

**ABSENTEEISM AND ORGANISATIONAL PERFORMANCE: CASE STUDY  
OF MINISTRY OF AGRICULTURE FOOD AND COOPERATIVE.TANZANIA**

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**A RESEARCH REPORT PRESENTED TO THE SCHOOL OF BUSSINESS  
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REQUIRMENTS FOR THE AWARD OF BACHELORS  
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UNIVERSITY.**

**NOVEMBER , 2011**

## DECLARATION

I AISIA MARO hereby declare that the work embodied in this research report is my own work and has never been presented for a degree or for any other academic award in my university or any other institution of higher learning.

Signature.....

AISIA MARO

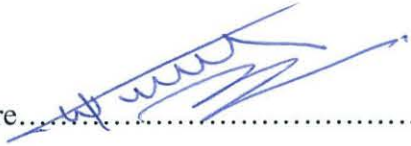
Date .....

### APPROVAL

I, **DR.WANDIBA AUGUSTINE**, declare I have supervised the student's

work and I have it for submission to the university.

Signature.....



DR. WANDIBA AUGUSTINE

Date.....

30/11/2011

## **DEDICATION**

I Aisia Maro hereby dedicate this dissertation to my beloved parents Mr. Michael Maro and Mrs. Betty Maro for their sacrifices to educates me.

## **ACKNOWLEDGEMENT**

First I thank my almighty GOD for giving me health, strength and knowledge over this period in the completion of my report.

I wish to acknowledge the assistance I got from my supervisor DR.Wandiba Augustine for the patient proof reading and general guidance in this research for which I am appreciative. All lecturers who taught me anything concerning research like Mr.Musiime Andrew.

Sincere gratitude goes to my family members; my brother Immanuel Maro, sister Anna Maro, friends Kivuyo Christopher Necerian, Heavenlight Mwipi, and Emor Tati Joyce who have been always there for the love and understanding they have showed me, without their support, my success in this research and above all my course would not have been reality. May GOD richly bless in all your endeavors.

### **ABSTRACT**

The purpose of the study was about absenteeism making original performance the problem may decline of employee performance which may be due to absenteeism.

The purpose of the study is establishing relationship between absenteeism and organizational performance in ministry of agriculture, food and cooperation.

The study was guided by the following objectives; to examine the causes of absenteeism on employee performance, to examine the effect of absenteeism on employee performance, to establish ways of controlling absenteeism on organization.

The study adopted a case study research design where by both qualitative and quantitative strategies of data analyses were used. The researcher drew a sample of 60 respondents, at ministry of Agriculture, Food, and Cooperative in Tanzania as illustrated below.

Findings indicates that major causes of employees absenteeism are unsound personnel policies, while the common effect of absenteeism is only psychological effect, the last finding shows major solution is high wages and allowances..

Conclusion in each objective is the first cause absenteeism in ministry play a significantly negative effect which hence low production, the effect in ministry play a very significant role in ensuring absenteeism rates of employee at workplace. But the conclusion of ways to control absenteeism, only payment does play significant role in the organization performance.

Basing on the studying the following were the recommendations were suggested by the researcher, the reward system at ministry of Agriculture, Food, and Cooperative needed to be reappraisal so that they are more general and fair to the whole staff. This should be in line with the government pay scales.

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## CHAPTER ONE

### 1.0 Introduction

This chapter will present the background, statement of the problem, purpose of the study, research objectives, research questions, scope of the study, significant of the study.

### 1.1 Back Ground of the study

This study is about absenteeism is a major organizational phenomenon. Employee absenteeism is important in organizational perspective; absenteeism can represent significant costs in terms of recruiting, training, socialization and disruption as well as variety of indirect costs. Absenteeism is the failure of employees to report to work when they are schedule to do so.( According to Edwin. B. Floppo (1984).

According to a study conducted by the American society for personnel administration and Bureau of national affairs said that” absenteeism is a major problem because of complex set of problems and among the most is frustrating are the problems of worker alcoholism and drug addiction. “It’s hard to determine just how many workers suffer from these problems.(Garry dassler,2002)

Labor Bureau (Simla) said that “absenteeism is also a process related to human resource and recruitment. When employees miss work, the organization occurs direct cost of lost wages and decreased productivity.”An employee may absence from work because of sickness, accidents, serious family problems or other legitimate reasons.(Michael Armstrong,2006)

According to Webster’s “absenteeism is practice or habit of being an absence where by an absence is one who habitually stays away” an employer fired an employee for excessive absences. The employee filed a grievance starting that there had been no previous warnings or discipline related to excessive absence. (Dr.P Subba Rao,2001)

John’s argues that absenteeism is the tendency not to show up for scheduled work, or absence of an employee refer to missing part or whole days of work due to personal illness, person business or other reasons. He described that the notion that some believe that

reduce absenteeism will increase presenteeism. Also he argue that absenteeism in an organization is a major problem for many African countries such as South African

Absenteeism means the failure of a worker to report for work when he is scheduled to work. A worker is considered as scheduled to work available for him and the worker is aware of it. (C.B.Gupta 2007).

Absenteeism refers to the failure to the part of employees report to work though they are scheduled to work. In other words, un authorized absences constitute absenteeism, absenteeism costs money to the organization according to besides reflecting employee dissatisfaction with the company.(Aswathappa1997).

Absenteeism means there are employees who are absent from work habitually or every time. This has a negative impact on the performance of the organization due to loss of man hours during production production process. (Edwin B.floppo1984)

Absenteeism may also be the intentional decision made by the employee not to go to work and this may be due to factors beyond control of the employee resulting into loss of man hours leading to poor performance of the organization. Assert that there is a type of absenteeism such as authorized, unauthorized, willful, circumstances beyond one's control. (Dr. P. Subba Rao,2001)

Organizational performance is the desired result of organizational behavior Organization performance as the degree of accomplishment of the tasks that make up an individual's job. The working definition of organization performance of the study will be derived from (Gupta C.B, 2007) which is the degree of accomplishment of the tasks involved in a job it depend on the ability and effort to reach set target of organization goals. Organization performance in this study will be characterized by loss man hours, disruption of production, lack of commitment and loss of productivity. (Invacevich & Matteson, 1999 657).

Organization performance is quality and quantity of tasks accomplished by an individual or group at work (John 1999).performance is commonly said is th bottom line for people at work. It is the cornerstone of productivity and it should contribute to accomplishment of organizational objectives.

Organization performance also means both behavior and results. Behaviors emanate from the performer and transform from abstraction to action. Not just the instruction for results, behavior is also outcomes in their own rights. The products of mental and physical effort to tasks and can be judged apart from results. (Armstrong 2006)

Recent studies have revealed that US employees have experienced the problem of absenteeism to their organization; absenteeism is the failure of employees to report to work when they are scheduled to do so in any organization, and this may bring many changes in an organization like lack of commitment, loss of productivity also disruption of productivity at working places (Pigors and Myers1994).

According to British management institute study (IBM) earlier absence record, it expresses the amount of time lost through absence as a percentage of total man hours required thus

$$\text{Absenteeism} = \frac{\text{Number of man day lost due to absenteeism}}{\text{Number of man days scheduled to work}}$$

The above computation excludes lost under an hours duration which is prolonged absence. According to the above Study total man hours required is the total number of hours that management planned to work during the specified period which excludes overtime. The total number of hours lost include all the time lost due to different reasons, the absence rate for each reason can be calculated separately if desired. (Jonh. M. Ivancevich 1999)

Number of absence may be computed by the following variables, weekly or monthly, plant and department, hourly and salary employees, age, sex, duration of service, and reason given for absence.(Pigors and Myers 1994)

Absenteeism in the workplace is a problem for companies worldwide. Employees are utilizing many lame to avoid their workplace. Companies are trying to combat the problem by implementing new procedures. The problem of absenteeism has costs companies millions, if not billions of dollars. (According to 2001 report by Sari Huhtala).

A labor force survey conducted in 1997 by statistics Canada revealed that averages of 7.4 days were missed by each full-time employee during a one-year period. This average translates into an annual loss of U.S. Dollars 140 per employees, based on a company of 1000 employee with an averages salary of U.S. Dollars 190 per day.

Approximately one million people miss work each day in the United States, according to the American institutes of stress. In author Brian Amble's article, Written for management issues, United Kingdom workers took off work 7 days per year. There is a culture of absenteeism in some workplace that must be addressed, said Susan Anderson, CBI Director of human resources policy.

Not all the reasons people use for missing work are credible. Take for instance, the South African male who stole a doctor's excuse meant for a pregnant woman with morning sickness. Employees are blaming their GPS navigators for giving them the wrong directions to their workplace. Their reasons for taking a day off seem to change with the new technology. More women than men tend to miss work. Mondays, Friday and holidays times are popular call-in-day. (CNN/com/living.)

## **1.2 Statement of the problem**

The performance of ministry of agriculture has been decline and this may be due to absenteeism because many of the employees desert the organizations work without the awareness of managers leading work to a stand steel hence poor performance of the company, and this occurs in an organization through different causes of absenteeism. (Radio Tanzania 2000). Employees in organizations can only be absence because of different sources such as personality, job situation, and attendance factors.

It is the situation that stimulates the researcher to undertake the study on the relationship between absenteeism and organizational performance.

### **1.3 Purpose of the study.**

The purpose of the study is establishing relationship between absenteeism and organizational performance in ministry of agriculture, food and cooperation.

### **1.4 Objectives of the study.**

- i) To examine the causes of absenteeism on employee performance.
- ii) To examine the effect of absenteeism on employee performance.
- iii) To establish ways of controlling absenteeism on organization.

### **1.5 Research questions**

- i) What causes absenteeism in ministry of agriculture, food and cooperation?
- ii) What is the effect of absenteeism on employee performance in ministry of agriculture, food and cooperation?
- iii) How to control of absenteeism in organization in ministry of agriculture, food and cooperation?

### **1.6 The scope of the study**

#### **1.6.1 Geographical scope**

The study will be carried out at ministry of agriculture food and cooperative

This is the area of study, is situated in Dar-es-salaam in Tanzania.

#### **1.6.2 Content scope**

The study will focus on absenteeism and organizational performance explains the variables and relationship between those variables

### **1.7 Significance of research of study**

**The study will be used on following ways;**

- Managers and administrators recognize the effect of absenteeism on effective achievement of organizational performance.
- Assist the employees to understand the views of workforce in regard to general conditions of work environment.
- Assist other scholars and will perform as the basis up on which further studies can be carried out apart from adding on stock of knowledge that. Already exists about the effects of absenteeism on performance of organization.
- It will be serve academic for the purpose. It is a partial requirement for the award of bachelor of Human Resources Management, which is being pursued by the research.



## **CHAPTER TWO**

### **REVIEW OF LITERATURE**

#### **2.0 Introduction**

In this chapter, various relevant studies are reviewed and opinions and observations of various writers considered. Included in the chapter are the nature of absenteeism, absence records, causes of this organizational behavior, its effects and costs to organization, and the measures employed to it.

#### **2.1 Theoretical framework**

Previous research studies by Maslow's Hierarchy of needs (1954). He suggested that employee absenteeism is a problem in any organization and he suggest problem will be solve through investigate the theories of motivation in order to apply them to create policies in an attempt to reduce the problem of employee absenteeism.

Motivation is usually considered as being related to human needs which in turn motivates behavior. The classical management view of motivation is based on the belief that people need money so if the employer pays them well, they will be motivated to work hard. (Michael Armstrong 2006)

Here are five major need categories which apply to people in general to reduce absenteeism in ay organization, starting from the fundamental physiological need and leading through a hierarchy of safety, social and esteem needs to the need for self-fulfillment, the highest need of all. Maslow's hierarchy is as follow;

Physiological; the need for oxygen, food, water, shelter and sex. If an employee met all these needs in an organization will make them to be capable on producing more. An employer may provide conducive environment and restaurant for them to remain within an organization'

Safety; The need for protection against danger and the deprivation of physiological. Provide security to the organization such as protective gears to make employees to work in safety environment.

Social; The need for love, affection and acceptance as belonging to a group. This is the need that every member in an organization should be able to work in a team without any

isolation between employees, this may show love between them and help to reduce absenteeism.

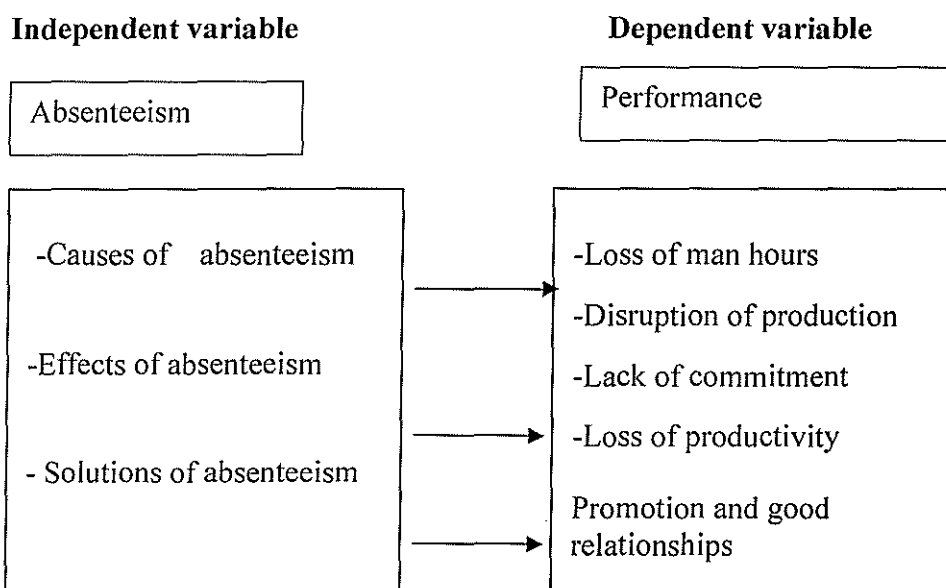
Esteem; The need to have a stable, firmly based, high evaluation of oneself (self- esteem) and to have the respect of others (prestige), these needs may be classified into two subsidiary set desire for achievement, for adequacy, for confidence in the face of the world, and for independence and freedom, and second, the desire for reputation or status defined as respect or esteem from other people, and manifested by recognition, attention, importance, or appreciation.

Self- fulfillment ;( self- actualization) - the need to develop potentialities and skills, through training and career development, to become what one believes one is capable of becoming. This is an expectation or belief that one is capable of forming a specific task, organizing and carrying out required behaviors in situation.

Maslow’s theory of motivation states that when a lower need is satisfied, the next highest becomes dominant and the individual’s attention is turned to satisfying the higher need. So these may keep employees busy within the organization and they will produce more to reach the objectives of the organization.

## 2.2 Conceptual frame work

The conceptual frame below showed the relational framework of the study variables that is the relationship between the independent and dependent variables.



Conceptual frame work above shows the relationship between the study variables, effect of absenteeism and employee performance. Absenteeism in the process which occurs when an employee are absent at their workplaces. The frame work shows that the effect of absenteeism in an organization it leads to loss of man-hours this is accosting to the organization because at the end employees are paid which leads the profit of the organization hence poor performance. It leads to disruption of production, due to it lead to the delay of production hence leading to poor performance. Also work commitment will be at stake because of the groups being absent, it reduce morale to employee and hence poor performance of the organization. Also it shows us how we can reduce absenteeism in an organization through promotions and good relationship between employers and employees.

## **2.3 RELATED**

It was reviewed objectives by objectives that are causes, effects and ways on employee performance.

### **2.3.1 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 his research shows 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 managed 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 (Michael Hurns, 2000).

**Management style** is also a 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. (Michael Armstrong, 2006).

**Conflicts and bad emotions** when one person in a conflict situation becomes defensive, others may mirror this behavior, in a short time, progress is slowed because people stop listening and begin thinking about how they can defend themselves against the other person's commitment. Also these scholars discuss about this point. (Reece, Barry, and Rhoda 2000).

**Lack of skills** Opportunity to develop skills, some employees leave 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 advancing his skills where some employees stay in an organization when they do not have the opportunity to develop their skills. This leads to absenteeism for 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's values and expectations 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. According to (Gary 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.(Michael Armstrong 2006).

### **2.3.2 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.(George e 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. (Dell and hickey)

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. (Dell and hickey)

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.(Jack and Addele)

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.(Jack and Addele)

### **2.3.3 WAYS OF CONTROL ABSENTEEISM IN AN ORGANISATION**

Promotions from a pivotal role among employees as it involves as it 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.(Michael 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, I organizations where management and employees have a good relationships 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 j,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. (Michael Armstrong, 2006).

Resolving conflict and achieving emotion control, According to show that managers should resolving conflict and achieving emotion control, Performance appraisal. Due to performance appraisal can be used to turn around poor performance by helping them develop an action plan for improvement. (Barry L.R and Rhoda B., 2000)

Reducing number of group work, recommended that work group size should be reduced or individuals to feel human and supervisors should be affected and able to recognize any absentee (Barry L.R and Rhoda B., 2000)

On alcoholism scholars recommended 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. (Gary dessler, 2002).

Counseling for employees, when employees return to work try to give them counseling on any attendance problems they may have and create trust. Through provides the counseling you can reduce absenteeism. (Michael Armstrong,2006).

Trust the control of absenteeism is more likely to be achieved if employees are all workers and rely upon the commitment and motivation of their employees which they work hard at achieving, to minimize abuse, but they reserve the right to review sickness benefit if the level of sickness absence is unacceptable. (Michael Armstrong,2006).



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter will focus on the steps that will be followed in data collection to address the research. It will bring out, research design, population of the study, sample size, sampling design, data collection instrument or methods, source of data collection, research procedure, and study analysis.

#### **3.1 Research design**

The researcher used both quantitative and qualitative methods that were helped to obtain data that has good generalizability which may be applicable in other organization. It was involve quantifying tabulation and use of percentages to represent the findings for easy understanding by the reader.

#### **3.2 Population of the study**

The population of study was 140 employees of whole organization of ministry of agriculture. From different departments such as engineering, finance, human resources, information technology and marketing.

#### **3.3 Sample sizes**

The sample size was 60 respondent, 20 employees were be from finance, 2 human resources department, 10 information technology department, 10 engineering department, and 10 production department, and 8 from sales and markets department. As on the table one the sample generally was include the senior managers from the field, supervisors and non managerial staff.

<b>DEPARTMENT</b>	<b>SAMPLE</b>
<b>Finance</b>	<b>20</b>
<b>Human resources</b>	<b>2</b>
<b>Information technology</b>	<b>10</b>
<b>Engineering</b>	<b>10</b>
<b>Sales and markets</b>	<b>8</b>
<b>Production</b>	<b>10</b>
<b>Total</b>	<b>60</b>

### **3.4 Sampling design**

The study used random sampling techniques to determine the sample targeted. A simple random sampling was obtained from the population in such a way that sample of the same size have equal chances of being selected. All elements in the population have same probability of being selected.

### **3.5 Methods of data collection**

#### **3.5.1 Questionnaire**

In attending to diagnose the research problem and soliciting data to answer the research question started earlier, the researcher tailored a set of questionnaire both closed and open-ended to collect raw data from the field. The closed questionnaires were incorporated in this study in order to facilitate easy scoring and hence creates statistical data base. Open ended were used so as to give the respondents freedom to respond, avoid threats and boredom. Also questionnaires were distributed to both employees and ministry of agriculture administrators.

### **3.5.2 Interview**

An interview was conducted to few executives particular departmental heads the interview were both structured and unstructured and it was self administered as their literacy level was expected to be High.

### **3.6 Data collection**

The research data collected comprised of two types of data, primary and secondary data.

#### **3.6:1 Primary data**

The research visited employees in the ministry of agriculture. The information was collected by using questionnaire as a researcher instrument.

#### **3.6:2 Secondary data**

On the other hand the researcher integrated both primary data and secondary sources of data from existing records such as publications, text books, past research, internets, KIU library and other related sources.

### **3.7 Research procedure**

The research got an introduction letter from Kampala international university, school of business and management. This was being presented to the general manager of ministry of agriculture, food and cooperation for permission to carry out this research.

### **3.8 Data analysis**

After collecting data, the researcher collected errors that might have been identified from the primary data and also eliminated unusable data. After these pre-processes, data was edited, coded and tabulated using frequencies. For the completeness, accuracy and uniformity, editing was done by looking through each of the field responses from both questionnaire and interview guide. The researcher also establish how many times each alternative response category was given an answer using tally marks which then were added up to form frequency and from these frequencies percentages were calculated, ready for making interpretation. This data was presented in form of frequency tabulation and different charts such as bar graphs and pie charts, quotations and field notes made were also included.

## CHAPTER FOUR

### PRESENTATION OF FINDINGS, ANALYSIS AND INTERPRETATION

#### 4.0 Introduction

This chapter was about presentation and analysis of the data related to the absenteeism and organizational performance. The study focused specifically on the causes of absenteeism and effects of absenteeism and ways of controlling absenteeism on employee performance.

#### 4.1 What are the causes of absenteeism to the organizational (ministry of agriculture)?

The first objective of this study was to investigate the causes of absenteeism and organizational performance at ministry of agriculture. The field findings were based on the research questions from the specific objective of the study one “what are the other causes of absenteeism and organizational performance? To achieve this objective, respondents were asked the following questions state the major causes of absenteeism to the organization, the response are on the table 4.1.

4.1 Table showing causes of absenteeism in the organization,

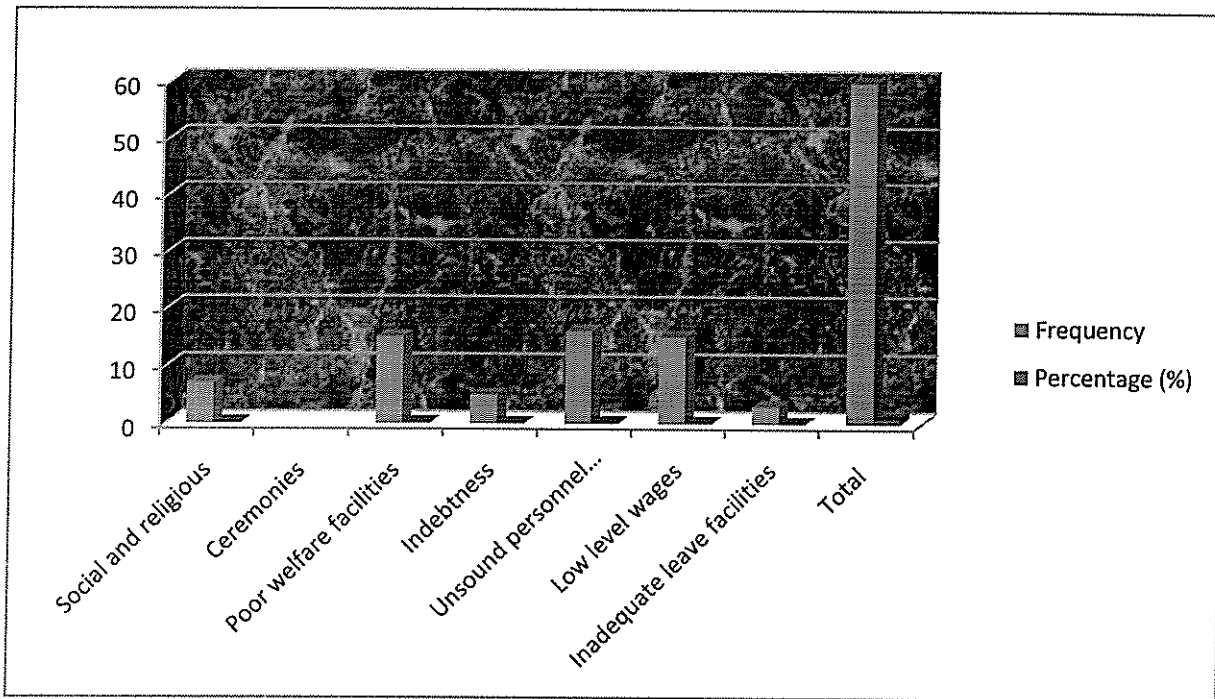
Causes of absenteeism	Frequency	Percentage (%)
Social and religious Ceremonies	7	14.33%
Poor welfare facilities	15	20.33%
Indebtness	5	13.67%
Unsound personnel policies	16	20.67%
Low level wages	15	20.33%
Inadequate leave facilities	3	10.67%
<b>Total</b>	<b>60</b>	<b>100.00%</b>

As its seen in the table above,16% of respondents believed that the major cause was un personnel policies,15% poor welfare facilities and 15% of respondents also believe that low wages ,7%social and religious ceremonies,5% indebtness, and 3%inadequete leave facilitate researcher received the biggest percentage of respondents say that unsound personnel policia highest cause of absenteeism ,and this followed by poor welfare facilities and low level

those are common causes and lastly social and religious ceremonies, indebttness and inad leave facilitates.

The data in table 4.1 can be presented on above graph as figure 4.1

**Figure4.1 bar graph showing causes of absenteeism in the organization,**



For the furthermore the researcher interviews the employee by ask question. Do you know the causes of absenteeism of the employees to the organization? The biggest number of employees in ministry showed unsound personnel policies where as 20.67%. and the rest mentioned social and religious ceremonies14.33%,indebtness 13.67%and inadequate leave facilities 10.67%.

#### 4.2. Effect of absenteeism to the organization

The second research objective was effect of absenteeism and organization performance at ministry of agriculture. The findings were based on the following research question “does absenteeism has effect on the organization? Could you namely some of them” The study investigated in the areas that the absenteeism has effect to the ministry of agriculture and responds are in the table 4.2

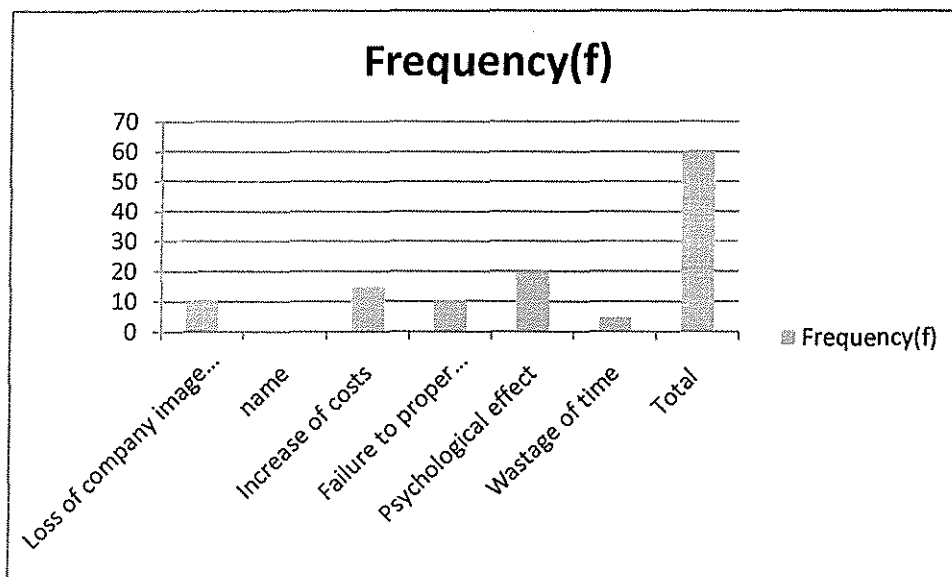
#### 4.2. Table showing the effects of absenteeism in the organization

Effects	Frequency(f)	Percentage (%)
Loss of company image and Name	10	17.33%
Increase the costs	15	20.00%
Failure of proper communication	10	17.33%
Psychological effect	20	32.66%
Wastage of time	5	12.68%
<b>Total</b>	<b>60</b>	<b>100.00%</b>

The findings revealed that the majority of respondents 32.66% said that the effect of absenteeism was Psychological effect, followed by 20% who said that absenteeism may increase the costs, 17.33% Loss of company image and Name, 17.33% of respondent said may lead to Failure of proper communication, while low percentage of respondents 12.68% said its Wastage of time.

The data in table 4.2 can be presented on the graph as in figure 4.2

**Figure 4.2. Bar graph showing the effect of absenteeism in organization**



Furthermore the researcher interview the employees by asking some question, however notice the effects of absenteeism to the organization? to exemplify this ,the researcher showed that the highest effects was 32.66% psychological effect, 20.00% increase of costs,17.33% both failure to proper communication and loss of company name and image, lastly 12.68% wastage of time.

#### 4.4. Ways to control absenteeism in organization

The third objective of this study was to investigate the ways of control absenteeism and organizational performance at ministry of agriculture. The field findings were based on the research questions from the specific objective of the study one “Which of the ways mentioned above does your organization use? To achieve this objective, respondents were asked the following questions state the major causes of absenteeism to the organization, the response are on the table 4.3.

**4.3 Table showing the ways of control absenteeism in the organization**

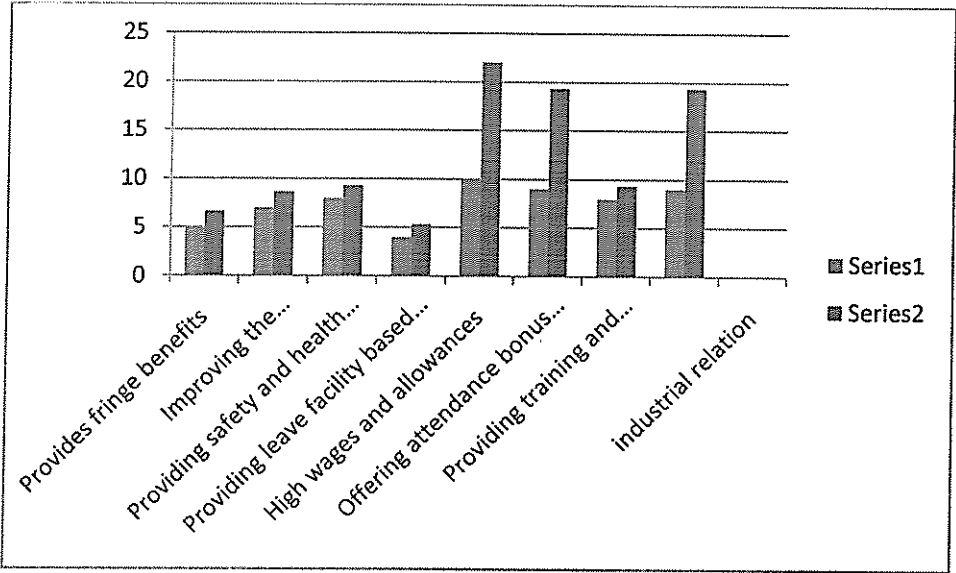
Ways to control	Frequency(f)	Percentage (%)
Provides fringe benefits	5	6.67%
Improving the communication network	7	8.67%
Providing safety and health measures	8	9.33%
Providing leave facility based on the needs	4	5.33%
High wages and allowances	10	22.01%
Offering attendance bonus and inducements	9	19.33%
Providing training and education workers	8	9.33%
Providing cordial human relations and industrial relation	9	19.33%
<b>Total</b>	<b>60</b>	<b>100.00%</b>

From the filled questionnaires, it was established that majority of employees in the ministry of agriculture were suggested that the best way of control absenteeism such as 22.01% of respondent said high wages and allowances, followed by 19.33% of respondents who said Offering attendance bonus and inducements also Providing cordial human relations and industrial relation,9.33%of

respondent said that Providing training and education workers also Providing safety and health measures,8.67% said should Improving the communication network 6.67%of respondents said should Provides fringe benefits, and the low percentage of respondents5.33% said that they should Providing leave facility based on the needs.

The data in table 4.3 can be presented on above graph in figure 4.3

**Figure4.4.Bar graph showing the ways to control absenteeism in organization**



From interviewers used interview to ask some question, does the manager solve the problems of absenteeism to the organization? To the respondent, come out with following answers 22.01%high wages and allowances, 19.33% both offering attendance bonus and inducements and also providing cordial human relation and industrial relation, 9.33% both providing training and education workers and also providing safety and healthy measureas, 8.67%improvig the communication network, 6.67% provides fringe benefits, and the lastly was 5.33providing leave facility based on the needs.



## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introductions**

This chapter mainly deals with discussion, conclusions, and recommendations related to the absenteeism and organizational performance in ministry of agriculture food, and cooperative. Tanzania, drawn specifically from for study findings and analysis made after carrying out the study. Absenteeism was characterized by causes, effect and ways to controlling in the organization.

#### **5.1 Discussion of the findings**

The discussion of the findings was presented in accordance with the researcher objectives of the study.

##### **5.1.1 Causes of absenteeism**

The first objective of this study was to investigate the major cause of absenteeism in ministry of agriculture. And the field findings showed that, majority of respondents state major causes may lead to negative effect of absenteeism on the organizational performance. Because of unsound personnel policies, low level wages, poor welfare facilities, social and religious ceremonies, indebtedness, and inadequate leave facilities. The survey's findings were in the line with Gary Dessler, (2002) and Essential of Human Resources Management and Industrial Relations (2008) views who checked for the relation between absenteeism and organizational performance's a result of their study, they found a significantly negative effect of absenteeism on the organizational performance.

##### **5.1.2 Effects of absenteeism**

The second research objective was to show the effects of absenteeism in ministry of agriculture. These field findings illustrated that, the biggest percentage of the respondents are aware that absenteeism was the problem in organizational performance and this occurs, when the biggest number of employees are absent. psychological effects due to drug abuse and alcoholism, failure to proper communication due to conflict in an organization, loss of company image and name, an increase of costs due to sick leaves and accidents also wastage of time were the common effects. to name them such as it may affect lack of commitment, loss of man hours, sick pay costs and loss

of production. And the field findings were in line with Pigor and Myers (1994) who asserted that employee's absence may lead to effect of the organizational performance.

### **5.1.3 Ways of control absenteeism**

The third research was to controlling absenteeism in the organization. Further findings revealed that, majority of the respondents attributed that how the ministries of agriculture handle absenteeism of employees should provide basic needs of employees within the organization. And the results the organization will achieve the objectives or goals. By proving promotions and counseling to employees, provides fringes benefits, improving the communication network, providing safety and health measures, providing leave facility based on the needs ,high wages and allowances, offering attendance bonus and inducements, providing training and educating workers, also providing cordial human relations and industrial relations. And the field findings were in line with Michael Armstrong, (2006) who asserted that employee's absence may be resolved by the above ways of control the absenteeism and its may work in any organization.

### **5.2Conclusions**

The first research question was; what are the major causes of absenteeism and organizational performance at ministry of agriculture, food and cooperative? It can therefore be concluded that causes of absenteeism in organizational performance does play a significantly negative effect and this hence low production to the organization, because of low performance.

The second research question was; what are the effects of absenteeism and organization performance in ministry of agriculture? These finding suggested that absenteeism has many effect in organization performance. Put forward the effect of absenteeism namely some of them such as lack commitment, affect morale of employees, psychological problems, loss of company name and image, different costs and loss of production. It can be in ministry of agriculture, food and co-operative ways to control absenteeism in organization, The finding showed concluded that effects play a very significant role in ensure ring absenteeism rates of employee at workplaces.

The third research question was; how to control absenteeism in ministry of agriculture? what are that majority of respondent believed that promotions, disciplinary procedures, good working

conditions and good leadership can satisfy employees to remain in the organization, educating company workers, training for employees, provides safety and health in work place, welfare measures and fringe benefits. It can thus be concluded that payment does play a significant role in the organization performance.

### **5.3 Recommendations**

The study also aimed to investigate possible solutions that may be used to combat the human resource challenges faced dealing with labor turnover and productivity at ministry of agriculture, food and cooperative. These are presented below;

Job security is one of the important features when it comes to on the job performance of employees. As such, human resource activities should be geared to further encourage and motivate employees to feel more secure in their job. This can be done by instituting mandatory work contacts and explaining to each individual on board what the workplaces policy entails.

Management at ministry of agriculture, food and cooperative should cooperate with the human resource department so as to ensure that the working conditions specifically in line with working hours provide safety and conducive environment for employees, and solving serious conflicts. Since the institution is government funded the management should carry out a cost-benefit analysis which would also ensure that government would be readily willing to fund any such projects.

The current job satisfaction levels at the ministry of agriculture, food, cooperative are quite low and these can be improved by instituting a program/project geared to raise the job satisfaction levels. This should be done by first getting a communication platform well structured into the institution. Other activities can then be instituted with this communication backbone in place.

The reward system in ministry of agriculture, food, cooperative need to be improve organizational performance in terms of both monetary and non-monetary so that they are more general and fair to the whole employees. This should be in the line with the government pay scale.

The human resource management department should carry out its career development and management policy and make relevant changes so as to take into considerations the many factors that individuals may require at the ministry of agriculture.

#### **5.4 Limitation of the study.**

In the process of carrying out the study, a number of limitation were met, these obstructed the speed at which the study was carried out.

- There was inadequate time as the study was demanding.
- Some respondent were reluctant to provide the appropriate information thinking that their jobs are not secured.
- There was inadequate finance because the expenses went beyond the estimated budget.

#### **5.5Areas for further research**

The researcher proposed the following areas for further research study;

- The effect of human resource development and job performance
- Human resource planning and organization performance
- The impact of communication on organizational performance

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## **APPENDIX I**

**KAMPALA INTERNATIONAL UNIVERSITY**

**P.O.BOX 20000,**

**KAMPALA- UGANDA.**

### **RE: QUESTIONNAIRES**

Dear respondent

I am called Aisia Maro registration number BHR/42907/92/DF from the school of business and management at Kampala International University.

I am conducting a study about absenteeism on organizational performance a case study of ministry of agriculture-Dar es salaam Tanzania.

I am glad to inform you have been selected to be my respondents in this research .You are therefore requested to fill this questionnaire and I want to assure you that the information received will be used for academic purpose and I will be treated with utmost confidentiality.

### **INSTRUCTIONS**

#### **SECTION A**

For question 1-5 fill in the box to the right alternative

1. What is your marital status?

A] Married

B] Single

☐

2. What is your gender?

A] Male

B] Female

☐

3. How old are you? Between

A] 18-30

B] 31-45

C] 46-60

☐

D] Above 60

4. Education background

A] Primary

B] O-level

C] A-level

☐

5. Professional certificate

A] Diploma

B] Degree

☐

6. For how long you worked in this organization

A] 1-5

B] 6-10

☐

C] 11-15

D) 16-above

## SECTION B

7. Why employees sometimes prefer not to go to work? Is because

A] Job dissatisfaction

B] Personal characteristics

C] De motivation

☐

D] Lack of ability to work

E] All above

F] Other reasons specify

.....

.....



8. Does absenteeism has effect on the organization? Could you namely some of them

.....

.....

.....

.....

9. Which of the named effects is common in your organization?

.....

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.....

10. What is the rate of performance if some of employees are absent to the organization?

A] Poor

B] Standard

C] Good

D] Very good

☐

11. State ways which the organization used to control the problem of absenteeism

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.....

12. Which of the ways mentioned above does your organization use?

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13. For your own observation do you think in your organization the rate of absenteeism is

A] Very high

B] Not too much

☐

14. What are the causes of absenteeism to the organization?

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15. Which of the causes mentioned are common on your organization?

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## **APPENDIX II**

### **INTERVIEW GUIDE QUESTION**

1. For how long have you have been worked in ministry of agriculture?
2. Do you think absenteeism is major problem to the organization?
3. If yes, why?
4. Do you know the causes of absenteeism of the employees to the organization?
5. Have ever notice the effects of absenteeism to the organization?
6. Does the manager, solve the problem of absenteeism to the organization?
7. If yes, state the solutions of absenteeism?

### APPENDIX III

#### PROPOSAL RESEARCH BURGET

ACTIVITY	ITEM (TZ.sh)	COST
Stationary		15000
Research assistance		10000
Transport cost, meals, and refreshment		40,000
Data processing and analysis		40,000
Word processing and photocopy		30,000
TOTAL COST (TZ.sh)		135,000

**APPENDIX IV**  
**THE TIME FRAME OF THE STUDY**

<b>ITEM</b>	<b>DURATION</b>
<b>Proposal</b>	<b>August2011</b>
<b>Data collection</b>	<b>August 2011</b>
<b>Proposal</b>	<b>Septenberl2011</b>
<b>Making corrections</b>	<b>October2011</b>
<b>Binding the book</b>	<b>November 2011</b>
<b>Submitting</b>	<b>November 2011</b>