ya Wilaya ya Busokelo. Ninafanya Utafiti unaohusu **“Tathmini ya Madhara yatokanayo na Kuto kuwepo au Utoro wa Watumishi kazini katika Mamlaka za Serikali za Mitaa: Kuichukua Halmashuri ya Wilaya ya Busokelo kama Mfano”**. Dodoso au maswali haya yanakusudia kupata taarifa zinazohusiana na utafiti huu na itakuchukua wastani wa dakika ishirini (20) kukamilisha kujaza.

Ushiriki wako katika dodoso hili ni wa hiari na taarifa zozote utakazozieleza humu zitatumizwa kwa usiri. Hutatakiwa kuandika jina lako wala anuani yako mahali popote katika dodoso hili, na majibu au taarifa utakazozitoa katika dodoso hili zitatumika tu kwa ajili ya masuala ya kitaaluma na si vinginevyo.

Baada ya kumaliza ujazaji wa dodoso hili, mtafiti mwenyewe ndio nitafika kwa ajili ya kuchukua, kisha matokeo ya utafiti huu sio tu utanisaidia katika masuala yangu ya kitaaluma lakini pia utafiti utasaidia katika kuishauri serikali au mwajiri njia zinazoweza kusaidia kutatua tatizo la utoro au kuto kuwepo kwa watumishi mara kwa mara kwenye vituo vya kazi.

Kama utakuwa na swali lolote linalohusiana na urafiti huu, tafadhali usisite kuwasiliana na mtafiti kwa Namba ya Simu +255 752 877 808 au Barua pepe; kipangule@gmail.com

Jina

la

taasisi:.....

Kazi/Cheo:.....

.....

1. Je? Ni shinikizo au changamoto gani ambazo wewe kama mtumishi unakumbana nazo katika kazi?
2. Je? Taasisi unayofanyia kazi hukupa likizo ya kutosha pale unapomba?
3. Nini maoni yako juu ya mazingira/ hali ya kazi kwa ujumla?
4. Umeshawahi kuto kuwepo kazini ndani ya miezi hii miwili(Machi na Aprili)?
5. Hukuwepo kazini kwa siku ngapi kwa miezi hii miwili? kama jibu la 4 ni Ndiyo je ni Siku ngapi?
6. Kwa mtazamo wako, unadhani ni sababu zipi zinamfanya mtumishi kuto kuwepo kazini mara kwa mara(Utoro)?
7. Nini maoni yako juu ya njia mbalimbali zinazoweza kutumika na utawala ili kupunguza au kutatua tatizo la utoro au kuto kuwepo kwa watumishi kazini mara kwa mara?
8. Ni hatua zipi zinachukuliwa na utawala katika kuhakikisha kwamba suala la Utoro kazini unapungua au unadhibitiwa?
9. Taja madhara yoyote yatokanayo na kuto kuwepo kwa watumishi mara kwa mara kwenye kituo cha kazi.

APPENDIX 4: Questionnaire for Supervisor/Management (Swahili Version)

DODOSO LA MSIMAMIZI WA KAZI/ MENEJIMENTI

1. Je? Taasisi yako hutoa likizo za kutosha kwa watumishi?
2. Unadhani ni sababu zipi husababisha utoro au kuto kuwepo kwa watumishi mara kwa mara kwenye kituo cha kazi? Taja.
3. Taja madhara ambayo taasisi yako inapata kutokana na utoro au kuto kuwepo kwa watumishi mara kwa mara kazini.
4. Ni kwa namna gani ufanisi wa kazi unaweza kuathiriwa na utoro wa watumishi kazini?
5. Ni njia zipi ambazo hua unatumia katika kukabiliana na tatizo la utoro au kuto kuwepo kwa watumishi kazini?
6. Ni adhabu zipi za kinidhamu ambazo hua unazitoa kwa watumishi watoro katika kukabiliana na tatizo la utoro au kuto kuwepo kazini?
7. Je? Njia na mikakati ambayo umekuwa ukiitumia ziku zote katika kukabiliana na changamoto za utoro kazini zimeleta matokeo chanya?
8. Unadhani ni njia zipi m'badala zinaweza kutumika kutatua tatizo la utoro kazini tofauti na njia zilizokuwa zinatumika siku zote?
9. Ni vitu gani unadhani watumishi wanavikosa, ambavyo wakivipata basi suala la utoro kazini linaweza kupungua au kuisha?
10. Kwa mtazamo wako, Je? Unadhani motisha kwa watumishi kinaweza kuwa kigezo mojawapo cha kufanya utoro kazini upungue?
11. Je? Umeshawahi kuhudhuria mafunzo au semina yoyote inayohusiana na utawala na hasa masuala ya kudhibiti utoro sehemu za kazi?

APPENDIX 5: Work plan

This is the total time within which the research is expected to be completed; the following work plan shows the sequence of the research activities in a form of a month activity chart.

YEAE	MONTH	ACTIVITIES
2015	SEPTEMBER	Concept note writing and submission
	OCTOBER	Research Proposal Writing.
	NOVEMBER	
	DECEMBER	Questionnaire Preparation and pre-testing.
2016	JANUARY- MARCH	Data Collection.
	APRIL	Data analysis.
	MAY	Research Report write- up.
	JUNE	
	JULY	Research Report Printing and submission.

APPENDIX 6: Source of Fund

SOURCE OF FUND	AMOUNT
Researcher/ Student (Kipangule Robert, A)	401,400/=
District Execucutive Director- Busokelo(Employer)	300,000/=
TOTAL	701,400/=

APPENDIX 7: Budget

S/N	RESOURCE/SERVICE	QUALITY	AMOUNT
1	Transport Cost	-	260,000/=
2	Stationery	5 Note books	10,000/=
3		10 pens	2,000/=
4	Ream of papers	1	15,000/=
5	Food	Tshs. 5,000/= per day	250,000/=
6	Refreshments	1 crate	14,400/=
7	Airtime	1,000 per day	30,000/=
8	Flash disk	1(4GB)	20,000/=
9	Printing and Photocopy	-	100,000/=
	TOTAL		701,400/=