

**IMPACT OF EMPLOYEES ABSENTEEISM ON WORKERS PERFORMANCE  
FOR HIGHER PRODUCTIVITY IN NIGERIA. A STUDY OF NDOKWE EAST  
OF DELTA STATE.**

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**BENIN CITY**

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**BEING A RESEARCH PRESENTED TO THE DEPARTMENT OF PUBLIC  
ADMINISTRATION, FACULTY OF SOCIAL SCIENCES, UNIVERSITY OF BENIN,  
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**JANUARY, 2025.**

## CERTIFICATION

We certify that this project was carried out by **ENEBELI RACHAEL AWELE** in the Department of Public Administration, Faculty of Social Sciences, University of Benin.

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## **DEDICATION**

This project is dedicated to God Almighty, the king of kings and the Lord of Lords, the source of my inspiration and wisdom.

## **ACKNOWLEDGEMENT**

I wish to specially thank God for his provision, protection, guidance and grace upon my life during the course of this programme. My special appreciation also goes to my wonderful supervisor, Dr A.I Mustapha for his patience, corrections, thorough guidance and invaluable advises during the period of this work. I am also grateful to my lecturers that have impacted bountifully on my growth and development.

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## **ABSTRACT**

*The study examined employee absenteeism and performance of workers in Ndokwa East local government area of Delta State, Nigeria. The main objective of the study is to examine employee absenteeism and performance of workers in Ndokwa East local government area of Delta State. The specific objectives are as follows; to determine the extent absenteeism of local government employees has affected the output of the local governments in Ndokwa East local government area of Delta State; to examine the extent absenteeism of local government employees has affected the provision of social amenities by the local governments in Ndokwa East local government area of Delta State; to ascertain various challenges that leads to absenteeism of local government employees in Ndokwa East local government area of Delta State and to proffer recommendations to the challenges that leads to absenteeism of local government employees in Ndokwa East local government area of Delta State. Furthermore, population of the study comprises all staff of Ndokwa-East Local Government Area of Delta State. According to the Human Resource Department of Ndokwa-East Local Government Area of Delta State, the total staff strength of council members is 1031. The research will adopt the stratified random sampling and simple random sampling (probability sampling technique) in selecting 400 respondents (Staff of Ndokwa-East government Area) for this study. The four hundred (400) sample size was determined through the Taro Yamane formular. The study reveals amongst others that absenteeism of employees has affected the performance of Ndokwa East local government area of Delta State. The study further observed that due to absenteeism of staff in Ndokwa East local government area of Delta citizens viewed government business as unserious. Furthermore, the government should make available more funds to enable the sustainability drive of local government area workers in terms of morale motivation.*

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background to the Study**

Empirical studies have acknowledged absenteeism as a major workplace problem that is of paramount interest to employers of labour worldwide, as both tangible and intangible financial losses are incurred by business managers due to the excessive absence of their staff from their duty posts under different excuses (Brooke and Price, 2009). This has triggered employers, managers, academics and consultants to deploy means of examining, understanding and evolving ways of reducing workplace absenteeism and its attendant havocs on the operations and financial wellbeing of business organisations. Several studies have thus being conducted to investigate reasons for the excessive sick and other forms of leave taken by employees to be absent from work. Outcomes of these studies indicate that the causes of absenteeism range from health (Jackson, Lezzi and Lafreniere, 1997), low morale (Jacobson et al, 1996), poor working conditions (Tang and Hammontree, 1992), boredom on the job (Regin and Reitzammer, 2008), lack of job satisfaction (Steers and Rhodes, 2008), personal problems (Kim and Garman, 2003), poor physical fitness (Price and Mueller, 1986) and others.

In Nigeria, high rate of workplace absenteeism is considered as one of the main human capital risks that account for low productivity of business organisations in the country (Ejere, 2010). Employees not showing up for work within the public and private enterprises in the country is considered a disease that is plundering the profitability of these organisations and preventing them from performing at peak (Babaita, 2008). Consequently, management of several business firms have been seeking for avenues to reduce the rate of absenteeism in their companies as a way of regularizing the losses of the organisation to the growing menace.

However, in spite of the high prevalence of workplace absenteeism within Nigerian public sector, the quantification of the impact that it has on productivity has not been ascertained (Babaita, 2008). This may be attributable to the inadequate attention that is being paid to the problem by employers of labour especially large organisations. Also, the practice of ‘covering up’ of absent workers by supervisors who are bonded by the unwritten culture of ‘being a brother’s keeper’, as a practice of social solidarity, is another factor that hides the rate of absenteeism from the management of companies in the country (Ejere, 2010). However, this does not becloud the ominous perception of the problem of absenteeism in workplaces in the country.

According to Rhodes, and Steers, (2020) absenteeism refers to the frequent or prolonged absence of employees from work without a valid reason (Senel, and Senel, 2012). It can manifest in various forms, such as unauthorized leaves, sick leaves, vacation leaves, or even tardiness. Addressing this issue effectively is crucial for the smooth functioning of the local government and the delivery of essential services to the community. Addressing employee absenteeism in the local government system requires a multifaceted approach that takes into account the unique challenges and responsibilities of public sector employment (Mowdayetal, 2022). By creating a supportive and conducive work environment and addressing the underlying causes, local governments can minimize absenteeism and ensure the efficient delivery of services to the community.

Absenteeism is a serious management challenges in the public service and it is caused due to the lack of interest or motivation on the part of the employees, emanating from unconducive work environment in the public service which bring about drudgery attitude to work. Both government and the public servants themselves are responsible for this disease which

had eaten deep into the fabrics of the public service in Nigeria. Employee absenteeism is one of the most common workplace problems facing employers and work organizations in contemporary times. It is an endemic problem, striking all types of organizations both public sector (local government system) and private sector.

Local government management is confronted with the day-to-day problem of absenteeism of employees and it has affected the local government areas negatively in terms of performance of the local governments in provision of educational services in the local government areas, sanitation services of the local government areas and the provision of social amenities by the local governments, especially Enugu state of Nigeria. Based on the poor performance of the absenteeism of local government employee, the study examines employee absenteeism and performance of workers in Ndokwa East local government area of Delta State, Nigeria.

### **Statement of the Problem**

The Constitution of the Federal Republic of Nigeria has accorded local government the status of a third tier of government in Nigeria's robust federal structure. However, the constitution has inherently whittled down the import of this third-tier status (Bello-Imam, 2010). Each of the three tiers of government has its assigned financial arrangement. Between 1976 and 1992, the federal revenue allocation formula vis-a-vis local government vacillated from 10% of the Federation Account to 20%. Local governments are also entitled to 10% of the internally generated revenue of the state government. These are in addition to revenue from internally generated revenue sources of local government (Bello-Imam, 2010).

However the amount internally generated by each local government council, was too small to settle their expenses, so they depended almost entirely on the federal government for revenue allocation for the performance of their statutory functions which in most case had been hijacked by the state government through reckless and incessant encroachment on the financial and political autonomy of the local government by the state government this had undermined the enthusiasm of local government employees leading to all manners of negative behavior such as absenteeism which negatively impact on the performance of local government in Nigeria.

The aberrant nonpayment of the local government employees by the state government most especially in Delta state had made local government employees to seek for alternative means to augment for their non forth coming salaries as a result they absent themselves from going to work to engage in other activities as an alternative means of sustenance. Local government employee absenteeism is a serious issue in Delta State which had greatly undermine the performance of local governments as a visit to most local government secretariat will reveal a bushy environment concomitant to non-attendance of work by employees. Hence, based on the aforementioned issues, the study seeks to examine employee absenteeism and performance of workers in Ndokwa East local government area of Delta State, Nigeria.

### **Objectives of the Study**

The following research objectives will assist the study in achieving its aims.

1. To determine the extent absenteeism of local government employees has affected the output of the local governments in Ndokwa East local government area of Delta State.

2. To examine the extent absenteeism of local government employees has affected the provision of social amenities by the local governments in Ndokwa East local government area of Delta State.
3. To ascertain various challenges that leads to absenteeism of local government employees in Ndokwa East local government area of Delta State.
4. To proffer viable recommendations to the challenges that leads to absenteeism of local government employees in Ndokwa East local government area of Delta State.

### **Research Questions**

1. To what extent has absenteeism of local government employees affected the output of the local governments in Ndokwa East local government area of Delta State.
2. To what extent has absenteeism of local government employees affected the provision of social amenities by the local governments in Ndokwa East local government area of Delta State.
3. What are the challenges that leads to absenteeism of local government employees in Ndokwa East local government area of Delta State.
4. What are some of the recommendations to the challenges that leads to absenteeism of local government employees in Ndokwa East local government area of Delta State.

### **Significance of the Study**

This study has both theoretical and practical significance. It is significant theoretically as its findings will serve to enrich literature more in this area of research interest. Empirically, its significance to scholars would be expressed in the rich detail of material it would make available

for further investigations on this subject of this study. Also, the findings and recommendations of this study will help the management with their plans and strategies at improving employee performance through proper organizational management. The study is equally beneficial to future researchers who will find it a relevant research material for their study. It serves as a reference material for students on similar topics by providing them with empirical insight into the impact of communication on employee performance.

### **Scope of the study**

The study is limited in scope to examine employee absenteeism and performance of workers in Ndokwa East local government area of Delta State, Nigeria.

### **Conceptualization of Terms**

#### **Absenteeism**

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

when an employee is functioning at the minimum or maximum level, it may be a cause of absenteeism.

### **Local Government**

Local governments are generally recognized as the third level regulatory structure made in Nigeria to decentralize administration, convey government nearer to the general population at the grassroots and render social administrations which engender national improvement. According to Agba, et al (2013), local government was intentionally created to be in charge of the administration of around 70 per cent of the assessed 180 million individuals of the Nigerian populace.

Subsequently, local government are perceived to be in a vantage position to articulate the necessities of the dominant part of Nigerians and enhance general growth and development through the utilization of the required monetary and human resources in their day-to-day administration. By and large, from 1999 to date, grassroots government operations present a puzzle as far as defending the purpose behind their creation is concerned. The requests and desires for the dividends of governance from the local government has grown exponentially during the period under survey, while the backing required to convey these excesses of a democratic system and progressive development at the grassroots keeps dwindling, lacking, fumbled and misused.

### **Employee Performance**

Performance measures how efficiently resources are employed, it is defined as the ratio of a specific measure of output to a specific measure of input per unit of labour and is measured as total output divided by the members of units of labour employed to produce that output

Performance is the relationship between the output generated by a production or service system and the input provided to create this output.

## **CHAPTER TWO**

### **LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

#### **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 nonattendance 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).

### **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:-

### **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.

### **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).

### **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.

### **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 coworker 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.

### **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.

## **Economic Theory**

Under the economic theory the assumption is that people do not truly want to work, but they do so in order to maintain a certain standard of living, dependent on a specific financial attainment level. Therefore, high performance of a worker will depend on momentary rewards; hence if there are no such rewards then an individual will choose to work less hence lead to absenteeism (Treble, 2011). The traditionalist economic perspective sees the need to work competing with other alternatives as commodities within the same market.

For that reason the weakness of this theory is that it neglects other factors which lead to absenteeism, only it focuses on the economic point of view. But reasonably there are other motivations behind an employee's decision to report for work or not apart from the momentary or economic rewards.

## **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.

### **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. 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.

## **Causes of Absenteeism**

It has already been noted that some of the causes of absenteeism are the same as the factors influence them. There many factors which are already discuss by many scholars. Job satisfaction highlights the effects of social relationship and job satisfaction on absenteeism. According to Mowdayetal (2022), he argued that employee decision about whether they will go to work on any given day is affected by their feelings to job satisfaction. This satisfaction is influenced by the employee values and job expectation. (Sherman and Bohlander, 1992) Sherman shows that present satisfaction influences future behavior of absenteeism. He concludes that jobs that do not provides opportunities for social contact have higher turnover and absenteeism rates because the employees simply cannot stand the isolation. (Sherman and bohlander, 1992)

Poor attendance: The problem of poor attendance includes absenteeism or tardiness, poor attendance can become a serious problem that leads to discharge for just cause if poor attendance is not manage properly may hence the absenteeism in a factory (Luis and Gomez-Mejia, 1995).

Alcoholism: Sometimes employees claim to be alcoholic to cover up their misconduct. The discipline procedure is the appropriate managerial response to the problem (Armstrong, 2000).

Management style is also cause of absenteeism in an organization where by the quality of management, especially immediate supervisor, affects the level of absenteeism. Other managers use their power to force employees to work without rest in order to gain more products (Armstrong, 2006).

Lack of opportunity to develop skills, some employees leaves organizations because they denied opportunity to grow and advance. This is because for example the person in authority thinks that the employee can grip his position after advance his skills where some employees stay in an organization when they do not have the opportunity to develop their skills. This leads absenteeism to employees (Dell and Shaw, 2001).

Personal characteristics apart from the influence inherent in the job situation some of which are discussed above and the employee values and expectation which affect satisfaction with the job situation, there are also personal characteristics which influenced absence. They include attitudes like education, tenure, age, sex, and family responsibilities (Reece, Barry, and Rhoda 2000).

According to Dessler (2002). Stress it is estimate that 40million working days are lost each year in the word through stress, this can be contributed to workload, poor working conditions, shift work role ambiguity or conflict demands, relationship and organizational climate. So, all these may lead to absenteeism in an organization (Armstrong 2006).

### **Effect of Absenteeism**

In profit making organization like the one under investigation, the effect of absenteeism to the organization is his obvious loss production with the subsequent loss of revenue. Assert that absence if not promptly reported to the supervisors interferes with group efficiency because scheduling is made difficult as well as affecting morale especially chronic an excused absenteeism. Alcohol is as another cause of absenteeism claim that it produces below standard work it is likely to damage the alcoholism themselves and their families and disrupts production and office work schedules. (Pigor and myers, 1994)

Lead to lack of commitment where by subordinates may refuse to work in a team work because of their dissatisfaction and they may accept to produce but low production. Observe that both long term and short-term sickness affect an organization and if the latter occurs repeatedly (Jack and Addele, 2003). Observe that loss of man hours is also effect in an organization occur due to absenteeism which means it is the variable lasting which includes variables factors like sick pay, overtime, re-deployment, extra labor employed (to fill the absenteeism job) and cost of lost sales resulting from absence (Stevens, 1974).

While the sick pay is the most obvious cost arising from absence it is an extra wage cost to the company, overtime is a cost whose implication may not be instantly glimpsed. Overtime may be worked in order to replace the lost output due to absenteeism. So, while this is meant there is direct relationship between production and the hours worked (Reece, Barry, and Rhoda 2000)

Loss of production and thereby loss of revenue not only does its habit affect work plans, it is also affects group efficiency and moral because absenteeism are unacceptable on a work team, no matter how much they have to offer when they do come to work (Chuck Williams, 2003).

Low performance in an organization if employees are absent in working environment which means there will be low performance because some of them they will be work hard for the sake of others and the company, in order to reach the objectives of the organization. (Senel, and Senel, 2012)

Failure to reach the objectives goals when employees are absent may be because of anything or reasons which may cause an employee to be absents can lead to not to reach to

the targets of the organization. Because if an employee has not come to work means that his work will remain the way there are, so this will lead to low productions (Senel, and Senel, 2012).

Destroy the organization images if the employees are not working to the organization means that the production will be low this is may occur because may be there few in an organization so there may not reach the organization targert, so the output may be low than input (Senel, and Senel, 2012)

### **Ways to control Absenteeism in an Organisation**

Promotions from a pivotal role among employees involves changes in job content, pay, responsibility independence and status of employees, employees take promotion as the ultimate achievement in his or her career and when it is revealed his decision is to remain in the organization (Milkovich and Newman, 2002).

Disciplinary procedures must be formulated for providing guidelines fairly and consistently, and this policies will state what employees are suppose to do when their absence and after they return back what they should do, to control absenteeism (Armstrong, 2006). Working condition to employees in an organization is generally preferable. Favorable working conditions maximize the efforts and final achieve organization goals. working condition that is compatible with an employee's decision to stay in an organization (Griffin, 1996).

Good relationship between employees and employer, organizations where management and employees have a good relationship for example the management has given employees a chance to report their views, and ideas, you may find that employees remain in that organization

(Phillips, 1997). Getting managers to conduct return- to- work interviews to welcome employees back and, if appropriate, enquire about the causes of absence and what can be done by the employee or the manager to reduce future occurrence. (Armstrong, 2006).

Resolving conflict and achieving emotion control. According to Gauba (2004), managers should resolve conflict and achieve emotion control. Another way to control absenteeism in an organization is through performance appraisal. Performance appraisal can be used to turn around poor performance by helping them develop an action plan for improvement. (Barry and Rhoda 2000).

Reducing number of group work. Gauba (2004), argued that work group size should be reduced or individuals to feel human and supervisors should be affected and able to recognize any absentee. On alcoholism Barry and Rhoda (2000) and Gauba (2004) opined that management should insist that those concerned seek expert advice and it should follow this up, in essence management should not tolerate the habit. On the issue of chronic tardiness recommended interviewing and informal warning, if should this fail then disciplinary penalties should be used. On the issue of alcoholism, they stress that management should heed the tell-tale signs of Monday absence, Tuesday hangovers and below standard work produced. (Dessler, 2002).

Counseling for employees, Gauba (2004), argued that organizational management should create an environment for counseling of employees on issues regarding their well-being. This according to Gauba (2004) have to potential to create trust. Also, through the provision of counseling you can reduce absenteeism. (Armstrong, 2006).

## **2.2 Theoretical Framework**

### **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.

**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.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Research Design**

The research design for this study covered the entire process involved in data collection, collation and the analysis. The study, being a social science survey research, adopted the exploratory research design which is also associated with the survey method for its data collection, using a combination of self-constructed questionnaires as primary data sources. These were administered to respondents, comprised of persons above eighteen years, made up of council staff of Ndokwa-East Local Government Area of Delta State.

#### **3.2 Population of the Study**

The population of the study comprises all staff of Ndokwa-East Local Government Area of Delta State. According to the Human Resource Department of Ndokwa-East Local Government Area of Delta State, the total staff strength of council members is 1031.

#### **3.3 Sampling Technique and Sample Size**

The research will adopt the stratified random sampling and simple random sampling (probability sampling technique) in selecting 400 respondents (Staff of Ndokwa-East government Area) for this study. The four hundred (400) sample size was determined through

the Taro Yamane Formula

$$n = \frac{N}{N + 1 (e^2)}$$

The sampled departments include; Administration, Operations, Logistics and Accounting and Audit.

### **3.4 Method of Data Collection**

The major sources of these data are through questionnaires. The data sources used for gathering the necessary materials for this research work consists of both primary and secondary sources. Relevant, qualitative and quantitative information was obtained from these two sources. Primary data was obtained from the questionnaires administered and the interviews conducted to the staff of Ndokwa-East Local Government Area of Delta State.

### **3.5 Instruments for Data Collection**

Quantitative data were obtained from these sources through the administration of questionnaires. The questions asked were designed to correspond with the research questions, and objectives as outlined in chapter one.

### **3.6 Sources of Data**

The sources of data for this study include the following;

*Secondary data:* Relevant information on this research were obtained from Agricultural related publications, agricultural reports, bulletins, textbooks, journals, internet facilities, and other related materials.

*Primary data:* For comprehensive information, the secondary sources of information were used to support the information obtained from the primary sources and to further authenticate the information obtained from the primary sources.

### **3.8 Method of Data Analysis**

The simple percentage which is a descriptive tool for statistics will be used for the study analysis. Furthermore, the Statistical Package for Social Science (SPSS 21) will be used to collate and analyze data gotten from the field.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

The presentation of data and analysis is examined in this chapter. As indicated in the study methodology, 415 respondents were sampled and same number of questionnaires distributed to the targeted respondents of the study. In the retrieval process, the study observed that, out of the 415 questionnaires distributed to the study sampled respondents, only 351 were retrieved by the researcher thus, changing the study analysis total sample to 351, which has 84.6% retrieval rate. Furthermore, in analyzing the data quantitatively, the Statistical Package for the Social Science (SPSS; version 22) was employed.

#### 4.1 Frequency Table

**Table 4.1: Sex Distribution**

		Sex			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	189	53.8	53.8	52.8
	Female	162	46.2	46.2	100.0
	Total	351	100.0	100.0	

Source: Fieldwork, 2025.

Table 4.1 above reveals that 189 respondents representing 53.8% of the sampled population are male, while 162 respondents representing 46.2% are female. Thus, the aforementioned analysis indicates that more male respondents took part in this study.

**Table 4.2: Age Distribution**

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 35 years	45	12.8	12.8	13.2
	36 - 53 years	192	54.7	54.7	64.9
	54 years and Above	114	32.5	32.5	100.0
	Total	351	100.0	100.0	

Source: Fieldwork, 2025.

Data in table 4.2 shows that, 45 respondents covering 12.8% of the study sampled respondents are 18 - 53 years of age, 192 respondents representing 54.7% are 36 – 53 years of age, while the remaining 114 respondents covering 32.5% are 54 and above years of age. This signifies that, respondents between 36 – 53 years old participated more in this study.

**Table 4.3: Marital Distribution**

		Marital Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	98	27.9	27.9	31.3
	Married	223	63.5	63.5	85.8
	Divorced	30	8.54	8.54	100.0
	Total	351	100.0	100.0	

Source: Fieldwork, 2025

Table 4.3 reveals that 98 respondents representing 27.9% of the study sample population are single, 63.5% covering 223 respondents are married, while 30 respondents representing 8.5% are divorced. Thus, indicating that, more married respondents participated in this study.

**Table 4.4: Educational Distribution**

**Educational Status**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No Formal Education	63	17.9	17.9	17.9
Primary	58	16.5	16.5	34.4
Secondary	109	31.5	31.5	65.9
Tertiary	73	20.8	20.8	86.7
Others	48	13.3	13.3	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

The study discovered in table 4.5 above that 63 respondents covering 17.9% of the sampled population have no formal education, 58 respondents representing 16.5% are primary school certificate holders, 109 respondents covering 31.5% of the sampled population are secondary school certificate holders, 73 respondents representing 20.8% are tertiary school certificate holders, while the remaining 48 sampled respondents representing 13.3% have “other” form of certification. It thus indicates that, respondents that are tertiary certificate holders participated more in this research.

## SECTION B

In this section, the various responses obtained from the survey questionnaire were analyzed descriptively in consonant with the research questions and objectives.

**Table 4.5:** Absenteeism of employees has affected the performance of Ndokwa East local government area of Delta State.

### Question One

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	86	24.5	24.5	21.6
Agree	180	51.3	51.3	66.5
Disagree	61	17.4	17.4	83.9
Strongly Disagree	24	6.8	6.8	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

Table 4.5 shows that, 24.5% of the respondents strongly agreed that absenteeism of employees has affected the performance of Ndokwa East local government area of Delta State, 51.3% of the sampled respondents agreed, 17.4% respondents disagree, while the remaining 6.8% strongly disagree that absenteeism of employees has affected the performance of Ndokwa East local government area of Delta State. The analysis thus reveals that, majority of the sampled respondents agreed that absenteeism of employees has affected the performance of Ndokwa East local government area of Delta State.

**Table 4.6:** Absenteeism of staff reduces service delivery of Ndokwa East local government area of Delta State.

**Question Two**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	52	14.8	14.8	12.9
Agree	76	21.7	21.7	35.6
Disagree	142	40.5	40.5	71.8
Strongly Disagree	81	23.1	23.1	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

Table 4.6 shows that 14.8% of the respondents strongly agree that absenteeism of staff reduces service delivery of Ndokwa East local government area of Delta State, 21.7% agreed, 40.5% disagreed, while the remaining 23.1% sampled respondents strongly disagreed that absenteeism of staff reduces service delivery of Ndokwa East local government area of Delta State. It therefore shows from the above analysis that majority of the sampled respondents disagreed that absenteeism of staff reduces service delivery of Ndokwa East local government area of Delta State.

**Table 4.7:** Due to absenteeism of staff in Ndokwa East local government area of Delta citizens viewed government business as unserious.

**Question Three**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	60	17.1	17.1	20.8
Agree	186	53	53	71.8
Disagree	50	14.2	14.2	87.3
Strongly Disagree	55	15.7	15.7	100.0

Total	351	100.0	100.0
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Source: Fieldwork, 2025

As regards question three, table 4.7 reveals that 17.1% of the respondents strongly agree that due to absenteeism of staff in Ndokwa East local government area of Delta citizens viewed government business as unserious, 53% agreed, 14.2% disagreed, while the remaining 15.7% strongly disagreed that due to absenteeism of staff in Ndokwa East local government area of Delta citizens viewed government business as unserious. The analysis thus reveals that majority of the sampled respondents agreed that due to absenteeism of staff in Ndokwa East local government area of Delta citizens viewed government business as unserious.

**Table 4.8:** Sustainable development in Ndokwa East local government area of Delta State has not been affected due to staff absenteeism.

#### Question Four

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	40	11.4	11.4	14.8
Agree	58	16.5	16.5	32.0
Disagree	170	48.4	48.4	77.3
Strongly Disagree	83	23.6	23.6	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

Table 4.8 reveals that 11.4% of the respondents strongly agreed that sustainable development in Ndokwa East local government area of Delta State has not been affected due to staff absenteeism, 16.5% agreed, 48.4% disagreed, while the remaining 23.6% strongly disagree that sustainable development in Ndokwa East local government area of Delta State has not been affected due to staff absenteeism. It therefore shows from the above analysis that majority of the

sampled respondents disagreed that sustainable development in Ndokwa East local government area of Delta State has not been affected due to staff absenteeism.

**Table 4.9:** Staff absenteeism has negatively impacted the provision of social amenities in Ndokwa East local government area of Delta State.

**Question Five**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	73	20.8	20.8	19.9
Agree	204	58.1	58.1	75.4
Disagree	45	12.8	12.8	93.9
Strongly Disagree	29	8.3	8.3	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

In relation to table 4.9, it was observed that 20.8% of the respondents strongly agree that staff absenteeism has negatively impacted the provision of social amenities in Ndokwa East local government area of Delta State, 58.1% agreed, 12.8% disagreed, while the remaining 8.3% strongly disagreed that staff absenteeism has negatively impacted the provision of social amenities in Ndokwa East local government area of Delta State. It therefore shows from the above analysis that majority of the respondents agreed that staff absenteeism has negatively impacted the provision of social amenities in Ndokwa East local government area of Delta State.

**Table 4.10:** Due to employees' absenteeism public projects has been left unattended over the years in Ndokwa East local government area of Delta State.

**Question Six**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	56	16	16	18.2
Agree	200	57	57	70.6
Disagree	63	18	18	89.8
Strongly Disagree	32	9.1	9.1	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

Also, in table 4.10 it was discovered that 16% of the respondents strongly agreed that due to employees' absenteeism public projects has been left unattended over the years in Ndokwa East local government area of Delta State, 57% agreed, 18% disagreed, while the remaining 9.1% strongly disagreed that due to employees' absenteeism public projects has been left unattended over the years in Ndokwa East local government area of Delta State. It therefore shows from the above analysis that majority of the sampled respondents agreed that due to employees' absenteeism public projects has been left unattended over the years in Ndokwa East local government area of Delta State.

**Table 4.11:** Primary health care facilities has been left in a deplorable state due to staff absenteeism in Ndokwa East local government area of Delta State.

**Question Seven**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	60	17.1	17.1	20.6
Agree	200	57	57	75.4
Disagree	60	17.1	17.1	91.3
Strongly Disagree	31	8.8	8.8	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

Table 4.11 reveals that 17.1% of the respondents strongly agree that primary health care facilities has been left in a deplorable state due to staff absenteeism in Ndokwa East local government area of Delta State, 57% agreed, 17.1% disagreed, while the remaining 8.8% sampled respondents strongly disagree that primary health care facilities has been left in a deplorable state due to staff absenteeism in Ndokwa East local government area of Delta State. It therefore shows from the above analysis that majority of the sampled respondents agreed that primary health care facilities has been left in a deplorable state due to staff absenteeism in Ndokwa East local government area of Delta State.

**Table 4.12:** Public basic education over the years has suffers setback due to staff absenteeism in Ndokwa East local government area of Delta State.

**Question Eight**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	61	17.4	17.4	17.2
Agree	180	51.3	51.3	68.4
Disagree	70	19.9	19.9	84.5
Strongly Disagree	40	11.4	11.4	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

In table 4.12 it was discovered that, 17.4% of the study sampled respondents strongly agreed that public basic education over the years has suffers setback due to staff absenteeism in Ndokwa East local government area of Delta State, 51.3% agreed, 19.9% disagreed; while the remaining 11.4% strongly disagreed that public basic education over the years has suffers setback due to staff absenteeism in Ndokwa East local government area of Delta State. It therefore shows from the above analyses that majority of the sampled respondents agreed that public basic education over the years has suffers setback due to staff absenteeism in Ndokwa East local government area of Delta State.

**Table 4.13:** Inadequate funding of Ndokwa East local government area of Delta State is one of the challenges faced leading to absenteeism.

**Question Nine**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	50	14.2	14.2	18.9
Agree	229	65.2	65.2	75.4
Disagree	44	12.5	12.5	91.1
Strongly Disagree	28	8	8	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

Table 4.13 shows that 14.2% of the respondents strongly agree that inadequate funding of Ndokwa East local government area of Delta State is one of the challenges faced leading to absenteeism, 65.2% agreed, 12.5% disagreed, while the remaining 8% strongly disagree that inadequate funding of Ndokwa East local government area of Delta State is one of the challenges faced leading to absenteeism. It therefore shows from the above analyses that majority of the sampled respondents agreed that inadequate funding of Ndokwa East local government area of Delta State is one of the challenges faced leading to absenteeism.

**Table 4.14:** Lack of regular supervision and monitoring is another challenge faced in Ndokwa East local government area of Delta State.

**Question Ten**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	60	17.1	17.1	16.5
Agree	190	54.1	54.1	73.9
Disagree	60	17.1	17.1	88.3
Strongly Disagree	41	11.7	11.7	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

Table 4.14 reveals that, 17.1% of the sampled respondents strongly agreed that lack of regular supervision and monitoring is another challenge faced in Ndokwa East local government area of Delta State, 54.1% of the respondents agreed, 17.1% of the respondents disagreed, while 11.7% of the respondents strongly disagreed that lack of regular supervision and monitoring is another challenge faced in Ndokwa East local government area of Delta State. It therefore shows from the above analysis that majority of the sampled respondents agreed that lack of regular supervision and monitoring is another challenge faced in Ndokwa East local government area of Delta State.

**Table 4.15:** Lack of transparency causes absenteeism in Ndokwa East local government area of Delta State.

**Question Eleven**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	66	18.8	18.8	20.8
Agree	202	57.5	57.5	76.5
Disagree	45	12.8	12.8	89.8
Strongly Disagree	38	10.8	10.8	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

As regard table 4.15 the data reveals that 18.8% of the respondents strongly agreed that lack of transparency causes absenteeism in Ndokwa East local government area of Delta State, 57.5% agreed, 12.8% disagreed, while the remaining 10.8% strongly disagree that lack of transparency causes absenteeism in Ndokwa East local government area of Delta State. It therefore shows from the above analysis that majority of the sampled respondents agreed that lack of transparency causes absenteeism in Ndokwa East local government area of Delta State.

**Table 4.16:** Lack of accountability lead to absenteeism in Ndokwa East local government area of Delta State.

**Question Twelve**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	61	17.4	17.4	22.9
Agree	188	53.6	53.6	68.9
Disagree	70	19.9	19.9	87.7
Strongly Disagree	32	9.1	9.1	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

Table 4.16, shows that 17.4% of the respondents strongly agree that lack of accountability lead to absenteeism in Ndokwa East local government area of Delta State, 53.6% agreed, 19.9% disagreed, while the remaining 9.1% strongly disagree that lack of accountability lead to absenteeism in Ndokwa East local government area of Delta State. It therefore shows from the above analysis that majority of the sampled respondents agreed that lack of accountability lead to absenteeism in Ndokwa East local government area of Delta State.

**4.2 Discussion of Finding**

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 buttresses the study 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 nonattendance 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.

The study also discovered that poor morale of employees also leads to absenteeism. Supporting the aforementioned point, Warren (2002) observed that 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.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Summary

The study examined employee absenteeism and performance of workers in Ndokwa East local government area of Delta State, Nigeria. The main objective of the study is to examine employee absenteeism and performance of workers in Ndokwa East local government area of Delta State. The specific objectives are as follows; to determine the extent absenteeism of local government employees has affected the output of the local governments in Ndokwa East local government area of Delta State; to examine the extent absenteeism of local government employees has affected the provision of social amenities by the local governments in Ndokwa East local government area of Delta State; to ascertain various challenges that leads to absenteeism of local government employees in Ndokwa East local government area of Delta State and to proffer recommendations to the challenges that leads to absenteeism of local government employees in Ndokwa East local government area of Delta State.

Furthermore, population of the study comprises all staff of Ndokwa-East Local Government Area of Delta State. According to the Human Resource Department of Ndokwa-East Local Government Area of Delta State, the total staff strength of council members is 1031. The research will adopt the stratified random sampling and simple random sampling (probability sampling technique) in selecting 400 respondents (Staff of Ndokwa-East government Area) for this study. The four hundred (400) sample size was determined through the Taro Yamane formular.

With the data gotten from the field and subsequent analysis of same, the study made some interesting discovering. The study hence reveals amongst others that absenteeism of

employees has affected the performance of Ndokwa East local government area of Delta State. The study further observed that due to absenteeism of staff in Ndokwa East local government area of Delta citizens viewed government business as unserious. Furthermore, the study discovered that sustainable development in Ndokwa East local government area of Delta State has not been affected due to staff absenteeism. Also, the study observed that staff absenteeism has negatively impacted the provision of social amenities in Ndokwa East local government area of Delta State.

The study also noticed that primary health care facilities has been left in a deplorable state due to staff absenteeism in Ndokwa East local government area of Delta State. The study further noticed that public basic education over the years has suffers setback due to staff absenteeism in Ndokwa East local government area of Delta State.

By way of challenges, the study reveals that inadequate funding of Ndokwa East local government area of Delta State is one of the challenges faced leading to absenteeism. It was also observed that lack of regular supervision and monitoring is another challenge faced in Ndokwa East local government area of Delta State. The study also observed that lack of accountability lead to absenteeism in Ndokwa East local government area of Delta State.

## **Conclusions**

With the aforementioned findings of the study in the summary section, the study concludes that absenteeism of local government employees has affected the output of the local governments in Ndokwa East local government area of Delta State. The study also depicts that there exists a strong positive correlation between absenteeism of local government employees has affected the provision of social amenities by the local governments in Ndokwa East local government area of Delta State. Furthermore, the study shows that there exists a correlation

between challenges that leads to absenteeism of local government employees in Ndokwa East local government area of Delta State.

### **Recommendations**

Based on the study's findings the following are recommended.

1. The government should make available more funds to enable the sustainability drive of local government area workers in terms of morale motivation.
2. There is also the need for effective supervision of government workers for effective achievement of intended goals.
3. Workplace attendance should be taken serious in any of the government offices in Nigeria, and this will reduce the absenteeism in the workplace.
4. More control mechanisms such as the use external auditors should be introduced in the studied local government areas as this would help in checkmating embezzlements of funds in the studied local governments.
5. Employees should not be randomly approved to be absent from work and when it is inevitable, works should be properly designed to stopping/disrupting work flows.

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## Appendix

Department of Public Administration,  
Faculty of Social Science,  
University of Benin,  
Benin City.

Dear Sir / Madam,

### **REQUEST FOR YOUR COOPERATION IN COMPLETING THIS QUESTIONNAIRE**

I am an undergraduate student of the above-mentioned Department and University. As part of the programme, I am presently conducting a research on the topic “employee absenteeism and performance of workers in Ndokwa East local government area of Delta State, Nigeria”. This questionnaire is therefore designed to collect the relevant data for the study. Your response to the questions will not be used for any other purpose other than the one stated above.

Furthermore, you are kindly requested to respond as sincerely as possible to all the questions as stated in the questionnaire. Please, tick (✓) in the space provided in the most appropriate column on each of the item.

Thank you for your cooperation.

### **SECTION A: BIODATA**

Please, kindly tick the box that best fit the information given below:

1. Sex: Male ( ) Female ( )
2. Age: 18 – 35 years ( ), 36 – 53 ( ), 54 and above ( )
3. Marital Status: Single ( ), Married ( ), Divorced ( )
4. Educational qualification: No formal education ( ), Primary ( ), Secondary ( ), Tertiary ( ), Others ( )

## SECTION B

**KEYS: SA-Strongly Agree; A – Agree; SD-Strongly Disagree; D – Disagree** Please tick the space that best fit your view

S/N	STATEMENT	SA	A	D	SD
1	Absenteeism of employees has affected the performance of Ndokwa East local government area of Delta State.				
2	Absenteeism of staff reduces service delivery of Ndokwa East local government area of Delta State.				
3	Due to absenteeism of staff in Ndokwa East local government area of Delta citizens viewed government business as unserious.				
4	Sustainable development has in Ndokwa East local government area of Delta State has been affected due to staff absenteeism.				
5	Staff absenteeism has negatively impacted the provision of social amenities in Ndokwa East local government area of Delta State.				
6	Due to employees' absenteeism public projects has been left unattended over the years in Ndokwa East local government area of Delta State.				
7	Primary health care facilities has been left in a deplorable state due to staff absenteeism in Ndokwa East local government area of Delta State.				
8	Public basic education over the years has suffers setback due to staff absenteeism in Ndokwa East local government area of Delta State.				
9	Inadequate funding of Ndokwa East local government area of Delta State is one of the challenges faced leading to absenteeism.				

10	Lack of regular supervision and monitoring is another challenge faced in Ndokwa East local government area of Delta State.				
11.	Lack of transparency causes absenteeism in Ndokwa East local government area of Delta State.				
12.	Lack of accountability lead to absenteeism in Ndokwa East local government area of Delta State.				

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

The presentation of data and analysis is examined in this chapter. As indicated in the study methodology, 415 respondents were sampled and same number of questionnaires distributed to the targeted respondents of the study. In the retrieval process, the study observed that, out of the 415 questionnaires distributed to the study sampled respondents, only 351 were retrieved by the researcher thus, changing the study analysis total sample to 351, which has 84.6% retrieval rate. Furthermore, in analyzing the data quantitatively, the Statistical Package for the Social Science (SPSS; version 22) was employed.

#### 4.1 Frequency Table

**Table 4.1: Sex Distribution**

		Sex			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	189	53.8	53.8	52.8
	Female	162	46.2	46.2	100.0
	Total	351	100.0	100.0	

Source: Fieldwork, 2025.

Table 4.1 above reveals that 189 respondents representing 53.8% of the sampled population are male, while 162 respondents representing 46.2% are female. Thus, the aforementioned analysis indicates that more male respondents took part in this study.

**Table 4.2: Age Distribution**

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 35 years	45	12.8	12.8	13.2
	36 - 53 years	192	54.7	54.7	64.9
	54 years and Above	114	32.5	32.5	100.0
	Total	351	100.0	100.0	

Source: Fieldwork, 2025.

Data in table 4.2 shows that, 45 respondents covering 12.8% of the study sampled respondents are 18 - 53 years of age, 192 respondents representing 54.7% are 36 – 53 years of age, while the remaining 114 respondents covering 32.5% are 54 and above years of age. This signifies that, respondents between 36 – 53 years old participated more in this study.

**Table 4.3: Marital Distribution**

		Marital Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	98	27.9	27.9	31.3
	Married	223	63.5	63.5	85.8
	Divorced	30	8.54	8.54	100.0
	Total	351	100.0	100.0	

Source: Fieldwork, 2025

Table 4.3 reveals that 98 respondents representing 27.9% of the study sample population are single, 63.5% covering 223 respondents are married, while 30 respondents representing 8.5% are divorced. Thus, indicating that, more married respondents participated in this study.

**Table 4.4: Educational Distribution**

**Educational Status**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No Formal Education	63	17.9	17.9	17.9
Primary	58	16.5	16.5	34.4
Secondary	109	31.5	31.5	65.9
Tertiary	73	20.8	20.8	86.7
Others	48	13.3	13.3	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

The study discovered in table 4.5 above that 63 respondents covering 17.9% of the sampled population have no formal education, 58 respondents representing 16.5% are primary school certificate holders, 109 respondents covering 31.5% of the sampled population are secondary school certificate holders, 73 respondents representing 20.8% are tertiary school certificate holders, while the remaining 48 sampled respondents representing 13.3% have “other” form of certification. It thus indicates that, respondents that are tertiary certificate holders participated more in this research.

## SECTION B

In this section, the various responses obtained from the survey questionnaire were analyzed descriptively in consonant with the research questions and objectives.

**Table 4.5:** Absenteeism of employees has affected the performance of Ndokwa East local government area of Delta State.

### Question One

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	86	24.5	24.5	21.6
Agree	180	51.3	51.3	66.5
Disagree	61	17.4	17.4	83.9
Strongly Disagree	24	6.8	6.8	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

Table 4.5 shows that, 24.5% of the respondents strongly agreed that absenteeism of employees has affected the performance of Ndokwa East local government area of Delta State, 51.3% of the sampled respondents agreed, 17.4% respondents disagree, while the remaining 6.8% strongly disagree that absenteeism of employees has affected the performance of Ndokwa East local government area of Delta State. The analysis thus reveals that, majority of the sampled respondents agreed that absenteeism of employees has affected the performance of Ndokwa East local government area of Delta State.

**Table 4.6:** Absenteeism of staff reduces service delivery of Ndokwa East local government area of Delta State.

**Question Two**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	52	14.8	14.8	12.9
Agree	76	21.7	21.7	35.6
Disagree	142	40.5	40.5	71.8
Strongly Disagree	81	23.1	23.1	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

Table 4.6 shows that 14.8% of the respondents strongly agree that absenteeism of staff reduces service delivery of Ndokwa East local government area of Delta State, 21.7% agreed, 40.5% disagreed, while the remaining 23.1% sampled respondents strongly disagreed that absenteeism of staff reduces service delivery of Ndokwa East local government area of Delta State. It therefore shows from the above analysis that majority of the sampled respondents disagreed that absenteeism of staff reduces service delivery of Ndokwa East local government area of Delta State.

**Table 4.7:** Due to absenteeism of staff in Ndokwa East local government area of Delta citizens viewed government business as unserious.

**Question Three**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	60	17.1	17.1	20.8
Agree	186	53	53	71.8
Disagree	50	14.2	14.2	87.3
Strongly Disagree	55	15.7	15.7	100.0

Total	351	100.0	100.0
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Source: Fieldwork, 2025

As regards question three, table 4.7 reveals that 17.1% of the respondents strongly agree that due to absenteeism of staff in Ndokwa East local government area of Delta citizens viewed government business as unserious, 53% agreed, 14.2% disagreed, while the remaining 15.7% strongly disagreed that due to absenteeism of staff in Ndokwa East local government area of Delta citizens viewed government business as unserious. The analysis thus reveals that majority of the sampled respondents agreed that due to absenteeism of staff in Ndokwa East local government area of Delta citizens viewed government business as unserious.

**Table 4.8:** Sustainable development in Ndokwa East local government area of Delta State has not been affected due to staff absenteeism.

#### Question Four

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	40	11.4	11.4	14.8
Agree	58	16.5	16.5	32.0
Disagree	170	48.4	48.4	77.3
Strongly Disagree	83	23.6	23.6	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

Table 4.8 reveals that 11.4% of the respondents strongly agreed that sustainable development in Ndokwa East local government area of Delta State has not been affected due to staff absenteeism, 16.5% agreed, 48.4% disagreed, while the remaining 23.6% strongly disagree that sustainable development in Ndokwa East local government area of Delta State has not been affected due to staff absenteeism. It therefore shows from the above analysis that majority of the

sampled respondents disagreed that sustainable development in Ndokwa East local government area of Delta State has not been affected due to staff absenteeism.

**Table 4.9:** Staff absenteeism has negatively impacted the provision of social amenities in Ndokwa East local government area of Delta State.

**Question Five**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	73	20.8	20.8	19.9
Agree	204	58.1	58.1	75.4
Disagree	45	12.8	12.8	93.9
Strongly Disagree	29	8.3	8.3	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

In relation to table 4.9, it was observed that 20.8% of the respondents strongly agree that staff absenteeism has negatively impacted the provision of social amenities in Ndokwa East local government area of Delta State, 58.1% agreed, 12.8% disagreed, while the remaining 8.3% strongly disagreed that staff absenteeism has negatively impacted the provision of social amenities in Ndokwa East local government area of Delta State. It therefore shows from the above analysis that majority of the respondents agreed that staff absenteeism has negatively impacted the provision of social amenities in Ndokwa East local government area of Delta State.

**Table 4.10:** Due to employees' absenteeism public projects has been left unattended over the years in Ndokwa East local government area of Delta State.

**Question Six**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	56	16	16	18.2
Agree	200	57	57	70.6
Disagree	63	18	18	89.8
Strongly Disagree	32	9.1	9.1	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

Also, in table 4.10 it was discovered that 16% of the respondents strongly agreed that due to employees' absenteeism public projects has been left unattended over the years in Ndokwa East local government area of Delta State, 57% agreed, 18% disagreed, while the remaining 9.1% strongly disagreed that due to employees' absenteeism public projects has been left unattended over the years in Ndokwa East local government area of Delta State. It therefore shows from the above analysis that majority of the sampled respondents agreed that due to employees' absenteeism public projects has been left unattended over the years in Ndokwa East local government area of Delta State.

**Table 4.11:** Primary health care facilities has been left in a deplorable state due to staff absenteeism in Ndokwa East local government area of Delta State.

**Question Seven**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	60	17.1	17.1	20.6
Agree	200	57	57	75.4
Disagree	60	17.1	17.1	91.3
Strongly Disagree	31	8.8	8.8	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

Table 4.11 reveals that 17.1% of the respondents strongly agree that primary health care facilities has been left in a deplorable state due to staff absenteeism in Ndokwa East local government area of Delta State, 57% agreed, 17.1% disagreed, while the remaining 8.8% sampled respondents strongly disagree that primary health care facilities has been left in a deplorable state due to staff absenteeism in Ndokwa East local government area of Delta State. It therefore shows from the above analysis that majority of the sampled respondents agreed that primary health care facilities has been left in a deplorable state due to staff absenteeism in Ndokwa East local government area of Delta State.

**Table 4.12:** Public basic education over the years has suffers setback due to staff absenteeism in Ndokwa East local government area of Delta State.

**Question Eight**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	61	17.4	17.4	17.2
Agree	180	51.3	51.3	68.4
Disagree	70	19.9	19.9	84.5
Strongly Disagree	40	11.4	11.4	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

In table 4.12 it was discovered that, 17.4% of the study sampled respondents strongly agreed that public basic education over the years has suffers setback due to staff absenteeism in Ndokwa East local government area of Delta State, 51.3% agreed, 19.9% disagreed; while the remaining 11.4% strongly disagreed that public basic education over the years has suffers setback due to staff absenteeism in Ndokwa East local government area of Delta State. It therefore shows from the above analyses that majority of the sampled respondents agreed that public basic education over the years has suffers setback due to staff absenteeism in Ndokwa East local government area of Delta State.

**Table 4.13:** Inadequate funding of Ndokwa East local government area of Delta State is one of the challenges faced leading to absenteeism.

**Question Nine**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	50	14.2	14.2	18.9
Agree	229	65.2	65.2	75.4
Disagree	44	12.5	12.5	91.1
Strongly Disagree	28	8	8	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

Table 4.13 shows that 14.2% of the respondents strongly agree that inadequate funding of Ndokwa East local government area of Delta State is one of the challenges faced leading to absenteeism, 65.2% agreed, 12.5% disagreed, while the remaining 8% strongly disagree that inadequate funding of Ndokwa East local government area of Delta State is one of the challenges faced leading to absenteeism. It therefore shows from the above analyses that majority of the sampled respondents agreed that inadequate funding of Ndokwa East local government area of Delta State is one of the challenges faced leading to absenteeism.

**Table 4.14:** Lack of regular supervision and monitoring is another challenge faced in Ndokwa East local government area of Delta State.

**Question Ten**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	60	17.1	17.1	16.5
Agree	190	54.1	54.1	73.9
Disagree	60	17.1	17.1	88.3
Strongly Disagree	41	11.7	11.7	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

Table 4.14 reveals that, 17.1% of the sampled respondents strongly agreed that lack of regular supervision and monitoring is another challenge faced in Ndokwa East local government area of Delta State, 54.1% of the respondents agreed, 17.1% of the respondents disagreed, while 11.7% of the respondents strongly disagreed that lack of regular supervision and monitoring is another challenge faced in Ndokwa East local government area of Delta State. It therefore shows from the above analysis that majority of the sampled respondents agreed that lack of regular supervision and monitoring is another challenge faced in Ndokwa East local government area of Delta State.

**Table 4.15:** Lack of transparency causes absenteeism in Ndokwa East local government area of Delta State.

**Question Eleven**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	66	18.8	18.8	20.8
Agree	202	57.5	57.5	76.5
Disagree	45	12.8	12.8	89.8
Strongly Disagree	38	10.8	10.8	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

As regard table 4.15 the data reveals that 18.8% of the respondents strongly agreed that lack of transparency causes absenteeism in Ndokwa East local government area of Delta State, 57.5% agreed, 12.8% disagreed, while the remaining 10.8% strongly disagree that lack of transparency causes absenteeism in Ndokwa East local government area of Delta State. It therefore shows from the above analysis that majority of the sampled respondents agreed that lack of transparency causes absenteeism in Ndokwa East local government area of Delta State.

**Table 4.16:** Lack of accountability lead to absenteeism in Ndokwa East local government area of Delta State.

**Question Twelve**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	61	17.4	17.4	22.9
Agree	188	53.6	53.6	68.9
Disagree	70	19.9	19.9	87.7
Strongly Disagree	32	9.1	9.1	100.0
Total	351	100.0	100.0	

Source: Fieldwork, 2025

Table 4.16, shows that 17.4% of the respondents strongly agree that lack of accountability lead to absenteeism in Ndokwa East local government area of Delta State, 53.6% agreed, 19.9% disagreed, while the remaining 9.1% strongly disagree that lack of accountability lead to absenteeism in Ndokwa East local government area of Delta State. It therefore shows from the above analysis that majority of the sampled respondents agreed that lack of accountability lead to absenteeism in Ndokwa East local government area of Delta State.

**4.2 Discussion of Finding**

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 buttresses the study 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 nonattendance 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.

The study also discovered that poor morale of employees also leads to absenteeism. Supporting the aforementioned point, Warren (2002) observed that 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.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Summary

The study examined employee absenteeism and performance of workers in Ndokwa East local government area of Delta State, Nigeria. The main objective of the study is to examine employee absenteeism and performance of workers in Ndokwa East local government area of Delta State. The specific objectives are as follows; to determine the extent absenteeism of local government employees has affected the output of the local governments in Ndokwa East local government area of Delta State; to examine the extent absenteeism of local government employees has affected the provision of social amenities by the local governments in Ndokwa East local government area of Delta State; to ascertain various challenges that leads to absenteeism of local government employees in Ndokwa East local government area of Delta State and to proffer recommendations to the challenges that leads to absenteeism of local government employees in Ndokwa East local government area of Delta State.

Furthermore, population of the study comprises all staff of Ndokwa-East Local Government Area of Delta State. According to the Human Resource Department of Ndokwa-East Local Government Area of Delta State, the total staff strength of council members is 1031. The research will adopt the stratified random sampling and simple random sampling (probability sampling technique) in selecting 400 respondents (Staff of Ndokwa-East government Area) for this study. The four hundred (400) sample size was determined through the Taro Yamane formular.

With the data gotten from the field and subsequent analysis of same, the study made some interesting discovering. The study hence reveals amongst others that absenteeism of

employees has affected the performance of Ndokwa East local government area of Delta State. The study further observed that due to absenteeism of staff in Ndokwa East local government area of Delta citizens viewed government business as unserious. Furthermore, the study discovered that sustainable development in Ndokwa East local government area of Delta State has not been affected due to staff absenteeism. Also, the study observed that staff absenteeism has negatively impacted the provision of social amenities in Ndokwa East local government area of Delta State.

The study also noticed that primary health care facilities has been left in a deplorable state due to staff absenteeism in Ndokwa East local government area of Delta State. The study further noticed that public basic education over the years has suffers setback due to staff absenteeism in Ndokwa East local government area of Delta State.

By way of challenges, the study reveals that inadequate funding of Ndokwa East local government area of Delta State is one of the challenges faced leading to absenteeism. It was also observed that lack of regular supervision and monitoring is another challenge faced in Ndokwa East local government area of Delta State. The study also observed that lack of accountability lead to absenteeism in Ndokwa East local government area of Delta State.

## **Conclusions**

With the aforementioned findings of the study in the summary section, the study concludes that absenteeism of local government employees has affected the output of the local governments in Ndokwa East local government area of Delta State. The study also depicts that there exists a strong positive correlation between absenteeism of local government employees has affected the provision of social amenities by the local governments in Ndokwa East local government area of Delta State. Furthermore, the study shows that there exists a correlation

between challenges that leads to absenteeism of local government employees in Ndokwa East local government area of Delta State.

### **Recommendations**

Based on the study's findings the following are recommended.

6. The government should make available more funds to enable the sustainability drive of local government area workers in terms of morale motivation.
7. There is also the need for effective supervision of government workers for effective achievement of intended goals.
8. Workplace attendance should be taken serious in any of the government offices in Nigeria, and this will reduce the absenteeism in the workplace.
9. More control mechanisms such as the use external auditors should be introduced in the studied local government areas as this would help in checkmating embezzlements of funds in the studied local governments.
10. Employees should not be randomly approved to be absent from work and when it is inevitable, works should be properly designed to stopping/disrupting work flows.

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## Appendix

Department of Public Administration,  
Faculty of Social Science,  
University of Benin,  
Benin City.

Dear Sir / Madam,

### **REQUEST FOR YOUR COOPERATION IN COMPLETING THIS QUESTIONNAIRE**

I am an undergraduate student of the above-mentioned Department and University. As part of the programme, I am presently conducting a research on the topic “employee absenteeism and performance of workers in Ndokwa East local government area of Delta State, Nigeria”. This questionnaire is therefore designed to collect the relevant data for the study. Your response to the questions will not be used for any other purpose other than the one stated above.

Furthermore, you are kindly requested to respond as sincerely as possible to all the questions as stated in the questionnaire. Please, tick (✓) in the space provided in the most appropriate column on each of the item.

Thank you for your cooperation.

### **SECTION A: BIODATA**

Please, kindly tick the box that best fit the information given below:

5. Sex: Male ( ) Female ( )
6. Age: 18 – 35 years ( ), 36 – 53 ( ), 54 and above ( )
7. Marital Status: Single ( ), Married ( ), Divorced ( )
8. Educational qualification: No formal education ( ), Primary ( ), Secondary ( ), Tertiary ( ), Others ( )

## SECTION B

**KEYS: SA-Strongly Agree; A – Agree; SD-Strongly Disagree; D – Disagree** Please tick the space that best fit your view

S/N	STATEMENT	SA	A	D	SD
1	Absenteeism of employees has affected the performance of Ndokwa East local government area of Delta State.				
2	Absenteeism of staff reduces service delivery of Ndokwa East local government area of Delta State.				
3	Due to absenteeism of staff in Ndokwa East local government area of Delta citizens viewed government business as unserious.				
4	Sustainable development has in Ndokwa East local government area of Delta State has been affected due to staff absenteeism.				
5	Staff absenteeism has negatively impacted the provision of social amenities in Ndokwa East local government area of Delta State.				
6	Due to employees' absenteeism public projects has been left unattended over the years in Ndokwa East local government area of Delta State.				
7	Primary health care facilities has been left in a deplorable state due to staff absenteeism in Ndokwa East local government area of Delta State.				
8	Public basic education over the years has suffers setback due to staff absenteeism in Ndokwa East local government area of Delta State.				
9	Inadequate funding of Ndokwa East local government area of Delta State is one of the challenges faced leading to absenteeism.				

10	Lack of regular supervision and monitoring is another challenge faced in Ndokwa East local government area of Delta State.				
11.	Lack of transparency causes absenteeism in Ndokwa East local government area of Delta State.				
12.	Lack of accountability lead to absenteeism in Ndokwa East local government area of Delta State.				