UNIVERSITY FOR DEVELOPMENT STUDIES

ABSENTEEISM AMONG SECURITY PERSONNEL ON THE WA CAMPUS:

CAUSES, EFFECTS AND MANAGEMENT IMPLICATIONS

TANG FIDELIS ZIMBERI

A THESIS SUBMITTED TO THE DEPARTMENT OF PLANNING AND
MANAGEMENT, FACULTY OF PLANNING AND LAND MANAGEMENT,
UNIVERSITY FOR DEVELOPMENT STUDIES, IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER OF PHILOSOPHY DEGREE IN
DEVELOPMENT MANAGEMENT

2015

UNIVERSITY FOR DEVELOPMENT STUDIES

ABSENTEEISM AMONG SECURITY PERSONNEL ON THE WA CAMPUS:

CAUSES, EFFECTS AND MANAGEMENT IMPLICATIONS

BY

TANG FIDELIS ZIMBERI

(UDS/MDM/0188/11)

A THESIS SUBMITTED TO THE DEPARTMENT OF PLANNING AND
MANAGEMENT, FACULTY OF PLANNING AND LAND MANAGEMENT,
UNIVERSITY FOR DEVELOPMENT STUDIES IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER OF PHILOSOPHY DEGREE IN
DEVELOPMENT MANAGEMENT

AUGUST, 2015

DECLARATIONS

Candidate's Declaration

I hereby declare that this thesis is the results of my own original work and that no part of it has been presented for another degree in this university or elsewhere:

Candidate's Signature: ……………………..……… Date: ……..……………

Name: Tang Fidelis Zimberi (UDS/MDM/0188/11)

Supervisors' Declaration

I declare that the preparation of the thesis was supervised in accordance with the guidance on supervision of thesis laid down by the University for Development Studies.

Supervisor's Signature: ……………………….…… Date: ………………….

Name: Prof. Francis Z. L. Bacho

UNIVERSITY FOR DEVELOPMENT STUDIES

i

UNIVERSITY FOR DEVELOPMENT STUDIES

ABSTRACT

Effective and efficient security systems of organisations guarantee their safety. It is in this context that security personnel absenteeism poses a serious challenge to managements worldwide. It is on this basis that the study was conducted to find out the causes, effects and management implication of absenteeism on the Wa Campus of the University for Development Studies (UDS). The large student numbers, scattered locations of facilities both on the main Campus at Bamahu and the satellite locations within the Wa Municipality as well as its fast-growing student and staff populations justified the selection of Wa Campus for the study. A case study approach was adopted to enable the researcher delve deep in order to unravel the nexus of the causes and effects of absenteeism of security personnel. Both primary and secondary data collection techniques were employed in the study to collect different types of data from multiple sources. This triangulatory approach helped to cross-check the responses. The key findings were: high incidence of security personnel absenteeism stemming from drunkenness; commitment to reciprocal social obligations such as; attendance of funerals, weddings and naming ceremonies especially during the weekends. It was also found that the young newly recruited security personnel absent themselves more frequently from night duties for fear of being attacked. The main effects were: reported theft cases, difficulties in accessing keys to offices, frequent attacks by unknown assailants and the prevailing sense of insecurity on the Campus and its environs.

ii

ACKNOWLEDGEMENT

UNIVERSITY FOR DEVELOPMENT STUDIES

DEDICATION

To my mother Margaret, M. Tang, my wife, Agnes Tang and children, for their encouragement that saw me through.

UNIVERSITY FOR DEVELOPMENT STUDIES

LIST OF ACRONYMS

FGDs	Focus Group Discussions
FIDS	Faculty of Integrated Development Studies
FPLM	Faculty of Planning and Land Management
HoDs	Heads of Department
JHS	Junior High School
MSLC	Middle School Leaving Certificate
SBL	School of Business and Law
SHS	Senior High School
SHTs	Senior Hall Tutors
HoS	Head of Security
UDS	University for Development Studies
USA	United States of America
VDS	Vice Dean of Students
NACVET	National Coordinating Committee for Technical and Vocational Education and Training

UNIVERSITY FOR DEVELOPMENT STUDIES

TABLE OF CONTENTS

Contents	**Page**

LIST OF TABLES

LIST IF FIGURES

UNIVERSITY FOR DEVELOPMENT STUDIES

CHAPTER ONE

BACKGROUND TO THE STUDY

1   INTRODUCTION

This chapter covers the background of the study. It presents the problem statement, research questions, objectives, and justification. A brief description of the study area, limitation to the study and organisation of the thesis are also presented.

1.1   Background to Security Absenteeism

The security system is a major component in every organisation or institution. In academic institutions for instance, a security system assures a peaceful environment, protects life, property, teaching and learning. However, security problems such as threats, heightened fears, cybercrime, physical attacks, psychological and general unsafe environment in which one lives or operates can all result in reduced output in an organisations.   There are other security problems that are hardly mentioned but are real, such as tricking somebody into giving information unwillingly that should not have been divulged (Poornima, 2006; Louisa, 2011; Andrews, 2013; Giovanni, 2013). In recent years, security threats and crime around the world have been associated with a number of effects. For instance, the "September Eleven" terrorist attacks on New York had effects on emotions, behaviour, the immediate fold up of most organisations, business and the international travels to the United States (Andrews, 2013). Andrew (2013) estimated that international travels to USA within the period decreased by 6.8 %. Another example is the political instability in Zimbabwe which led to the demise of its tourism industry in the early 2000s (Giovanni, 2013). The recent attacks on Narobi in Kenya during which about

1

59 innocent people lost their lives while 175 others sustained various degrees of injuries (Paul *et al*., 2013). Series of example of the effects of insecurity in organisations is sometimes attributed to the poor security systems put in place.

Insecurity equally affects productivity and company finances since absentee persons should be replaced for continuity of work. In Ghana, little is known about the financial cost arising from absenteeism in organisations. In the United States of America, however, available data reveal that about 77% of workers absenteeism from 94,000 workers across major occupations cost a total of $84 billion in relation to losses on production (Giovanni *et al*., 2013). Giovanni *et al*. (2013) further assert that unscheduled absenteeism cost roughly $3,600 per year for hourly workers and $2,650 of same for salary employees. These days that countries need to emphasize on greater increase of productivity, economy and rational utilization of human resources, it is necessary to minimize absenteeism for output maximization (Poornima, 2006).

In the view point of Poornima (2006), the challenges absenteeism poses to many managers of organisations and institutions is how to control it in a way that will not create mistrust, costly administration and system avoidance.

1.2   Problem Statement

Staff absenteeism has been a major challenge to organisational productivity, a worrying issue for economic growth and development and output maximisation to employers (Orrick, 2004; Levy *et al*, 2004; Vaida, 2005; Tonello, 2005; SAPA, 2006). Over the years, scholars have conducted various studies on the causes and effects of staff absenteeism under specific work conditions in different environments. The principal aim

has always been to propose pragmatic and lasting solutions to curb staff absenteeism, (Roberts, 2004; Orrick, 2004; Levy *et al*, 2004; Tonello, 2005; Busisiwe, 2007). Existing literature shows that the problem of staff absenteeism is caused by multiple factors, including: working conditions, poor salary, training policies and management structures and cultures (Taylor *et al.*, 2007). The prevailing literature also showed that various attempts at the global level to find and implement lasting solutions to absenteeism yielded very insignificant results (Monks, 2000; Byran *et al* 2002; Minnaar, 2005). In the Ghanaian's situation, researchers and scholars are yet to direct more efforts at finding solutions to absenteeism in organisations. Uniquely, one is yet to find sufficient records on security personnel absenteeism particularly in the Ghanaian academic institutions. The lack of a universal cause of workers absenteeism coupled with the limited research on workers absenteeism in Ghana, especially security personnel absenteeism, formed the basis of this research which seeks to investigate the: 1 causes of security personnel absenteeism; 2. Effects of security personnel absenteeism; and 3. Implications for management; in the specific context of the University for Development Campus in Wa.

1.3 Research Questions

Main research question

Although anecdotal evidence suggests some problems of absenteeism of security personnel on the UDS, Wa Campus, there has not been any systematic scientific investigation to establish this fact. The question is whether security personnel absenteeism is a significant management problem? This study seeks to investigate the following specific questions with regard to the issue of security personnel absenteeism on the UDS, Wa Campus.

i. How frequently do security personnel absent themselves from duties?

ii. What are the causes of their absenteeism?

iii. What are the effects of the security personnel absenteeism?

iv. Are there regulations and or mechanisms for curbing security personnel's absenteeism?

v. Implications for Management

1.4   Research Objectives

Main research objective

To find out the causes, effects and management implications of absenteeism among security personnel at the Wa Campus, UDS.

i. To assess the frequency of absenteeism among security personnel.

ii. To identify the causes of absenteeism among security personnel.

iii. To examine the effects of absenteeism among security personnel on the Campus.

iv. To analyze the adequacy or relevance of the regulations and mechanisms in the University for curbing absenteeism among security personnel.

1.5   Justification of the Study

According to Ivancevich and Matteson (1987), "there is no such thing as a peopleless organisation". This is to say that the effectiveness and efficiency of any organization depends on the quality and availability of its human resources. The effectiveness of security personnel to render quality, efficient and competitive services will stem from their capabilities, availability and regularity at post (Verespej, 1999*).* But the simple

rhetorical question is 'how do security personnel regard their duties?' This means a lot to the survival of organizations and a concern to academicians and practitioners alike. Also, every academic research work contributes some additional knowledge in the specific area of study. On the issue of security personnel absenteeism, much work has been done elsewhere, but very little in Ghana. The findings from this study will therefore add some knowledge to resolving the security personnel absenteeism on the Wa Campus. In practical terms one ever findings that will be useful to the UDS Management in particular and other organisations that may be experiencing similar problems. The empirical evidence will also help avoid juxtaposing the usual findings of causes and effects of security absenteeism such as poor working condition, inadequate motivation, poor supervision, poor relationship between personnel and management representative among others by earlier researchers and scholars of other places on the Wa Campus. Ivancevich (1998) argued that efficient management of human resource often leads to greater satisfaction among employees and the positive effects include: low absenteeism, low turnover, high quality of work and service delivery.

1.6 Limitations

Limitations to the study primarily were from the data collection. The data collection period coincided with the second trimester examinations which posed a challenge as it was not easy to meet key informants such as Heads of Department to interview, but upon persistent visits, their responses were solicited to complete the data collection process.

1.7   The Study Area

Wa Campus was relocated to Bamahu in 2008. The current location of Bamahu Campus was formerly acquired by the Government of Ghana for its state farms. It is approximately ten kilometers from Wa town, about 20 to 30 minutes' drive and a walking distance of about two hours. The surrounding communities though distant, from the Campus are Kparisaga, Kunfaabiala, Piisi, Bayigone and Bamahu. The Campus is in a way, isolated.

The University (UDS) itself was established in May, 1992 by the PNDC Law 279 to blaze a new trail in higher education in Ghana and effectively combine academic work with field practical training, provide constructive and meaningful interaction between communities and the outside world for the total development of Northern Ghana in particular, and Ghana in the larger context. Its flagship programme of community engagement has proved and continues to prove to be the effective tool in recent times in the brand of teaching (UDS News Letter, 2012). Its four (4) satellite campuses are Tamale, Nyankpala, Navrongo and Wa Campuses in the Northern, Upper East and Upper West Regions respectively, (UDS, 2012).

Wa Campus was selected for investigating the security personnel absenteeism, causes, effects and management implications because of its location, limited facilities against its large staff and student populations among others. Wa Campus comprises of two sub-campuses (old and new sites). The Bamahu Campus which is also referred to as the new and permanent campus is located in Bamahu a suburb of the Wa Municipality in the Upper West Region. Bamahu Campus hosts two faculties; Faculty of Integrated

6

Development Studies and Faculty of Planning and Land Management and majority of the students. Due to inadequate space including infrastructural facilities such as lecture rooms, office and library spaces, the School of Business and Law still operates at Sombo (the old campus) also a suburb of the Wa Municipality where the Campus initially started. Wa Campus has a total population of 312 staff and 12,001 students (UDS, 2012). The students' population in terms of percentage is 62.68% compared to the other three campuses combine.

Academic work at the Bamahu Campus, (the current and permanent site) began in 2008. The programmes run by its two faculties and a school range from diploma through masters to doctoral degrees. It has over thirteen academic departments headed by competent and seasoned Professors and Doctors of varying disciplines. Its land mass is 3,336 acres (336 hectares).

1.8   Organisation of the Study

The study consists of five chapters. The first chapter is the introduction. It covers the background, statement of the problem, research questions and objective of the study. It also deals with the justification and the organization of the study. Chapter two is devoted to literature review on the theoretical perspective of the key concepts. In chapter three, the methodology of the study is well covered. The findings and analysis of the study are discussed in chapter four whilst chapter five, deals with the summary, conclusion and recommendations of the study.

CHAPTERTWO

LITERATURE REVIEW

2   INTRODUCTION

This chapter reviews the existing literature on staff absenteeism in general with more focus on security personnel absenteeism. It also reviews definitions of absenteeism, types and ways of dealing with it. In this section, the different conceptualisations of absenteeism are discussed.

2.1   Definitions and Conceptualisation of Absenteeism

Absenteeism has been conceptualised and defined differently by various scholars using varied words and descriptions. Johns and Nicholas (1982) as cited in Pierre, (2008:21), opined that "absenteeism means different things to different people at different times in different situations and thus illustrates the complexity of absentee's behaviour". In the opinion of Maria (2011:18), the term absenteeism refers to the absence of staff from duties either caused by illness or family and other related demands which are mostly unavoidable". Though, other researchers have analysed absenteeism in terms of types or how it occurs which include authorized, unauthorised, culpable, innocent and deliberate or willful absenteeism which are explained below. This research leans more on Maria (2011) definition.

2.1.1   Types of Absenteeism

Some of the types of absenteeism depending on the situation and or organisation as explained below are authorized, unauthorized, innocent, deliberate or willful absenteeism

8

2.1.1.1 Authorized Absenteeism

The authorized absenteeism occurs when the employee is absent from duties for any reason rather than illness, and it is permitted by his or her supervisor or management. In this case, employees are encouraged to seek permission before hand if the situation allows for it. This enables timely arrangement for a reliever or replacement of the affected personnel. It is, therefore, considered unacceptable when an employee is absent without permission and does not even inform the employer of such unauthorized absenteeism for which most organisations take disciplinary procedures against such employees (Leventhal, 1980; Gilliland, 1993). Rushmore (1979) further classified authorized absenteeism into two as microclimate and macroclimate factors. The microclimate factors revolve around personality, career and organizational aspects while the macroclimate factors and medical conditions on the other hand, refer to the larger economic, ethnic as well as socio-cultural conditions.

In well organised institutions, there are scientific methods of checking and assessing the causes of absenteeism. Also, some company policies usually state the stage at which a medical certificate is required. The ideal thing, therefore, is to submit an excuse duty request for permission (Levy *et al.,* 1996). However, in the African context most absenteeism cases are either social such as funerals, wedding and naming ceremonies or personal, in the case of the individual state of mind, family related problems including settling of bills, sourcing for money to pay school fees among others and not just medically related as found by most researchers (Sharanjit *et al.,* 2012). These dimensions will be important in investigations the causes of absenteeism among security personnel on the Wa Campus (UDS) is justified.

2.1.1.2 Unauthorized or Culpable Absenteeism

In the case of unauthorized absenteeism, employees absent themselves from duties without permission or sometimes report to work but cannot be found after signing in (Busisiswe, 2007). Such absenteeism is only noticed during the course of the day when some duties are not performed, often an indication of poor supervision (Pierrer, 2008). Productive work hours are also lost when the employee arrives late or closes early from duty. In the western and developed countries, productive hours lost through staff absenteeism are easily checked through software devices which are adequately monitored to establish the causes. In view of the underdeveloped situation of Ghana with reference to the use of time card and other devices for recording reporting and closing hours of security personnel, this study will provide in-depth knowledge on days, weeks, occasions and periods that security personnel absent themselves from duties.

2.1.1.3 Culpable Absenteeism

Similarly, culpable absenteeism refers to employees' absence without natural cause or unavoidable reasons that necessitated the absenteeism. For instance, an employee feigns or pretends to be sick and absents himself/herself. Such a security personnel is guilty of culpable absenteeism and therefore blame worthy (Levy *et al,* 1996). Given, the universal nature of human behaviour, this type of absenteeism is also possible and will be investigated in the study.

2.1.1.4 Innocent Absenteeism/Uncontrolled Events

Innocent absenteeism refers to cases in which employees are absent for reasons beyond their control, such as sickness, injury or death of a close relative (Levy *et al.,*1996). Subtly, whereas authorised absenteeism comes with the prior permission from

management for a planned event, innocent absenteeism comes as a result of an uncontrolled event beyond both the employer and employee's ability. Hence, innocent absenteeism does not attract blame and cannot be construed as an offense or transgression of company's code of conduct (Cropanzano et al., 1997). In a labour relation context, innocent absenteeism cannot be remedied or treated effectively by any form of disciplinary measure (Levy *et al.,* 1996). This means, until thorough investigation is conducted to find out whether the absenteeism was beyond the individual staff's control, management cannot take disciplinary measures.

Levy *et al.* (2004) and Poornima (2006) further argued that uncontrollable events include security personnel's failure to go to work due to heavy rains and/or roads being washed away by over flown rivers and other water bodies and strike actions of commercial transport unions which are regular occurrence that caused absenteeism in South Africa and other places (Levy *et al.,* 2004; Poornima, 2006). While this may be relevant in South Africa, in the Upper West Region of Ghana, workers reliance on public or commercial transport to their work places is very minimal and mostly cannot influence staff absenteeism significantly. The use of bicycles, motor bikes as well as 'lifts' offered by friends and relatives make the findings that strike action of commercial drivers can cause absenteeism irrelevant in the context of this study. The issue of roads being washed away by over flown rivers and water bodies is equally not applicable in the context of the location of the Campus. However, heavy rains, as in some countries can cause absenteeism. In the situation of Wa Campus (study area) this could also apply during the raining season which spans the period from May to October. Therefore,

causes of absenteeism on Wa Campus may be due to different factors compared to the already known causes worldwide. It is for this reason that this study becomes justified.

2.1.1.5 Deliberate or Willful Absenteeism

This occurs when an employee does not go to work because he intends not to. For instance, if a security personnel knows that only money is deducted from his or her salaries for the days that he or she was not at work, such a security personnel may simply compare the gains and take a decision. Thus, the principle of 'no work, no pay' in some organisations can only be felt when workers value that the salary they forfeit for absenting themselves from duties, weigh far more than what they gain for the period of absence (Levy *et al.,* 2004; SAPA, 2006). In most cases, there are no valid reasons for deliberate absence. The fact that the person simply chooses to stay away from work implies that it is deliberate (Philips, 1994; Levy *et al.,* 2004; SAPA, 2006). This is synonymous to deserting duties. Levy *et al.* (2004) assert that in some cases the employee leaves his/her duty post without permission and with no intention of ever returning to continue work which is an extended purely a case of vacation of post. Deliberate or willful absenteeism appears to be the extreme forms from existing literature and this study will investigate whether these extreme forms exist and the cause of such absenteeism.

2.2   Causes of Absenteeism

From the literature, several factors stemming from the larger operational context, the organization, social and individual factors environmental explained why absenteeism tends to be a universal phenomenon. In the larger context, factors such as physical, economic, socio-cultural and political among others lead to absenteeism. From the literature review, organisational factors among others were working conditions and management styles (Pillay *et al*., 2004; Busisiwe, 2007) result in workers absenteeism. Individual causative factors include the issue of some security personnel undertaking additional duties in other entities to the detriment of their permanent job (Tonnello, 2005). Orrick (2004) looks at the financial cost to departments and organisations, loss of income, productivity and client dissatisfaction and concluded that such can lead to breaches and also loss of contracts since clients may be reluctant to continue hiring or contracting the services of private security companies. This means that the nature of the absenteeism differs according to variations or differences in the context of organisations and individual's security personnel. In this study it is therefore argued that causes of absenteeism cannot be applied across board since the situations differ from place to place and one from one organisation to the other.

Stemming from the complexity of factors, situations and individual behaviours from the existing literature, one can conceptualise the causes and effects of absenteeism as shown in figure 2.1

Figure 2.1: Conceptual Framework
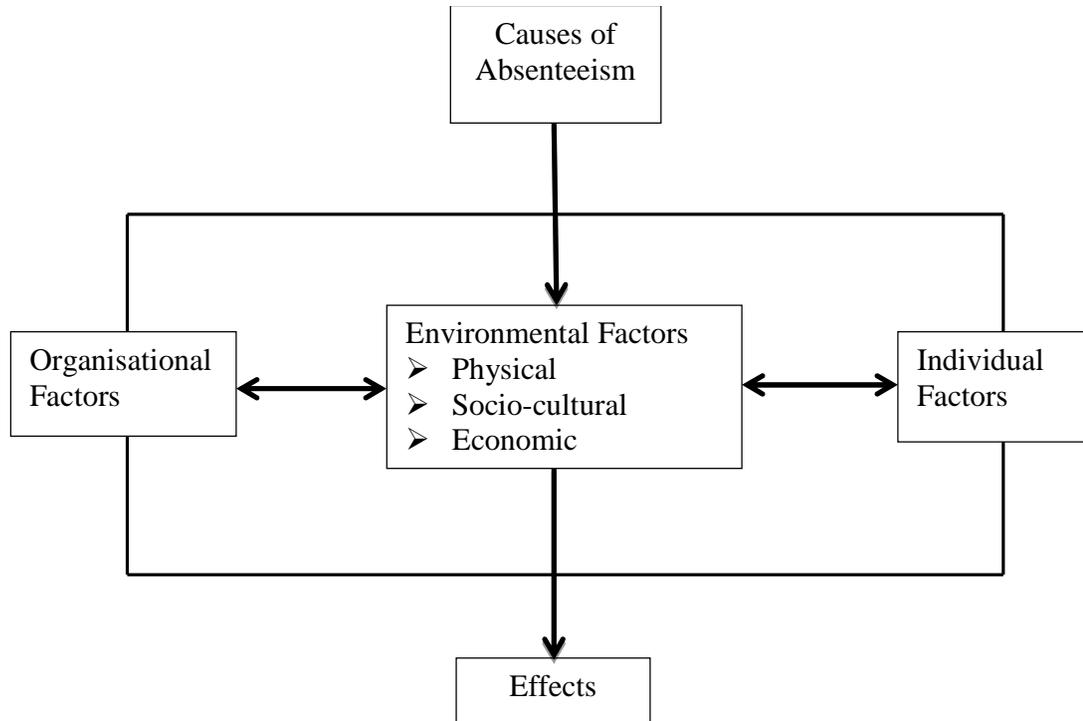
Author's Construct, 2014

As shown in the conceptual framework (Figure 2.1) the causes of absenteeism are multifaceted and included environmental or physical, organisational or operational and the individual factors among others.

2.2.1   Environmental Factors

2.2.1.1 Physical Environment

According to Richard *et al.* (1987) who asserted that poor working condition in most organisations is the cause of absenteeism, they used the construct, 'equity sensitivity' to explain the reaction of workers to equity or inequity which they defined as a function of an individual's preference to work or not. Their three distributions used in explaining this

14

were: distribution equity rule which refers to some workers being rewarded in proportion to their inputs and outputs. In the needs rule, rewards are based on legitimate needs while the equality rule is explained in the context of roles played. Organiz (2002) rather believes in procedural unfairness as a cause of absenteeism with distributive unfairness as mostly the result of superiors' manipulations. Markorshy (1988) supports that procedural and distributive unfairness cause of absenteeism. Hendrix *et al.* (1989) found that a destabilized mental wellbeing of staff can cause absenteeism when they feel ill-treated. As a human institution, any of the above could be a cause of absenteeism on the Wa Campus, but to what extent, still remains the question. This will be justified by the frequency of absenteeism.

The debate on the causes of security personnel absenteeism continues to build on with Tonnello (2005) stressing that poor salaries, sub-standard working conditions and consistent negative and unfair treatment dished out by first-line supervisors are the major causes of absenteeism. Other causes include repetitive boring jobs couple with uncaring supervisors. Physically unpleasant work places continue to attract comments from some human resource management experts (Tonnello, 2005). Unsafe environment cannot facilitate learning and research in academic institutions, UDS inclusive. This study will ascertain if any of the above causes can be associated with the study environment. Busisiwe (2007) compared the varying management practices of organisations and argued that security personnel absenteeism can result from stress and the job design requirements. This study will therefore investigate whether there are established rules and regulations of the Wa Campus (UDS) and their effectiveness (if any) in its security personnel management.

15

2.2.1.2 Socio-Cultural

Fisher (1994) saw alcoholism as the major factor among the causes of absenteeism in terms of the ratio of employees who drink compared to those who do not drink as 78:22. Levy *et al* (2004) tend to differ slightly from Fisher's observation by citing personal problems as the main cause of absenteeism since some security personnel work awkward hours with no time to attend to their personal problems such as paying their children school fees, bills, attending to funerals of their beloved ones and other social responsibilities. In Levy *et al* (2004) a number of common reasons for unauthorised absenteeism were outlined as; social problems ranging from a sick child who is to be taken to hospital; urgent financial crisis where the staff may not have money for transport to go to work; the death of a close relation or domestic crisis whereby the security personnel has to stay at home to handle (Olick, 1999; Levy *et al,* 2004). What is clear here is that research findings have not been conclusive on the exact set of social problems that are critical causes of absenteeism. This justifies the need for further investigation. In the Upper West Region, social events such as funerals and marriage ceremonies are critical issues, the principles of social reciprocity whereby people reckoned what others have done for them. This study will therefore investigate which type of social events cause absenteeism on the Wa Campus.

2.2.1.3 Economic

Folger (2013) looks at the economic causes of staff absenteeism with reference to employees' intentional or habitual absence. While employers expect that workers may miss a certain number of workdays each year, they believe excessive absence decreases productivity and can have a major effect on company finances, morale and other factors

(Nguyen, 2013; Folger, 2013). Many staff absent work for a variety of reasons, many of which are legitimate and others less so. Some of these common causes of absenteeism include but are not limited to job hunting, bullying and harassment, stress and low morale, depression due to extra work, partial shifts.

Employees who are bullied or harassed by coworkers and/or bosses are more likely to call in sick to avoid the situation. Heavy workload, stressful meetings and the feeling of being unappreciated by supervisors and some managements cause employees to avoid some work schedules. Other staff may be forced to miss work in order to stay at home and take care of a child or an elder when all normal arrangements, for instance, a sick caregiver or a snowy day at school or if a child/elder is sick. According to Lyn *et al*, (2007) and Nguyen (2013) the National Institute of Mental Health found depression as the leading cause of absenteeism in the United States which also leads to substance abuse when people turn to drugs or alcohol to self-medicate their pain or anxiety. Others like Nelson and Quick (2008) emphases that people who are dissatisfied with their jobs are absent more frequently. They went on to say that the type of dissatisfaction that most often leads employees to miss work is dissatisfaction with the work itself. Though the Wa Campus is equally a human institution like any other organisation and absenteeism among its workers can be influence by some of the above causes the research is yet to establish the exact causes. Also, Folger (2013) found that some employees can call in sick to attend a job interview, visit with a headhunter or work on their resummes are all possible causes.

2.2.2   Organisational factors

In most cases, employees begin absenting themselves from post during working hours because their co-workers were not sanctioned for similar attitude. They explained the two leading causes in their findings as distributive and procedural fairness or unfairness. In the view of Cropanzano *et al.* (1997), procedural, allocation processes and the way superiors take decisions in general, result in most staff absenteeism. Yet, Leventhal (1980) and Gilliland (1993) assert that the individual believes that the outcome of a process is fair only when it satisfies a certain criterion and, therefore, worth obeying. That is, managers who set up targets that are simply unachievable or blame everyone except themselves for any failure; put their employees under a lot of stress which is a common major reason why some employees do not feel like going to office throughout the week. Another cause is due to institutions and organisations failure to institute efficient leave policy for staff or workers.

The above arguments vary depending on several factors and situations that can cause absenteeism, such as the state of development of the organisation or institution, availability of logistics for the security personnel and staff in general, the location of the duty point, as well as the working environment among others. This is to say that the causes of absenteeism will always differ from one context, location and organisation to another. Therefore, already established causes of absenteeism in some geographical locations and institutions may differ from what pertains on the Wa Campus. So, this study seeks to find out the peculiar causes, if any, in the specific case of the Wa Campus.

2.2.3 Individual Factors

In the case of individual factors of absenteeism, employees absent themselves from duties without permission or sometimes report to work but cannot be found after signing in (Busisiswe, 2007). Such absenteeism is only noticed during the course of the day and this explains the poor supervision (Pierrer, 2008). Equally, productive work hours are lost when the employee arrives late or closes early from duty. In the western and developed countries, productive hours lost through staff absenteeism are easily checked through software devices and adequately monitored to establish the causes. In view of the underdeveloped situation of Ghana with reference to the use of time card and others devices for recording reporting and closing hours of staff, this study will provide in-depth knowledge on days, weeks, occasions and periods that individually, security personnel absent themselves from duties.

Levy *et al.* (2004) argued that uncontrollable events include security personnel's failure to go to work due to heavy rains and/or roads being washed away by over flown rivers and other water bodies and strike actions of commercial transport unions are regular occurrence that caused absenteeism in South Africa. While this may be relevant in South Africa, in the Upper West Region of Ghana, workers reliance on commercial transport to their work places is very minimal and mostly cannot influence absenteeism significantly. The use of bicycles, motor bikes as well as 'lifts' offered by friends and relatives make the findings that strike action of commercial drivers can cause absenteeism irrelevant in the context of the study area. The issue of roads being washed away by over flown rivers and water bodies is equally not applicable in the context of the location of the Campus. However, heavy rains, as in some countries can cause absenteeism, in the situation of Wa

Campus (study area) this could also apply during the raining season which spans the period from May to October. Therefore, causes of absenteeism on Wa Campus may be due to different factors compared to the already known causes worldwide. It is for this reason that this study becomes justified.

2.3 Effects of Absenteeism

This section reviews existing literature on the effects of absenteeism. Absenteeism, according to Finlayson (2009) leads to unnecessary payments for overtime and casual workers. Using the case of Cobb County School, District, Finlayson (2009) asserted that $8.5 million dollars was paid for additional teachers and nurses between 2008 and 2009 due to absenteeism. Also, late deliveries, customer dissatisfaction and decline in morale among workers who are expected to cover for absent colleagues are some of the effects (Finlayson, 2009; Maria, 2001). Although the findings relate to teachers and nurses, they are relevant to this study which focuses on the causes, effects and management implications of security personnel absenteeism. Strydom (2006) looks at the effect on the international front where traditional healers will soon be able to issue medical certificates to employees for the purposes of sick leave. That is when the Traditional Health Practitioners Bill is passed and implemented. Even though these traditional healers will need to be registered with the Department of Health in order to act as Indigenous Medical Practitioner, the myriad of concerns are; how to monitor sick notes from traditional healers on increased costs of companies because in some cases an employee can be granted long sick leave by a traditional healer in order for the latter to perform his/her ritual healings (Strydom, 2006). This can be costly in terms of lost working days to a company. Newth (2014) asserts that majority of businesses and employees are

20

interconnected and depend on one another to get a job done which makes the effects of absenteeism widespread and not only felt by the company but also the employees. That is, other employees will have to work extra during the absence of their co-workers. Another dimension of the effects of absenteeism on business is the customer disappointment or frustration. That is workers who showed up for work will have to work extra to ensure completion within the stipulated time to avoid disruption of the projects, programmes or impossibility of finishing to deliver. This can cause a great deal of stress to individual staff and the company as a whole, especially if absenteeism is a frequent phenomenon.

On academic performance, Buffy (2014) found that absenteeism affected the grade point average of students as well as their lives in the future. Buffy (2014) used the views of the Centre for Comprehensive School Reform and Improvement on attendance rates and was able to effectively predict whether a student would pass or fail a course. In other words, the more a student missed school over a course of several subsequent years of school, the greater his/her GPA declines in all or most subjects (Buffy, 2014). In effect, absenteeism indicates the likelihood of other negative outcomes for students. Rahul Pandita (2012) saw employee absenteeism as one of the major areas of concern for organisations and managers today, because it reduces productivity and puts burden on the few available staff. It was further noted that unplanned absenteeism is one of the biggest challenges with frequent absenteeism since productivities of organisations are not only hampered, but also affects the morale of hard-working employees. Whether genuine or culpable reasons, the responsibility of managers is to identify possible causes of employees' absenteeism and those who are frequently absent for instituting the necessary measures to

counter it.   The Centre for Comprehensive School Reform and Improvement also holds that authoritarian style of some management is one of the prime reasons behind frequent absenteeism and tiredness (Jean, 2013; Buffy, 2014). This research cannot, therefore, be conclusive on the effects of absenteeism without accurate data for analysis.

2.4   Approaches to the Management of Staff Absenteeism

Existing literature reveal that different approaches have been used by different managers in organisations to deal with the problem of absenteeism. For instance, a simple anonymous survey can help employers to find out what employees' needs are and what problems they might be encountering not only in the work place but also in their personal lives that have direct links with their service delivery. In the opinion of Kaye's (1992) an employer can also have informal one-on-one discussions in passages with individual employees in order to find out their experience about the work. Such information so gathered can help managers analyse the causes and effects of absenteeism to improve work quality. This also results in a correspondent increase in productivity and customer satisfaction among others. The greatest challenge to some managers is how to show that one cares about the employees and understands their needs. Though people who do what they love, usually do it very well (Robbins *et al*. 2003). Robbins *et al.* (2003) further assert that not only do effective human resource management practices serve as part of organizational strategy and contribute to its competitive advantage but also impact significantly on its performance. It has also been argued that people-centered practices can enhance organizational performance, profits and lower employee turnover (Kreitner, 2001). Whereas Gerber (2001) indicated that some organisations allocate a certain number of paid workdays as sick leave days to protect employees against loss of income,

Lynn Tylczak (1990) rather suggested the following among others in dealing with absenteeism; measuring and tracking absenteeism, maintenance and improvement of attendance records, rewards for good attendance, utilisation of fair and justifiable disciplinary measure, matching employees with jobs and careers as well as promote health and safety at work places.

Much as Gerbar (2001) seems to be drawing some remedies to absenteeism, Naidoo (2005) rather argue that absenteeism is difficult to deal with at the best of time since employees can simply produce a doctor's certificate (sick note) which are at times forged. Consequently, Bussiswe (2007) indicated that 66% of security personnel changed their behaviour through both verbal and written warnings which served as strong tools for reducing absenteeism. Though offering of counseling services to absentee security personnel was adopted by some institutions, many others deduct proportions of sums of money for absenteeism (Busisiwe, 2007). Yet, it is surprising that most managers cannot estimate the effects of absenteeism in monetary terms to their organisations. Another suggestion was the constitution of disciplinary committees to interrogate truant staff. Other interventions included the use of various forms of motivation for staff (security personnel) and encouragement to make alternative arrangement to fill the artificially created empty posts when staff absent duties. The retribution measure during taking over from other workers should be the last and least option. That is Buffy (2014) emphasised that there are no complete guidelines for absenteeism. For instance, teachers can play a crucial role in determining students' involvement in class. This also affirms the Centre for Comprehensive School Reform and Improvement indication that students who experience good relationships with their instructors show up in class. Through

counseling such students understand how their coursework plays a role in their future life and therefore perform better. Caron (2012) noted that absence occur for many reasons and suggested seven ways of controlling and preventing employee absenteeism. These are; employers should first investigate whether the absence is for genuine reasons, give the absent employees the opportunity to explain themselves, institute a performance improvement plan, develop and communicate a clear leave and or sick leave policies as well as assess and finally consider management style. Managements should consider also introducing incentive plan and termination of repeated offenders' appointments.

Caron (2012) asserted that statistics of financial cost of absenteeism to organisations and institutions vary in monetary impact with the Unite States Bureau of Labour Statistics rating it the highest among service occupations, such as healthcare, food service, cleaning and administrative staff.

In Nel (2001), newly trained security personnel from different training centres enter companies and institutions with high expectations relating to opportunities to either apply their skills and abilities, hopes of being given equal treatment with existing colleagues, respect, enjoyable or satisfactory working conditions. Where these employees' expectations are not met, they end up abusing sick leave provisions or play truancy to indicate that they are not satisfied with the job offered. This breeds temporary withdrawals from the job or the job situation as a form of silent protest or dissatisfaction. In such circumstances, employers' honesty with their employees, such as keeping to promises, respect for employees and commitment will serve as a form of motivation to many staff. Job dissatisfaction undoubtedly contributes to high levels of absenteeism

(Nel, 2001). Gary (1971) suggestion of other forms of rewards including punishment rather than monetary is more appropriate.

The least applicable approach to absenteeism should be financial incentives as rewards for record of uninterrupted service delivery. This incentive is apparently effective in the short term (Pierre, 2008). Lalan Maliakal (2013) noted that absenteeism maybe difficult to deal with, in a fortnight manner but in the long term plan, management can effectively develop several rules and policies such as monitoring employees attendance by maintaining a system (manual or electronic) where all employees have to sign in and sign out daily; design a comprehensive leave policy that is in line with the company's values and objectives; encourage regular health examinations to curb absenteeism due to illness as well as introduce counseling sessions to curb absenteeism that result from stress or keep staff motivated by creating a favourable work environment. Though Ron (2014) said managing employees is one of the greatest challenges in many organisations when dealing with staff attendance, the safest situation is making available attendance records of employees to show individual records, conduct a meeting of all staff to explain the attendance policy as a routine matter, make sure that each person attending the meeting has a copy and also focus on the concept that poor attendance is a sign of disrespect for coworkers. It also has a negative effect on customers and ultimately companies' sustainability and profits (Monks, 2000; Lalan, 2013). To concretely justify the effects and proposed measures to absenteeism, Elise (2014) views employee absenteeism with reference to timely service delivery, morality, productivity and scheduling of work. In referring to Global Management Company Kronos International, Elise (2010) maintained that as of June 2010, absenteeism costs employers more than 8% of their payments to

employees. This justified the suggestion that absenteeism situation should be examined from a broader perspective, since dealing with the root causes is more effective than addressing the problem on a case-by-case basis. Yet Van der Walt (1999) felt that grouping causes of absenteeism into categories, such as personal (income level, health, length of service, marital status, educational level and gender), organizational (type of work, size of organisation and work groups, nature of supervision, including schemes and shifts work), attitudinal (job satisfaction and general state of the economy) and social factors (child care problems, religious beliefs and inclement weather) would shed more light in finding solution to absenteeism.

Bulling, poor communication between security personnel and supervisors and improper shifts management increases stress, one of the biggest health hazards for workers in general (Monks, 2000; Elise, 2010). Workers' organisations have seen stress as the number one concern largely due to workloads as against low wages, lack of career advancement opportunities, pressure on the staff, and lack of middle management flexibility as factors causing absenteeism (Monks 2000). Using the British Security Industry Association (BISA) as another reference point, the largest employer's organisation in the sector additionally to support his arguments (Monks, 2000), points out that poor management, lack of respect for staff conditions and scheduling difficulties in this regard, suggests openness in the work situation as the panacea to the problems of absenteeism.

With Rahul (2012) reducing employees' absenteeism requires sustained effort; hence the suggestion that provision of adequate training to improve interpersonal skills of the team leaders and managers is a hallmark and institution of clear leave policy to avoid abuse of

privileges. In as much as some researchers view punitive actions such as dismissal, withdrawal of salaries among others as the best option for handling unplanned absenteeism, this belief has few takers (buffy, 2014). An effective communication system helps in maintaining transparency and keeps rumor mongers at bay. It dispels negativity and makes employees feel that they are being recognised as part of the organisation. A trust by giving employees more responsibilities instills a sense of confidence in them and this can create a good atmosphere in the workplace. Even though Rahul (2012) was mindful that rewarding employees for good performance by missing lesser work days will not only help in recognizing hardworking employees, but also motivate them yet, it should not only come as cash incentives but other non-cash incentives.

A brief conclusion from the above, therefore, means that managers or institutional policies implementers should always adhere to company policy when dealing with employee absenteeism. This helps in providing consistency between individual cases and heads of department. Management should also ensure that staff acknowledges receipt of written warnings and queries by responding to vindicate managements from any disciplinary action instituted against absentee staff.

2.5   Summary

The review of literature on absenteeism show that there is consensus that absenteeism in organisations is a critical problem with serious consequences. The generality of the problem of absenteeism notwithstanding, its causes are varied and tend to be context related. The effects also vary depending on the organisation. These variations stemming from the wider context account for the differences in the approaches to managing absenteeism.

UNIVERSITY FOR DEVELOPMENT STUDIES

CHAPTER THREE

RESEARCH METHODOLOGY

3   INTRODUCTION

Research methodology is an important component of every study and provides the framework upon which the study process depends (Denzin, 1989; Brown, 1996). Hence, it is vital that the methodology is sound and conducted thoroughly to efficiently produce accurate, reliable and precise data in order to answer the research questions and achieve the research objectives. The importance of research methodology notwithstanding, "one central problem facing social science researchers is the choice of an appropriate research approach" (Bacho, 2001:78). This difficulty stems from the fact that social phenomenon has multiple dimensions, vary under different conditions and therefore not easily amenable to one simple method of investigation (Bacho, 2001). Bacho (2001:74) further argued that" increasingly, the choice of a suitable research method is guided by the theoretical underpinnings of the study goal and objective, the nature of the research problem, how data is to be collected, analysed, interpreted and presented. Personnel absenteeism is a social phenomenon and can therefore occur in varied forms under different context, times and types of organisations and occupations. Based on the above, the research process combined qualitative and quantitative approaches in finding out the causes and effects of security personnel absenteeism on the Wa Campus.   This quantitative-qualitative mix is supported by other social science researchers (Strauss *et al*, 1990; Brannen, 1992; Brown 1996; Twumasi, 2001; Barbour, 2008). Bacho (2001:80) argued "… it is safer to argue for social research situation that could lean more towards one or the other (Quantitative or qualitative) without ignoring completely the other" (This

29

is because social issues are varied phenomena and difficult to capture for investigation at a glance (Bacho, 2001). Therefore, a mixed, quantitative-qualitative approach was used to collect data on security personnel absenteeism. The qualitative approach was used in collecting data from staff and students (key informants) to validate the responses from the questionnaires.

3.1   Research Process

According to Creswell's (2003) a descriptive study design is concerned with conditions or interrelationship that exist, opinions that hold processes that are going on, effects that are evident and trends that are developing. Alongside was the explanatory aspect which focuses on the "why" questions, describing "what" causes absenteeism and how that is likely to affect the Campus Security situation. The descriptive design was considered suitable for this research because the objectives of the study were basically to describe the causes, and the frequency of absenteeism and effects on the Campus.

The research process started with the main research problem situation which revolves around security personnel absenteeism. Existing literature were reviewed with reference to definition and conceptualisation of absenteeism, the causes, effects and management implications. The review of existing literature also helped in shaping the research questions and objectives to reflect circumstances that lead to security personnel absenteeism. Conceptual explanations and discussions of scholars and researchers about absenteeism in varying context were considered. From the literature, it was realised that the phenomenon of absenteeism was a complex issue requiring a more carefully designed approach to enable one collect the right type of data. This underscores the use of the mixed of qualitative and the quantitative approaches. This also involves the use of

questionnaires and semi-structured interview guides in collecting primary data. This logical process of reasoning is presented in (Figure 3.1)

Figure 3.1: The Research Process
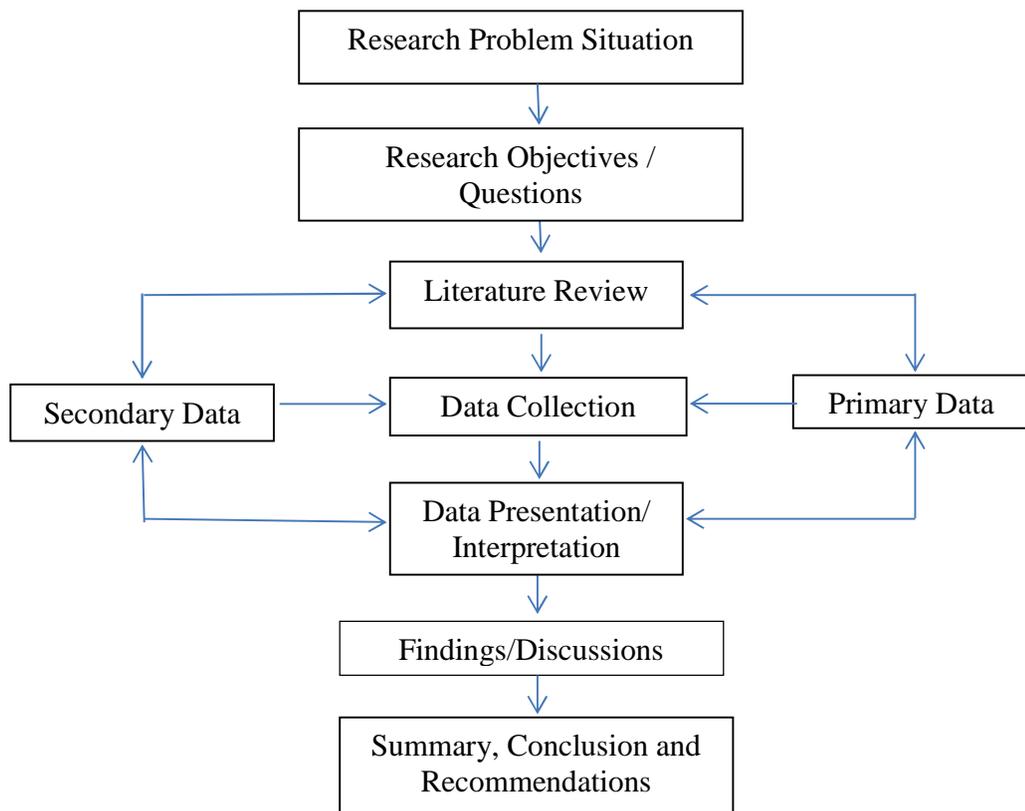
Source: Author's construct

3.2   Unit of Analysis

The main unit of analysis is the security personnel on the Wa Campus but within this unit there are embedded units, i.e. other stakeholders affected by security issues, such as staff, students, management, among others.

3.3   Data: Sources and Technique of Collection

This section presents the data sources, collection techniques, procedures, management, quality control and analysis. The importance in selecting a particular approach to data

collection must be decided upon in line with one's research problem, the purpose of the study, the resources available and the skills of the researcher which cannot be overemphasized (Bacho, 2001). Though, it is not always the case that in selecting an approach for data collection, the socio-economic and demographic characteristics of the respondents play an important role in every research; the grooming for causes and effects of security personnel absenteeism was extended to include respondents' ages, educational background, among others to investigate their influence on absenteeism. The two major sources of gathering social research data used in this study were primary and secondary sources. The primary data source embodied the various responses gathered through the use of questionnaires, interview guides, and visits to duty posts as well as *Focus Groups Discussions*. Literatures on absenteeism among others were sourced from books, academic journals and the internet and these formed the secondary sources, and thus the sources of secondary data were documentary such as books, journals, magazines and other earlier research works on the subject matter. Details of how these approaches were applied on the field are outlined as follows:

3.3.1   Interview of Security Personnel

Two sets of interviews were conducted to collect data using semi-structured and structured interviews. For the structured interview, questionnaires were distributed to the respondents to fill in their responses which were later collected and analysed. The questionnaire approach was adopted because all the security personnel were literate who could read and write.   The other reason for using the questionnaire was due to the scattered locations of places that the Campus (UDS) owned property in the Wa Municipality.   Some Heads of Department, Staff and Resident Students were also

32

interviewed to validate the responses from the questionnaires. On the other hand, an interview guide (semi-structured questionnaire) was used to guide the discussions with some respondents during the *Focus Groups Discussions* and also one-on-one discussion with key informants.

3.3.2 Focus Group Discussion

The *Focus Groups Discussion*s were held to seek information about how people feel, think and understand security personnel absenteeism, its causes, effects and management implications on the Wa Campus. Total numbers of respondents interviewed during a *Focus Group Discussions* ranged between 3 and 9 persons in a group who were knowledgeable in security issues. Separate *Focus Group Discussions* were held for some security personnel, supervisors, some staff and students. This was to create a conducive environment for members' candid opinion. Composition of the focus groups included those who have served for long on the Campus and newly recruited security personnel included individuals who were knowledgeable and linked to security matters. This was however, mindful of over expressions of issues by some discussants and informants. In all, five *Focus Group Discussions* consisting of male security personnel, female security personnel, some staff and students residing in the five hostels were held at different places on different days and time. This technique was also meant to seek respondents' views for validating the responses from the answered questionnaires received from security personnel.

With reference to security personnel absenteeism as an issue, the researcher perceived that the longer a staff serves in an organisation the more informed he or she becomes to

issues pertaining to the organisation. Therefore, responses of security personnel were analysed to see the rate (number of days) at which security personnel frequently absent duties as well as the occasions.

3.3.3   Observation

Through observation, inconsistencies in how people perceive and present their own involvement and what they actually do in practice were uncovered. The observation also helped the researcher to avoid asking individual security personnel questions such as 'what time do you come to work', 'how many times have you ever reported to work late', 'do you record different/wrong time any time you reported to work late' among others. Duty posts were visited fifteen to thirty minutes before change over time and security personnel on duties were engaged in friendly conversation. This was the approach used in collecting data on punctuality and how they take over from their colleagues. In fact, this approach almost got interrupted half way when some security personnel thought they were being witch-hunted. As a result, friends of absentees adapted a strategy of using mobile phones to call them to duties any time visitations of duty posts were on. A different strategy was quickly adopted to ensure that security personnel were observed without their knowledge through the engagement of other staff and students' resident in the Halls who were tasked to record the presence or absence of security personnel either at the hostels or some duty posts.

3.3.4   Data Analysis and Presentation

Security personnel absenteeism which was the major issue of the investigation required the analyses of whether, previously acquired trades and night or day schedules can influence it. The appreciative enquiry approach helped to focus more on how often

security personnel are absent and why they do so. Statistical Package for Social Scientist (SPSS-IBM) version 16 was used in analyzing the data from the field. SPSS is a tool (software) for transforming responses from a study population into figures through coding. The data was coded and entered into the SPSS software for analysis. The data was also carefully edited (cleaned) to avoid extraneous materials and responses that could affect the validity of the results. Descriptive statistical presentations which involve organising and summarising of data were used for presenting the findings in the form of tables and charts.

Field notes captured on daily basis about security personnel attendance records, conversations, interviews and comments on individual's feelings about security works were also analysed qualitatively. Records of important disclosures that emerged during the day-to-day visits and interactions with other respondents were recorded and analysed before adequately preparing for the next day. This helps in fishing out inconsistencies and other equally important issues that were not related to security personnel absenteeism. The overall data analysis combined the two approaches (qualitative and quantitative) for the sum total of the daily analysis.

3.3.5   Fieldwork and Challenges

A period of three months (1st March to 31st May, 2013) was used for the data collection. An issue worth noting is that the research period coincided with the University's second trimester examinations which made most of the respondents, especially Heads of Department and other Senior Members occupied and busy. However, with repeated visits their views were solicited. Finally, there was the tendency for respondents especially

35

some of the security personnel rather focusing on personal problems they encountered with their superiors.

3.3.6   Ethical Issues

Ethical issues constitute an important issue in social science research. In this study, therefore, the investigator factored in issues of informed consent, anonymity and confidentiality. Informed consent was sought from respondents before engaging them to voluntarily answer the questions. The purpose of the study was explicitly explained to respondents who were hesitant initially in responding. Much emphasis was stressed on anonymity to assure respondents of the protection of their privacy, hence respondents' identity such as names and personnel details were not sought. The respondents were also assured that maximum confidentiality would be exercised on any information they provide.

3.4   Summary

In conclusion, this chapter discussed the methodology used in the research and other issues relating to the study. Guided by the positivist philosophy of research, quantitative-qualitative methods of data collection and analysis were used in stating the sources of data, target population, sample procedures and size. The instruments for data collection as well as how the data was collected, analysed and presented. It also gave an overview of the entire fieldwork, the challenges encountered during the study, how they were handled as well as some ethical issues and how they were also addressed. The next chapter is the presentation of results and discussion.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4   INTRODUCTION

This chapter presents the results of the analysis of the data collected in line with the research questions and objectives. It examines the causes, frequency of absenteeism, the effects and management implications on the Campus. The results of the analyses are presented in descriptive and tables.

4.1   Frequency of Security Personnel Absenteeism

One of the purposes of the research was to ascertain the frequency of security personnel absenteeism in terms of its occurrence, number of queries issued on daily, weekly or monthly basis to absentee security personnel. Responses to queries and the frequency of excuse duty forms submitted among others were also examined. Data was collected through questionnaire, visitations to duty posts both day and night, the researcher's personal interactions and *Focus Group Discussion* with some respondents including security personnel, some heads of department, staff and students.

The frequency of absenteeism tells how rampant security personnel neglect duties and the serious implications of it. It also helps to predict the future consequences if measures are not put in place to curb the problem. Furthermore, it will serve as a prelude to how the repeated refusal of some security personnel to perform their duties would usher potential ones into it if such security personnel are not sanctioned. This shows the necessity to bring on board the picture of absenteeism for discussion and to find permanent solution to solving absenteeism in UDS as a whole.

The analysis of data on security personnel absenteeism also took a look at the number of times in a week they absent themselves from duties. This is shown in table 4.1, almost half, forty five percent (45%) of security personnel absent themselves twice a week. Again, close to one-third (24%) of the responses indicated that security personnel absenteeism is three times a week.

Table 4:1: Number of Times Security Personnel absent themselves from Duties

Number of Times/Week	Number of Security Personnel	Percentage
Once a week	4	14
Twice a week	13	45
Three times a week	7	24
Several days/times a week	5	17
Total	29	100

Source: Field Work, 2013

4.1.1 Number of Queries Counted at the Campus Security Unit.

An issue that emerged from the above was to confirm the frequency of security personnel who were frequently absent by counting the physical queries from their individual files. The Campus Security Unit started managing individual security personnel files for records keeping in 2011 though the Campus began operating in Wa since 2002. Physical queries (letters/memoranda) counted per security personnel at the Campus Security Unit to validate the analysis are indicated in Table 4:2.

Averagely, security personnel can absent duties for two or three days in a week. Few others sometimes absent themselves from duties almost a month without approval from

38

the Campus Head of Security or Management. For ethical reasons names of security personnel have been replaced with alphabets as shown in (Table 4:2) below on monthly basis from 2011 to 2013.

Table 4:2: Physical Queries Counted from Individual Security Personnel Files

Periods and days absent / Security personnel	Period absent	No. of Days absent	Week days absent
A	10th-11th May 2011	2	Wednesday to Thursday
	2nd to 23rd May, 2011	22	Whole month
	16th June, 2011	1	Thursday
	4th to 31st July, 2011	29	Whole month
	3rd to 31st Sept 2011	29	Whole month
	22nd Nov 2011	1	Tuesday
	3rd Nov to 30th Dec, 2011	33	2 weeks in November and whole of December
	11th to 19th May 2012	9	1 week, 2 days
	13th February 2013	1	Wednesday
	26th–29th May 2013	4	Sunday to Wednesday
	10th Dec 2012 to 5th Nov 2013	10 months	Almost a year
B	14th to 22nd March, 2011	9	Thursday to Friday of following week
	17th June, 2011	1	Friday
	4th September, 2012	1	Wednesday
	20th Nov, 2012	1	Wednesday
	27th July, 2013	1	Saturday

39

UNIVERSITY FOR DEVELOPMENT STUDIES

Periods and days absent / Security personnel	Period absent	No. of Days absent	Week days absent
C	15th September, 12	1	Friday
	19th October, 2012	1	Saturday
	23rd October, 2012	1	Wednesday
	27th June, 2013	1	Wednesday
D	16th February, 2012	1	Saturday
	26th to 29th April, 2013	4	Thursday to Saturday
	11th May, 2013	1	Friday
	28th May, 2013	1	Monday
E	17th June, 2011	1	Friday
	2nd to 3rd September, 2011	2	Friday to Saturday
	3rd to 5th October, 2013	3	Wednesday to Friday
F	26th to 27th Dec., 2011	2	Wednesday to Thursday
	16th to 19th October, 2012	4	Wednesday to Saturday
	10th February, 2013	1	Friday
G	10th to 11th May, 2011	2	Tuesday to Friday
	1st to 5th September, 2011	5	Thursday to Monday
H	14th to 15th September, 2011	2	Wednesday to Thursday
	16th February, 2012	1	Saturday

Periods and days absent Security personnel	Period absent	No. of Days absent	Week days absent
I	25th August, 2011	1	Thursday
	1st February, 2013	1	Wednesday
J	4th June, 2012	1	Tuesday
K	18tth February, 2012	1	Tuesday
L	11th January, 2013	1	Wednesday
M	12th October, 2013	1	Friday
N	12th October, 2013	1	Friday

Source: Wa Campus Security Unit, 2013

With the exception of the Head of Security and his two assistants, more than half of the remaining 26 security personnel interviewed have ever absented duties for more than two days in a week without permission.

Analysing the table in terms of frequency of absenteeism on the Campus, it was noticed that cases of absenteeism occur twice a week concerning most security personnel and this explains the frequent queries from the Campus Head of Security and Management. It further explained that newly employed security personnel who have served barely 4 years were the worst offenders of absenteeism. It is, therefore, clear that these newly recruited security personnel within the age groupings of 18-25 and 26-30 years still visit their former trades such as carpentry, masonry, fitting for unauthorised daily wage.

The other causes of their absenteeism were identified as visits to their parents and other families in distant places were confirmed. While most of them are single and sometimes preoccupied themselves with courting, searching for better job placements in other organisations and institutions, others participate in distance learning programmes in order to upgrade themselves academically among other things.

Even though there are markets surrounding the Wa Campus, these markets do not influence absenteeism. Likewise, community and association meetings used as one of the possible measures to ascertain the frequency of absenteeism did not show any influence. Also, a look at the queries (letters and memoranda) issued from the Campus Security Unit indicted that most of them were between September and October 2011 to 2013. The peak was in 2013. Only one was in January 2012 and another in February 2012. This suggests that some of these security personnel also used their duty periods for farming since harvesting of farm produce such as groundnuts, beans, corn among others is done between June and October each year. It was observed that most of the young security personnel who have not learnt any trade rather engaged themselves in these farming activities.

4.1.2 Age Groups of Security Personnel who frequently absent themselves from Duties

In terms of age groups of security personnel who frequently absent themselves from duties, those in the age cohorts 26 to 30 years frequently absent themselves, i.e. fifty two percent (52%) were indicated as the perpetrators especially during night duties. The next groups of absenteeism (34%) were in the ages of 18 to 25 years (Table 4:3). Common

reasons for their absenteeism included fear of being attacked on duty in the night by armed robbers and other harden criminals.

Table 4:3: Age Groups of Security Personnel who frequently absent themselves from Duties

Age Group	Number of Security Personnel	Percentage
18-25	10	34
26-30	15	52
31-45	2	7
46-55	2	7
Total	29	100

Source: Field Work, 2013

4.1.3   Verification of Frequency of Security Absenteeism

Although an analysis of the primary data collected directly from the security personnel revealed a high frequency of absenteeism a further check was done to confirm this high frequency by counting the physical queries from their individual files. As stated earlier the Campus Security Unit started managing individual security personnel files for records keeping in 2011 though the Campus began operating in Wa since 2002. Physical queries (letters/memoranda) counted per security personnel at the Campus Security Unit to validate the analysis corroborated the evidence from the primary data as per (table 4.3).

Averagely, security personnel absent themselves from duties for two or three days in a week and sometimes almost a month without approval from the Head of Campus Security or Management.

4.1.4 Related Causes of security personnel absenteeism

Other causes of their absenteeism which were identified as visits to their parents and other families in distant places were confirmed. Most of the respondents keep emphasizing that security personnel who were not married and also within the ages of twenty-six and thirty-five sometimes preoccupied themselves with courting, looking for better job placements in other organisations and institutions, participate in distance learning programmes in order to upgrade themselves academically among others.

In validating the responses, other stakeholders interviewed equally maintained that markets surrounding the Wa Campus did not influence absenteeism. Likewise, community and association meetings used as one of the possible measures to ascertain the frequency of absenteeism did not show any influence. Also, a look at the queries (letters and memoranda) issued from the Campus Security Unit indicted that most of them were between September and October 2011 to 2013 with the peak in 2013.

4.2 Causes of Absenteeism

The results in **Error! Reference source not found.** show that absenteeism among security personnel at work was caused by multiple factors. The responses indicated that the leading causes of absenteeism on the Wa Campus were drunkenness, long working hours, inadequate supervision and motivation.

From the Table 4:4, responses of security personnel showed that drunkenness was the leading cause of absenteeism (32.8%). This was followed by inadequate supervision

44

(15.6%). Long working hours and poor relationship between supervisors and security personnel were the third leading causes of absenteeism among security personnel.

Table 4:4 Causes of Security Personnel Absenteeism

Causes of absenteeism	Number of responses	Percentage
Drunkenness	21	32.8
Poor working conditions	7	10.9
Long working hours	3	4.7
Inadequate motivation	1	1.6
Inadequate supervision	10	15.6
Poor relationship between supervisors and security personnel	3	4.7
Family problems	12	18.8
Peer pressure	7	10.9
Total	64	100

Source: Field Work, 2013

The reasons they associated with the excessive drinking habit of some of their colleagues (security personnel) were attendance of funerals, wedding and naming ceremonies where they often get drunk before reporting to work. It was indicated that in cases where the ceremonial grounds were close by some duty posts, some security personnel who attended such ceremonies reported to work very late or not at all. It was also mentioned that the rate of security personnel absenteeism increased when they received salaries. Others said the inadequate supervision stemmed from the fact that the two supervisors

who assisted the Head of the Security Unit were equally truants. Security personnel therefore studied these supervisors' movement to enable them absent themselves from duties.

4.2.1 Category of Security Personnel who absent themselves Duties - Old or Newly Employed

On the issue of whether old or newly employed security personnel frequently absent themselves from duties, almost two-third (58.3%) of the respondents indicated that newly employed (1-4 years) security personnel frequently absent themselves from duties. This was followed by about one-third (31.7%) of the respondents who indicated that security personnel who were quite old (5-8 years) in the system also do absent themselves duties (Table 4:5). The reasons regarding the absenteeism were that some of these newly appointed security personnel have acquired other trades and vocations such as carpentry, masonry, painting, fitting among others. They therefore, return to such vocations anytime the opportunity is available for an unauthorised daily wage to the detriment of their legalised duties. During a *Focus Group Discussions*, some discussants confirmed the above. Even though some of these newly employed security personnel also farm within the Campus and other places which was one of the causes of the absenteeism, a good number of those who worked up to five or eight years engaged themselves in farming and this might have caused the neglect of their duties.

Table 4:5: Security personnel who frequently absent duties

Category of Security Personnel	Number of Responses	Percentage
Newly employed (1-4 years)	24	58.3
Quite old in the system (5-8 years)	13	31.7
Old ones who worked between 9-10 years +	4	9.8
Total	41	100

Source: Field Work, 2013

4.2.2   Occasions of Absence

Social functions and obligations such as funerals, wedding and naming ceremonies were further analysed to see whether they could be associated with security personnel absenteeism.   Other occasions such as nearby market days as well as community and association meetings were also analysed for their possibility of causing absenteeism. In effect, only 2.7% of the responses indicated that security personnel do not attend duties due to nearby markets. More than half (62.2%) of the responses indicated that security personnel rather absent duties on weekends in order to attend funerals. A little over a third (5.4%) associated absenteeism with wedding and naming ceremonies, visits to their parents at home among others (Table 4:6).   It was again emphasised by another discussant that security personnel were usually drunk during wedding and naming ceremonies which also accounted for their absenteeism and lateness to their work places, while others failed to go to work due to tiredness.

Table 4:6: Occasions that security personnel absent themselves from duties

Occasions of absence	Number of Responses	Percentage
Market days	1	2.7
Weekends - for funerals	23	62.2
Wedding and naming ceremonies	11	29.7
Community and association meetings	2	5.4
Total	37	100

Source: Field Work, 2013

At a *Focus Group Discussion* on April 15, 2013, a discussant who was on duty at the Auditorium, said:

> "I am a security personnel but the behaviour of my colleagues is not good at all. The other day, a colleague who was drunk reported at about 4:33pm for night duty, he laid on the pavement until 5:17pm. When he woke up, he signed the security personnel attendance book and wanted to go home, claiming he had finished performing his duties for the night. I wish you were here to smell the way he was 'blowing fuse' (smelling alcohol) all over his body".

On 27th April 2013, a comment from Royal Hall Presidents on the attitude of security personnel towards work was:

> "Just leave it, the security personnel who was on duty last month is better. The new man comes to work twice a week and even sometimes reports very late.   Can the University not employ different and better security

48

personnel or engage private security agency to help protect our properties? Sir, (referring to the researcher) though I am not from this part of the country, I am happy there is a university here and people got jobs through it and I am attending university here, today."

It is therefore clear from the interview that absenteeism existed at the time of the research on the Wa Campus. Absenteeism was widely acknowledged by all the discussants including the security personnel themselves. Some of the security personnel were quick to point out those who frequently absent themselves from duties and why such colleagues do so. It was also evident from correspondences at the Campus Security Unit that even sometimes security personnel deliberately absent themselves from duties for over a fortnight with no reason.

The analysis indicated that drunkenness has been the leading cause of absenteeism on the Campus. In a further discussion with some security personnel, they revealed that causes of some of their colleagues excessive drinking were due to frustrations resulting from poor working conditions, improper scheduling of duties and family related problems. Others indicated that the Head of Security's (Management) inability to grant them annual leaves, results in continuous work without a day off. This makes them tired and fed up with the work. Hence, they believe that a little bit of alcohol would help them avoid absenteeism. For the implications of alcoholism on the Campus and security personnel life in the future, most of them admitted it was nothing but destruction which can affects their performance, lead to their dismissal and ill health. Some of them said they had no choice than to drink to keep them awake throughout the night because they were mostly lonely (one person) at a duty post. The alcohol therefore became their companion. Some

respondents confided during the data collection that the attitude of the two supervisors worsened the situation as they hardly go round to monitor.

4.3   Effects of Absenteeism on the Wa Campus

Another research objective was to ascertain the effects of security personnel absenteeism on the Wa Campus. This section, therefore, investigates the effects, financial implications and how security personnel perpetrate absenteeism. Responses from the field visits, investigation and *Focus Group Discussions* across respondents indicated a mixed feeling of insecurity in the long term on teaching and learning, though an academic environment of this nature with much future prospects should not be bedeviled with constant fear. Responses from (Table 4:7Table 4:7) indicated that frequent theft cases were already on the lead with 46.8%. Over one-third (38.3) of the respondents indicated that security personnel absenteeism leads to high insecurity.

Table 4:7: Effects of Absenteeism on the Wa Campus

Effects	Number of Responses	Percentage
High insecurity	18	38.3
Frequent theft cases	22	46.8
Fear of Rape	2	4.3
Financial lost to the Campus	5	10.6
Total	47	100

Source: Field Survey, 2013

Further *Focus Group Discussions* across three groups of security personnel (newly employed, those who served more than five years and the very old ones on the Campus)

50

and other staff, confirmed these responses. Some of the discussants disclosed that one of the resultant effects of absenteeism was the faking and submission of excuse duty forms (sick notes) from medical practitioners. Such excuse duties sometimes cover a period of one to two weeks or even more.

A respondent said that security personnel absenteeism has affected the Campus in its administrative and academic work in many ways including loss of properties. One of such effects mentioned was that some Heads of Department (HoDs) had on several occasions called security personnel directly or through the Head of Security to come and release keys for them to access their offices. The eventual and only crude method adapted by some of these affected officials was to keep their office keys themselves but that was a practice that contravenes the University rules and regulations. Thus, all keys to offices and other places must be kept at the security check points. Also, lecturers and students have had to wait close to 30 or 45 minutes before some of these truant security personnel return from their unknown assignments or destinations to release keys to some lecture rooms. For instance, lectures scheduled on 12th October, 2013 at Lecture Hall 1 and 2 were cancelled because the two security personnel on duty were not at post to release keys to the two lecture halls.

4.3.1 Incidence of Theft and Robbery Cases

It was revealed that in each trimester over ten motor bikes belonging to both students and staff were stolen from the Campus. A student said "It is by our own vigilance that we have started apprehending some of these criminals who steal our property including motor bikes". Some students also said that these criminals robbed them of their belongings including mobile phones and hand bags after close of evening lectures.

51

4.3.2 Heightened Fears of Rape

The poor security protection let to a high sense of the possibilities of rape, especially after two private bar girls were attacked near the Campus. The perceived incidence of rape cases was also intentionally insinuated in 2012 to create further fears in order to draw the authority's attention to the problem. During a *Focus Group Discussion* with some resident students, it was discovered that several pieces of advice for students to move or walk in pairs tended to assuage the fears and sense of insecurity of students.

4.3.3 Financial Cost of Security Personnel Absenteeism on the Campus (UDS)

The issue of absenteeism does not only breed high insecurity and frequent theft cases which continue to affect both administrative and academic work in various ways. From Table 7:3, the Man/Days, Financial and Hourly lost for a period of five clear working days in March, 2013 were computed. This was to elicit the financial cost of security personnel absenteeism. Security personnel who could not repeatedly gain permission from the Head of Security (Management), also resorted to faking excuse duty forms from medical practitioners to back their absent behaviour. The above monetary, hourly and days lost are still linked to the fact that some of these security personnel who acquired some vocations, trades among others have often outwit Management for that additional work elsewhere. Such security personnel do not only report to work late from their illegal duties but also sometimes tired and slept throughout their night duties.

4.4 Rules, Regulations and Mechanism for Curbing Absenteeism

In 2010, the University Management came out with a number of rules and regulations governing the operations of security personnel and supervisors across its satellite campuses. These include, security personnel are to note that:

- The time for taking over in the morning is 6:00am and 6:00pm for the evening shift;

- Supervisors are to also ensure that security personnel book their names in the attendance book at the central point before proceeding on to their duty posts;

- All security personnel should always be properly dressed in the prescribed security uniform;

- Security personnel should always hang on their necks, the UDS ID cards for easy identification;

- Security personnel taking over duties must make proper handing over and taking over entries accordingly;

- Incoming security personnel must check every item physically before taking over;

- No security personnel should leave or vacate his/her post without any reliever arranged by the Security In-Charge or any of his assistants (supervisor);

- At the close of every working day, security personnel must go round and ensure that all doors and windows (louvers) are properly locked, lights and air conditioners in offices completely put off;

- Security personnel should ensure that they always report for duty on time, that is severe measures would be taken against any security personnel who reported late;

- All daily occurrences must be entered in the occurrences book;

- Security personnel should always ensure that keys are signed for with collector's full identity before giving them out;

- Under no circumstance must a security personnel leave his/her post without the consent of the supervisors;

- Security personnel are to report any incident at their duty points to their supervisors;

- Security personnel should challenge any suspect at their duty points and report any suspicious findings to their supervisors;

- Security personnel at the main gate should always ensure that commercial vehicles do not enter the campus/premises;

- Security personnel detailed at lecture centres should always ensure that there is order with regard to the parking of cars and motor bikes;

- Security personnel detailed at places where vehicles are parked or moved frequently should always note that any vehicular movement during weekends is strictly under the instructions of management and identity of the officer moving the vehicle should be documented;

- At the hostels, security personnel detailed should always ensure that the main gates are locked at 2300 hours with the consent of the various hall presidents;

- In times of sickness security personnel should always inform their supervisors before proceeding for medical treatment and always remember to report back any results thereafter;

- Security personnel seeking for permission should submit their written letters forty-eight (48) hours ahead of the date of absence;

- All security personnel should note that fitting punishment awaits offenders of drunkenness, absenteeism and sleeping on duty points;

- Visitors should not be entertained at duty points unless otherwise directed;

- Security personnel should patrol around their duty points during peak hours of the night to ensure that the environment is totally safe for all.

Even though the University came out with the above rules and regulations to help control absenteeism and other activities across its campuses, they have not been effective and may not be effective until the campuses are mandated to immediately investigate and apply the appropriate sanctions against culprits at the campuses level. These rules and regulations are also not able to control absenteeism and other disciplinary issues because the document acted as a piece of information since immediate supervisors at the campuses cannot apply the necessary sanctions without authority from the Central Administration.

4.5   Discussion of Findings

This section discusses the research findings in line with the objectives and reference to other researchers and scholarly findings.

It was clear from the analysis that absenteeism existed at the time of the research on the Wa Campus. The respondents (security personnel) themselves could easily point out those who frequently absent themselves from duties and why they do so. It was also found from the Campus Security Unit that sometimes security personnel deliberately absent themselves from duties for over a fortnight or a month with no reasons.

With more than 17 security personnel in the ages of 31 to 35 years, the Campus has the advantage of young and energetic security force over the next 10 to 15 years. However, it cannot be overemphasized that on the other hand most of these young security personnel may further their education in different fields and do not return to the security sector. The research also acknowledged Busisiwe (2007) suggestion that others may seek job avenues elsewhere and resign from the University. Therefore, on-the-job training for security personnel will be required to retain them in the University. Grundemann (2004) also suggested that managements gather enough information about causes of absentee of security personnel for clearer picture of the individual's personal situation before instituting disciplinary action. This research has in effect identified some prime causes such as drunkenness, inadequate supervision etc for management consideration.

4.5.1   Causes of Absenteeism

The three main and leading causes of absenteeism on Wa Campus were drunkenness, inadequate supervision and long working hours or poor relationship between security personnel and supervisors and other management representatives. Absenteeism on Campus was noted to be rampant at weekends as a result of ceremonial events. The other resultant effect of these ceremonial events was excessive drinking. Reasons associated with the drinking habit of some of the security personnel were attendance of funerals, wedding and naming ceremonies where they often got drunk before reporting to work. In some cases where the ceremonial communities and grounds were close by, some security personnel who attended such ceremonies and got drunk reported to work late or not at all. The few others who sometimes reported to work often slept throughout their duties. Like Tonnello (2005) found that repetitive boredom, inadequate supervision, physically

unpleasant workplaces are the leading causes of workers absenteeism, others attributed security personnel excessive drinking to frustrations resulting from poor working condition, improper scheduling of duties, family problems and Management's failure to grant them their annual leaves. The continuous work with no off day or days made some security personnel tired or fed up with the work. Those who drink said they had no choice than to drink to keep them awake throughout the night because they were in most cases one security personnel at a duty post. That was in line with Pierre (2006) findings that job dissatisfaction and overload of work from other absentees' schedules lead to absenteeism. Kaye (1999) equally noted in a research that money was not the direct cause of absenteeism but interest in recognition of job well executed. It was also mentioned that rate of security personnel absenteeism increased when they received salaries. In most of the studies reviewed for the causes of absenteeism, illness seems common though not the leading cause of absenteeism. As Byron & Peterson (2002) associated environment stressors with absenteeism, their findings further complemented Van Wijh (2000) and Anshel (2000). Flood (2004) was specific that the leading causes of absenteeism are stress while Steers & Rhodes (1990) however differ in explaining that individuals who have dependents (aged parents or extended unemployed family members) tend to absent themselves from work due to family related matters. Though absenteeism on the Wa Campus was mainly influence by drunkenness, most causes were equally on social activities such as wedding and naming ceremonies involving friends and coworkers' relationships and not directly family related.

In the case of Wa Campus newly employed security personnel frequently absent duties. Common reasons regarding their absenteeism were that those who have acquired other

trades and vocations such as carpentry, masonry, painting, fitting among others use the slightest opportunity for these former occupations by absenting duties. Though it is commented earlier that the Campus stand to gain from the youthful age of most of these security personnel, some of the young security personnel fear being attacked during night duties by armed robbers and other harden criminals and therefore refuse to work in the night. Such security personnel therefore report and leave the duty post after 10pm when everybody is away. As a result, night security personnel were mostly absent. This is similar to Cortese (2003) and Dube (2006) findings of silent protest.

Though, Thomas & Thomas also found that gender has no influence on absenteeism, Ichono *et al*. (2006) indicated higher female absenteeism than male workers, on the Wa Campus the proportions of male and female security personnel were 86.2% and 13.8% respectively and therefore cannot easily and adequately be justified on which sex absents duties frequently. Also, female security personnel were not on night duties which again made it difficult to quantify by ratio the sex of security personnel who frequently absent duties as Ichono *et al*. (2006) concluded. Dube's (2006) long working hours, lack of motivation, and loss of interest in the job further indicated that security personnel work many hours of overtime with no payments and this results in absenteeism since they become physically too tired to go to work coupled with neither appropriate and regular rest periods nor any form of motivation. Similarly, Mofokeng (2006) found that security personnel become absent on month ends because they do not have time during the month to attend to their personal activities. This, however, differ in some of the causes of absenteeism on the Wa Campus where most absenteeism occurring at the end of the month were rather due to excessive drinking on receipt of salaries. Cortese (2003) was

more on security personnel being absent due to physical, mental or emotional problems. A few of the security personnel on Wa Campus said they had bad feelings about the scheduling of duties and on some few occasions did not report to work. This can be attributed to emotional problem for which some refuse to report for duties. Despite the above empirical findings from other researchers and scholars, one other major issue was that the University Management's failure to institute disciplinary actions on absentee security personnel has exacerbated their already lackadaisical attitude. However, the research concludes that it is not about Management's failure per see but due to the dual administrative system of the University. That is Central Administration being the final decision maker and, in more control, than the Campus Management. Also, the bureaucratic processes and long period of time that it takes recommended disciplinary actions to reach the Central Administration (Tamale) for further scrutiny and implementation. Monk (2000) supported that absenteeism in some cases is lack of respect for security personnel working condition and poor scheduling of duties. Most security personnel on Wa Campus were also of the view that they were either scheduled for day or night duties continuously for 3 to 4 times (months).

Similar to Moodley (2005) finding that security personnel fake sick notes for absenteeism (excuse duties), examples of sick notes submitted from traditional healers complemented the case of Wa Campus where sick notes from even unregistered chemical seller (drug stores) were submitted by security personnel for excuse duties. In most cases these sick notes were only submitted to the Campus Security Unit when the security personnel had recovered from the said sickness.

4.5.2 Frequency of Security Personnel Absenteeism

Here, the discussion of the finding tailored on the rate of security personnel absenteeism in terms of its periods of occurrence, frequency, whether it happens on weekly, week days, weekends or during occasions. Almost all the security personnel's personal files at the Campus Security Unit were studied and found to contain 3 or more queries letter or memoranda indicating the number of times the individual security personnel was queried for absenteeism. This corroborates the records on the frequency that security personnel absenteeism was more pronounced on weekends thus for funeral activities with others sometimes absenting themselves on week days for persons and family issues. About two or three security personnel absent themselves from duties weekly. This still elaborated the fact that such security personnel absent duties during days of weddings and naming ceremonies. Thus, similar to Pierre (2008) which found that 70% of absentees absent work on one or more occasions in a year with about 33% absence between one and five days while less than 26.4% absent themselves from duties more than six days in a year. To Pierre (2008) the state of being marriage or single has no influence on absenteeism. This differ from the findings on Wa Campus where young male security personnel absent themselves from duties due to promiscuous lifestyles. The study however did not find any link between community and association meetings regarding security personnel absenteeism on the Wa Campus. The peak of security personnel absenteeism being between September and October with few cases in January and February each year presupposes that some of these security personnel used their duty periods for farming since this is a period for harvesting farm produce such as groundnuts, beans, corn among

60

others. This cause however, differs from Busisiwe (2004) finding where commercial drivers' strike was a major cause of staff absenteeism.

Empirical evidence of physical queries (letters/memoranda) counted per security personnel at the Campus Security Unit were alarming. Irrespective of the low female security personnel numbers on the Wa Campus compared to that of the men, male absenteeism was more pronounced than females per the records. Ichino & Moretti (2005) found the contrary that women employees in manufacturing occupation tend to absent themselves from work more frequently though for a shorter period of time than men. Similarly, women in banks and hospitals follow this pattern as well with the reasons as family responsibilities, children and home maintenance. In the Upper West Region man own farmland and farm most major food crops for feeding the families. This explains the male dominant in absenteeism cases among the security personnel on the Wa Campus.

4.5.3   Effects of Absenteeism on Wa Campus

Responses and discussions from the research indicated that security personnel absenteeism has affected the Campus in both administrative and academic work in many ways including working hours, loss of individual and the Campus (University) properties. This persistent absent attitude of security personnel made some Heads of Department (HoDs) on several occasions to call security personnel for the release keys for them to access offices and lecture facilities. As stated earlier, affected officials eventually adapt the only crude method of keeping their office keys themselves but this is a practice that contravenes the University rules and regulations. It was common to find lecturers and students equally waiting for about thirty or forty-five minutes for some of these truant security personnel to return from their unknown assignments or destinations to release

61

keys to lecture rooms. Clear examples are the two lectures which were cancelled on 12th October, 2013 because the two security personnel were not at post to release keys. Another common practice of security personnel was the faking and submission of excuse duty forms (sick notes) from medical practitioners which sometimes cover a period of one to two weeks and even renewed. Marten (2006) feels that when there is a lot of absenteeism in a company, opportunities for thefts are created since the facilities, property and human life are unguarded. Occurrences of theft and others impact financially on companies when assets and goods are stolen. In other words a shortage of guards opens up opportunities for theft which ultimately leads to financial losses. Claase-Schette et al, (2004) found it a serious effect on individuals, organisations and communities, when supervisors will have to reassign the duties of the absent employees to other staff. Marten (2006) therefore concluded by saying that in the long-term absenteeism leads to increased unemployment when persistent absenteeism cannot be tolerated any longer and such absentees are sacked. Equally, companies that continuously loose property and money due to absenteeism as a result of theft may go bankrupt, fold up with their employees automatically laid off. Though Cortese's (2003) idea of motivating security personnel to work is laudable, punitive sanctions equally serve in controlling culpable or deliberate absenteeism.

4.5.4   Incidence of Theft, Robbery and Rape Cases

Findings of theft cases involving organisations and companies' properties and loss of working hour were common in the findings of a study of the South African Private Security industry due to absenteeism. On the Wa Campus, frequent theft cases including staff and students' motor bikes and other properties have been on the increase trimester

by trimester. In each trimester over ten motor bikes belonging to both students and staff were stolen from the Campus necessitating the formation of student vigilantic groups which yielded the desired results. These criminals also rob students of their belongings including mobile phones and hand bags after close of evening lectures. Student vigilance groups have been apprehending some of these criminals of late.

Perhaps, due to a situational influence, the incidence of rape cases on the Wa Campus made to demonstrate 2012. Though many student-ladies do not report rape cases involving them for either shyness or fear of consequential effects especially when they suspect their former boy-friends in the act, the incidence also creates fears in students meeting for group discussions at nights. Individual students could no longer stay for long hours at any of the lecture halls for studies. This has the long-term effects on some students' academic performance especially the weak ones who rely on their colleagues for further explanations after the normal lectures.

4.5.5 Financial Cost of Security Personnel Absenteeism on the Campus (UDS)

In Pierre (2008) a study of the Airports Company of South Africa, the security department had exceeded its budget due to overtime payment because of staff shortage during shifts. This necessitated an investigation into the causes of absent behaviour among the Airports security personnel. Much as Pierre (2008) research on absenteeism meant for studying the trends of absenteeism, the findings of Wa Campus will serve as a source document for Management decision making and further contribute knowledge in causes and effects of security personnel absenteeism on the Campus. As Pierre (2008) also concluded that absenteeism leads to poor service delivery and high financial costs among others for companies and institutions, the Wa Campus similarly loss an estimated

man/day of 32 working days. The Campus (UDS) further paid a total sum of GH¢6,464.00 to truant security personnel in May 2013. In terms of hourly lost the Campus suffered approximately 408 hours in every five days in the same month. Orrick (2004) quantify organisations or institutions losses due to absenteeism on income, productivity, service delivery and client dissatisfaction. Orrick (2004) further stated that it reflects poorly on the integrity, honesty and work ethos of such security personnel. Thus overall confidence of fellow employees, supervisors and employers to such absent staff diminishes. Some security personnel who had interpersonal problems due to such dishonesty of their colleagues on the Campus readily gave every bit of information about regular absentee security personnel. Busiswe (2007) complemented on the additional cost of overtime to those who are tasked to do the absent workers duties, payment for retraining and induction training for replaced workers. The Wa Campus has a different picture due to the unannounced nature of security personnel absenteeism; therefore, cost of training replaced workers is not an issue. Further to Busisiwe (2007) findings, managers spend productive time sourcing to replace employees as well as reassigning the remaining workers. The handicap in the case of Wa Campus Management is that, it not readily source and replace absentee security personnel without consulting Central Administration the ultimate decision maker and also due to financial and other logistical constraints. In line with Roberts (2004) where employees' continuous absenteeism cause financial loss to institutions that pay full salaries to a number of personnel who engage in sorting out their personal business matters, attending funerals and wedding ceremonies. The Campus suffers similar effects when security personnel spent duty hours on their

personnel farms either farming or harvesting while others undertook private menial jobs for one or two days outside the Campus security work.

4.5.6   Measures to Curb Absenteeism

Varying suggestions continue to emerge from researchers on how to curb absenteeism. The idea of constituting and mandating a disciplinary committee to investigate absenteeism cases and recommend appropriate disciplinary actions for implementation at the Campus level and then notify Central Administration for amendment of its records is yet another appropriate suggested measure. This supports Grundemann *et al.* (2004) indication that there must be a coordinating team. They believe that the successful elimination or reduction of absenteeism depends on many factors such as building committed Management team with required strategies for effective implementation. Also, attendance records should be reviewed regularly by the line managers and supervisors who will ensure that an employee is present at work. In that case if a supervisor suspects that an employee is being excessively absent, this can be confirmed by means of such a review of the attendance records (Grundemann, 2004). Therefore, absenteeism situation at the Campus level needs a collective approach from all angles with Campus Management on the lead, staff and students, security personnel themselves, Central Administration and other stakeholders to help address the canker of absenteeism on the Campus.

Other measures to curb absenteeism across research findings include; improvement of the working conditions, increase salaries of security personnel, in-service training for security personnel, provision of counseling services and motivating security personnel as recommended by Tonnello (2005) and Pierrer (2008). The introduction of effective

communication systems, decrease working hours, discipline offenders of absenteeism and dismissal of those found guilty of the offence. Yet Busisiwe (2007) and SAPA (2005) called for a review of the appropriate policies and procedures, provision of more rest days for security personnel, promotion of deserving security personnel as well as review and implementation of disciplinary measures. This research recommends an integration of the above recommendation since the Wa Campus absenteeism causes were multifaceted including social issues, drunkenness, poor supervision coming from the managerial aspect and economic and frequent visit on former trades and individual with the farming activities.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5   INTRODUCTION

The research findings are summarised in this chapter with conclusions and recommendations drawn based on the results towards improving the Campus Security Unit to reduce absenteeism.

5.1   Summary of Findings

The existence of absenteeism was widely pronounced (62.1%) particularly among the newly recruited security personnel and addicted drinking habit. This happens monthly and mostly on Fridays, Saturdays and Sundays. Thus, weekends which are mostly characterised by celebrations such as funerals, wedding and naming ceremonies or when others received salaries at the month end.

5.1.1   Summary on Causes of Absenteeism

It was clear from the study that drunkenness was the leading cause of absenteeism, followed by long working hours and poor relationship between supervisors and security personnel. These were also some of the reasons for security personnel excessive drinking habit. The role of Central Administration which is the highest decision-making authority was seen as another contributing factor to absenteeism since absentee culprits cannot be sanctioned immediately at the Campus level without approval from Central Administration (Tamale). Funerals, wedding and naming ceremonies attendance have also contributed significantly to security personnel absenteeism. Surprisingly, the

closeness of Pisi and Wa markets among others to the Campus had no influence on security personnel absenteeism. Therefore, absenteeism of security personnel could not be linked to petty trading. However, absenteeism was found rampant between July and October each year justifying its association with farming and harvesting of farm product.

5.1.2 Summary on Frequency of Absenteeism

By frequency, security personnel absenteeism was more pronounced on weekends during funeral and other ceremonial activities. It also occurred more than three times in a week. The responses indicated that three to four security personnel absent duties weekly. Records from the Campus Security Unit indicated that two to three absenteeism cases were recorded on the weekly basis involving mostly newly recruited security personnel and the very young ones in the ages of 18 and 35 years. It is therefore, deduced that prior to their engagement by the University (Wa Campus) they were involved in other jobs, trades or farming activities and cannot stop them immediately. The peak of absenteeism being September, 2013 from 2011 and 2012 also indicates that it is in graduation and must be given a serious management attention.

5.1.3 Summary on Effects of Absenteeism

The Campus has an active security workforce with many of them within the ages of 18-55 years. Majority of them attained either Middle School Leaving Certificates or National Coordinating Committee for Technical and Vocational Education and Training Certificates. It therefore, worth mentioning that some of these security personnel may have the intention of going for further studies, since security work is a stepping stone to employment. That is many of them may have accepted the appointment just to take advantage of the proliferation of the distance education programmes now in Wa. This

68

will further compound the absenteeism situation of the Campus. Others may also upgrade themselves in different fields and would not return to the security sector since it is not yet recognised as an academic endeavour in Ghana and particularly University for Development Studies.

5.2   Conclusion

In conclusion, the objectives of the study and its ensuing findings are presented below.

5.2.1   Conclusion on Causes of Absenteeism

Attendance of ceremonial activities and the excessive drinking habit have been the greatest causes of absenteeism on the Wa Campus. Even though the future of the Campus Security is sustainable since many of them are still young, and will stay long on the job, the Campus security situation still give a worrying picture because these young ones sometimes fear to stay alone on duty particularly at night. With this the Campus is still vulnerable to the numerous risks identified above. Similarly, security personnel rights were found infringed upon by Management's inability to grant their annual leaves resulting in long working hours, family problems as well poor relationship between the security personnel and their supervisors also contributed to the absenteeism on the Wa Campus. Absenteeism situation at the Campus level therefore needs a collective approach from all angles to help address it.

5.3   Recommendations

Based on the findings and conclusions, the study recommends that:

5.3.1 Recommendation on Causes of Absenteeism

The organisation of in-house-training for security personnel will diplomatically prevent some of them from pursuing further studies in areas that are not related to their current duties. Counseling services are also necessary to ease the frustration in some security personnel. Finally, if security personnel annual leaves are granted it will serve as a resting period to avoid continuous work that breeds boredom among others leading to absenteeism.

5.3.2 Recommendation on Frequency of Absenteeism

The institution of incentives packages (not necessarily cash based) will motivate security personnel to give off their best during duties. This couple with effective monitoring and supervision will prevent temporary vacation of duty posts by security personnel for their personal issues. The fact that the peak of absenteeism was in September, 2013 explained that security personnel attention is more on farming since September is a critical period for harvesting of farm products. There is therefore the need for more effective control measures during this period.

5.3.3 Recommendation on Effects of Absenteeism

Many security personnel should be appointed to beef up the numbers on the ground. The appointment should also be complemented with the provision of logistics and training to equip security personnel for efficient and effective performance. Disciplinary committees should be mandated to investigate absenteeism cases and recommend appropriate sanctions in line with the University policies, implement them at the Campus level and then report to the Central Administration for amendment of records. This will deter potential absentees from absenteeism and ensure effective and regular duty attendance.

Once security personnel are well equipped and duty points also regularly guarded the incidence of thefts, robbery and general feel of insecurity will reduce if not completely eradicated.

UNIVERSITY FOR DEVELOPMENT STUDIES

6 REFERENCES

Abubakari, I. (2011). Absenteeism Report for the Months of November, 2010 and January, 2011. Wa: Security Unit, UDS (Unpublished)

Abubakari, I. (2013). Vacation of Duty Post – Ms. Lamisi Sombonaa. 10th February, 2013. Wa: Security Unit, UDS. (Unpublished)

Adams, J.C. (1965). Injustice in Social Exchange. In I. Berkowitz (Ed.), Advance in Experimental Social Psychology (Vol. 2). New York: Academic Press

Alex, N. (2014). WiseGEEK. Clear answers to common questions. http://www.wisegeek.com/what -are-the-effects-of-absenteeism

Anshel, M. H. (2000). A conceptual model and implications for coping with stressful events in police. Criminal Justice and Behaniour

Bacho, F.Z.L (2011).

Bacho, F.Z.L., (2001). Infrastructure delivery under poverty, potable water provision through collective action in Northern Ghana, Spring Centre, University of Dortmund.

Barbour, R. (2008). Introducing Qualitative Research, Sage Publishing, London.

Barnard, C. I. (1938). The Functions of the Executive. Harvard University Press.

Bennett, R. (1994). Management, Second Edition. UK: Longman Group.

Bennison, M. (1984). The Manpower Planning Handbook. London: McGraw Hill.

Beyuo, A.G.K. (2010). Query – Mr. Albert Tizaanakpi (watchman). 7th January, 2010. Wa Campus

Beyuo, A.G.K. (2010). <u>Query – Mr. Kwakye Dumbah (watchman)</u>. 7th January, 2010. Wa Campus

Beyuo, A.G.K. (2010). <u>Query – Mr. Kwakye Dumbah (watchman)</u>. 7th January, 2010. Wa Campus

Beyuo, A.G.K., (2009). <u>Query – Mr. Kwakye Dumbah (watchman)</u>. 16th December, 2009. Wa Campus

Boahene, E.B. (2007). <u>Warning Letter – Mr. Albert Tizaanakpi</u>, 31st January, 2007. Wa Campus

Bramby, T. A. & Orme, C. D. & Treble, J. G. (1991). <u>Worker absenteeism: an analysis using microdata.</u> Economic Journal, 101 (405), 214-229

Brown, P. (1996). <u>An Introduction to Research,</u> London: Ash Gate Limited.

Buffy, N. (2014). <u>The effects of absenteeism on a student's GPA</u>. Demand Media. http://everydaylife,globalpost.com/effect-absenteeism-students-gpa

Busisiwe, P.C. (2007). <u>The Impact of Absenteeism on the Private Security Industry in Gauteng Province</u>. South Africa.

Caron Beesley (2012). <u>Community moderator. Seven Tips for Controlling and Preventing Employee Absenteeism</u>. http://www.sba.gov/community/blogs/ community-blogs/small-business

Byron, K. & Peterson, S. (2002). <u>The impact of a large-scale traumatic event on individual and organisational outcomes: exploring employee and company reactions to September 11, 2001.</u> Journal of Organisational Behaviour, 23, 895

Charles, R. and McLachlan (2013). <u>How Nairobi terrorist attack will affect Kenya's tourism industry</u>. http://www.howemadeitinafrica.com/how-nairobi-terrorist-attack-wi... Martiz Publication.

Chris Steim. (2013). Agence France Presse.

Claase-Schutte, C. & Pillay, K. (2004). <u>Private Security Officers as Victims of Trauma and Stress: The South African Experience and Initiatives to Manage it</u>. Acta Criminologica, Vol. 17(1)

Cole, G. A. (1996). <u>Management Theory and Practice: 6th edition.</u> London: Educational Low-Priced Sponsored Texts

Cole, G. A. (2004). <u>Management Theory and Practice: 5th edition</u>. London: Offset

Cooper C.L, Robertson I.T. (1999).   <u>International Review of Industrial and Organisation Psychology,</u> Vol. 14, Wiley Chickester, UK.

Cooper, C. (2001). <u>Bullying bosses cause sickness</u>.

Cooper, D.R and Schindler, P.S. (2006), <u>Business Research Methods</u>. McGraw-   Hill, New   York

Cortese, V. (2003). Labour movement - staff turnover. Spot Private Security and Work Organisation. www.ulb.ac.be/socio/tef/page_divers/SpotEn.pdf. Accessed, 07/04/2013

Denzin, N.K. (1989b). <u>The Research Act (3rd Ed.)</u> NJ, Englewood Cliffs: Prentice Hall in Flick, U, (2002). An introduction to Quality Research, Second Edition, London Sage Publications.

Elise Wile (2014). <u>How to deal with employee absenteeism</u>. Demand Media. http://smallbusiness.chron.com/deal-employee-absenteeism.   Great   Talent Management.

Elpine, M. (2002).   <u>Unfairness at Work as a Predictor of Absenteeism</u>. Journal for Organisational Behaviour, Vol. 23(2)

EX WO1, Abubakari, I. (2011) Absenteeism <u>Report for the Months of November, 2010 and January, 2011</u>. Wa Campus.

EX WO1, Abubakari, I. (2011). <u>Persistent Absenteeism from Duty – Mr. Gabriel Songbakyaa.</u> 24th October, 2012. Wa Campus.

EX WO1, Abubakari, I. (2012) Absent <u>from Place of Work – Ms. Lamisi Sombonaa</u>. 22nd October, 2012. Wa Campus.

EX WO1, Abubakari, I. (2012). <u>Insubordinate Behaviour – Mr Bede Kankpeyeng</u>. 24th October, 2012. Wa Campus.

EX WO1, Abubakari, I. (2012). <u>Vacation of Duty Post – Mr. Sulley Sakara</u>, 18th October, 2012. Wa Campus.

EX WO1, Abubakari, I. (2012). <u>Vacation of Duty Post – Mr. Amatus Galaa.</u> 17th September, 2012. Wa Campus.

EX WO1, Abubakari, I. (2012). <u>Vacation of Duty Post – Mr. Jonas Suboi.</u> 17th September, 2012. Wa Campus.

EX WO1, Abubakari, I. (2012). <u>Vacation of Duty Post – Mr. Sulley Sakara</u>. 18th October, 2012. Wa Campus.

EX WO1, Abubakari, I. (2012). <u>Vacation of Duty Post – Mr. Sulley Sakara</u>. 18th October, 2012. Wa Campus.

EX WO1, Abubakari, I. (2013). <u>Vacation of Duty Post – Ms. Lamisi Sombonaa</u>. 10th February, 2013. Wa Campus.

Fayol, H. (1930). <u>Industrial and General and Administration.</u> J. A. Coubrough,   Trans. Geneva, International Management Institute

Fayol, H. (1949). <u>General and Industrial Management</u>. Trans. London: Constance Storrs, Isaac Pitman and Sons.

Flood, D. (2004). Absenteeism. Monster Human Resources. *www.hr.monster.ie/articles/absenteeism/.* Accessed, *2/5/2013.*

Gerber, P.D. (2001). <u>Human Resource Management</u>. Oxford: Oxford University Press.

75

Ghosh, B.N. (1992). <u>Scientific Method and Social Research, Third Edition</u>, New Delhi.

Gibson, R.O (1966). <u>Toward a Conceptualisation of Absence Behaviour.</u> <u>Administrative Science Quarterly</u>.

Giovanni Manunta (1999). <u>Security Journal</u>, Granfield University at RMCS

Goldberg, P. & Atkin, R. (1984). <u>Absenteeism: New approaches to understanding, measuring and managing employee absence</u>. San Francisco, Jossey-Bass

Grundemann, R.W.M & Van Vuuren, C.V (1997). Preventing absenteeism at the workplace: A European portfolio of case studies. Bublin: European Research Report. bookshop.europa.eu/.../preventing-absenteeism-at-the-workplace.../SX0597422ENC. Accessed, 05/04/2014.

Grundemann, R.W.M (2004). Preventing absenteeism at the workplace: A European portfolio of case studies. Bublin: European Research Report. *bookshop.europa.eu/.../preventing-absenteeism-at-theworkplace.../ SX0597422ENC*. Accessed, 05/04/2014.

Ichino, A and Moretti, E (2006). Biological gender differences, absenteeism and the earning gap. Retrieved form *http://www.eui.eu/ECO/ReseachActivities/Research WorkshopPastResearchWorkshopPapers05*. Accessed, 07/05/13.

Levy, A. & Associates, (2004). How to deal with unauthorized absenteeism at the work place. Johannesburg. Andrews Levy and Associates (Pty) Ltd. *uir.unisa.ac.za/bitstream/handle/10500/1268/dissertation.pdf?sequence=1* Accessed, 05/04/2014.

Nel, P. S. (2001). Human resource management. Oxford: Oxford University Press. https://books.google.com.gh/books?isbn=1868914178. Accessed, 05/04/2014.

Nel, P. S. (2005). Human resource management. Oxford: Oxford University Press.

Pierre, C. K. (2008). The relationship between personality and biographical factors in absenteeism. *uir.unisa.ac.za/bitstream/10500/2310/1/dissertation.pdf* Accessed, 05/04/2017.

Harrison. D.A. & Hulin, C.L. (1991). General attitudes and Organisational withdrawal: An evaluation of a causal model. Journal of Vocational Behaviour.

IB Times staff reporter. (September, 2013). http://www.ibtimes.com/ripple-effects-terrorist-attack-after-westgate.

Ichino, A. & Moretti, E. (2006). Biological gender differences, absenteeism and the earning gap. Retrieved from   http:/www.eui.eu/ECO/ResearchActivities/ Research/Workshop/Past/Research/Workshops/Papers05-

Ivancevich, J. M. (1998). Human Resource Management, Seventh Edition. McGraw-Hill.

Jean Folger (2013). Economic Benefits, Employees

Johns & Nicholas (1982). The Meaning of Absence: New Strategies for Theory   and Research.

Kié, F. (2013). Kenyan tourism suffers following Westgate terror. http://globalriskinsights/2013/11/05/kenyan-tourism-suffer-follow

King, G. (2005). South African Private Security. Crime Prevention and Policing in South Africa. Act a Criminologica: Southern African Journal of   Criminology, Vol. 18(1)

Kuu-Ire, S. M. (2007). Loss of One Week's Pay – Mr. Albert Tizaanakpi. 5th June, 2007. Central Administration. UDS, Tamale.

Lalan Maliakal (March 22, 2013). Project on employee absenteeism. http://www.buzzle.com/artoc;es/absenteeism-in-the-workplace.

Levy, A. & Associates. (1996). Dealing with employee sick leave, ill health absenteeism and suspect medical certificates. Johannesburg: Andrews Levy and Associates (Pty) Ltd

Levy, A. & Associates. (2004). How to deal with unauthorized absenteeism at the work place. Johannesburg. Andrews Levy and Associates (Pty) Ltd.

Linda Nguyen (2013). Canadian Economy Loses $16.6b Annually Due To Absenteeism: Conference Board. The Canadian Press

Lyn L. and Perry J. L. (2007). Economic and Occupational Causes of Transit Operator Absenteeism: A Review of Research Foreign Summaries.

Maria D. & Sharanjit U. (2001). Perspective on Labour and Income

Matthew B. M. & Huberman A. M. (1994). Qualitative Data Analysis 2nd Edition. SAGE Publication, London New Delhi.

Miller, R.T., Murnane, R.J., & Willett, J.B. "Do Teacher Absences Impact Student

Miller, R.T., Murnane, R.J., & Willett, J.B. "Do worker absences affect productivity?

Minnaar, A. & Ngoveni, P. (2004). The relationship between the South African Police Service and the private security industry: Any role for outsourcing in the prevention of crime?Acta Criminologica: Southern African Journal of Criminology, 17(1)

Minnaar, A. (2005). Private–public partnership: Private security, crime prevention and policing in South Africa. Acta Criminologica: Southern African Journal of Criminology, 18(1)

Monks, J. (2000). Stress Biggest work health hazard: BBC News. Available at: news.bbcsouthafrica.info/ess_info/saglance/health/traditional-ealersbill.htm

Moodley, N. (2005). Sick notes from Sangomass worry employers. Business Report

Moodley, N. (2005). Sick notes from Sangomass worry employers: Available at: news.bbc.co.uk/1/hi/healt/1046366.stm

78

Naidoo, S. (2005). <u>South Africa security companies are losing more than R23m   annual due to absenteeism in the workplace</u>.

Nel, P. S. 2005. <u>Human Resources Management</u>. Oxford: Oxford University Press Southern Africa.

Nel, P.S. (2001). <u>Human Resources Management.</u> Oxford: Oxford University   Press.

Neuman, W. L. (2000). <u>Social Research Methods: Qualitative and Quantitative Approaches 4th Edition</u>. University of Wosconsim at white Water: Allyn   and Bacon.

Nicole Stewart (2013). <u>Missing in Action: Absenteeism Trends in Canadian Organizations</u>

Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright, P.M., (1996). <u>Human Resourceof Performance Evaluation's Fairness.</u> Academy of Management Journal, 42.

Olick, P. (1999). <u>Contract Security</u>. Oxford: Oxford University Press.

Orrick, D. (2004). <u>Controlling Abuse of Sick Leave</u>. International association of Chiefs of Police, 10(1)

Paul Ohia & Jayeiola Andrews. (2013) Agency Report September, 2013.

Peterson, C. (1992) Personality (2nd ed). New York: Hartcourt Brace Jovanavich College.

Pierre C. K. (2008). <u>The Relationship Between Personality 2007; and biographical factors in absenteeism</u>

Poornima Poojari (2006). <u>Absenteeism causes effects and control</u>

Porter, L.W. & Steers, R. M. (1973). <u>Organisational, Work and Personal Factors in Employee Turnover and Absenteeism</u>. Psychological Bulletin.

Pretorius A. (2006). Seven Steps to Manage Absenteeism. London: Macmillan

Rahul Pandita (2012). How to Deal with Employee Absenteeism. http://www.buzzle.com/articles/how-t-deal-with-employee-absenteeism

Ramsay, H. (1991). 'Reinventing the Wheel. Human Resource Management Journal,

Rhodes, S.R. & Steers. R.M (1990). Managing Employee Absenteeism. Addison- Wesley

Ron Sardisco (2014). How to deal with employee absenteeism and tardiness. http://www.ehow.com/how_7775488_deal _employee-absenteeism

Ronald J. B. (2005). International Terrorism and Threat to Security: Implications for Organisations and Management. Emeral Group Publishing Limited

Ronald J. B. (2005). International Threat to Security: Disaster Prevention and Management, Vol. 14. Emeral Group Publishing Limited

Samuel Okudzeto Ablakwa (2013). http//www.ameyawdebrah.com/Ghana-Poet- Prof-Kofi-Awoonor-dies

SAPA, (2005). The Sick-Note Brigade are A Drain on Productivity. Pretoria   News, 16th January, 2005.

SAPA, (2005). Sick Leave Costs SA Millions of Rands per Year. Pretoria News, 7th November, 2005.

SAPA, (2005). Sick Leave System is not Healthy. Pretoria News, 19th June: 2005

Sarah, M. (2013). Kenyan tourism industry threatened in deadly mall attack. http://www.bloomberg.com/news/2013-10-03/kenyan-tourism-industry

Sarantakos, S. (2004). Social Research. Macmillan Press Ltd.

Sauders, M, Lewis, T., & Thornhill, A. (2007). <u>Research Methods for Business Studies, 4th ed.</u> FT Prentice Hall: UK

Steers, R.M. & Rhodes, S.K. (1994). <u>Knowledge and speculation about absenteeism</u>.

Steers, R.M. (1987). <u>Major Influences on Employee Attendance: A Process Model</u>. Journal of Applied Psychology. McGraw-Hill.

Strydom, I (2006). <u>Would you willingly accept a sick note from a sangoma</u>? MBA Network, Available at: http://www.mbanetwork.coza/from/viewtopic.php?

Taylor, et al., (2007). <u>Journal of Applied Security Research</u>

Tettey W. J. & Korbla, P. (2000). <u>Social Science Research and the Africanist: The Need for Intellectual and Attitudinal Reconfiguration.</u> African Studies Review, 43(3).

Tettey W. J. (2003). <u>Africa's Options: Return, Retention or Diaspora?</u>

The Oxford Paperback Dictionary, 4th edition. (1994). S.V. <u>Security Personnel</u>. Oxford: Oxford University Press.

Thibault, E. A. (1976). <u>Police alienation with emphasis towards minority groups Michigan:</u> University Microfilms

Tonello, J.R. (2005). <u>Absenteeism – there's more to it than meets the eye</u>.

Twumasi, P. A. (2001). <u>Social Research in Rural Communities, Second Edition, Accra, Ghana:</u> University Press.

Twumasi, P.A. (1986). <u>Social Research in Rural Communities.</u> Accra: Ghana Universities Press

Tylczak, L. (1990). <u>Attacking absenteeism: A practical guide to help slash absenteeism</u>. United States of America: Crisp

UDS News Letter Volume 21, January to June, 2012. University Relations, UDS, Tamale

University for Development Studies, (2014). <u>13th Congregation Report</u>

University for Development Studies. (2003). Strategic Plan, 2003-2008. Jospong Press.

Vaida, G. (2005). <u>Sick Leave Costs South Africa Millions</u>. Sunday Times, 1 August, 2005.

Van Wijk, C. W. (2000). <u>Personality characteristics of south Africa Navy Personnel. Military Medicine</u>

Wayne C. B.; Gregory G. C. & Joseph M. W. (2008).The Craft of Research, University of Chicago Press, Chocago, London

William M.K. Trochim (2006). <u>Research Methods Knowledge Base</u>

Yin, R. K. (2003). <u>Case study research: Design and methods (3rd Ed.)</u>. Thousand Oaks,

7   APPENDIX A

7.1   Security Personnel Attendance Records

Table 7:1: Day Security Personnel Attendance Records of 1st March, 2013

		MORNING		EVENING		TOTAL
DATE	DUTY POST	Arrival	Departure	Arrival	Departure	HOURS
		(AM)	(PM)	(PM)	(AM)	WORKED
01/03/13	Campus Gate	-	-	-	-	
	Security Personnel	7:20	-	-	-	
01/3/13	Auditorium	-	-	-	-	
	Security Personnel	5:47	-	-	-	
	Security Personnel	5:55	6:04	-	-	
01/3/13	Hall 1&2	-	-	-	-	
	Security Personnel	6:50	-	-	-	
01/3/13	Spanish Lab	-	-	-	-	
	Spanish Lab	5:35	-	-	5:58	
	Spanish Lab	-	5:56	5:58	-	
01/3/13	Pavilions	-	-	-	-	
	Security Personnel	-	5:10	-	-	
	Security Personnel	-	7:07	6:45	-	
	Security Personnel	7:07	-	-	-	
01/3/13	Upper West	-	-	-	-	
	Security Personnel		5:45	6:55	-	
01/3/13	Jubilee Hall	-	-	-	-	
	Security Personnel	-	6:10	-	-	

UNIVERSITY FOR DEVELOPMENT STUDIES

01/3/13	Cardinal Dery	-	-	-	-	
	Security Personnel	-	5:30	6:20	-	
01/3/13	Royal Hall	-	-	-	-	
	Security Personnel	-	5:25	-	-	
01/3/13	Limann Hall	-	-	-	-	
	Security Personnel	-	6:20	-	-	
01/3/13	36 Unit Block	-	-	-	-	
01/3/13	FELBS Annex	-	-	-	-	
01/3/13	House of Chiefs	-	-	-	-	
01/3/13	CMB G.H.	-	-	-	-	No attendance book
01/3/13	FIDS Annex	-	-	-	-	

Source; Wa Campus Security Unit, 2013

Table 7:2: Day Security Personnel Attendance Records of 15th April, 2013

| DATE | DUTY POST | MORNING | | EVENING | | TOTAL |
		Arrival (AM)	Departure (PM)	Arrival (PM)	Departure (AM)	HOURS WORKED
15/04/13	Campus Gate	-	-	-	-	
15/04/13	Auditorium	-	-	-	-	
	Security Personnel	6:03	5:33	-	-	
	Security Personnel	6:14	5:30	-	-	
15/04/13	Hall 1&2	-	-	-	-	
	Security Personnel	6:45	5:38	-	-	
	Security Personnel	6:30	5:40	-	-	
15/04/13	Spanish Lab	-	-	-	-	
	Spanish Lab	6:03	-	-	5:58	
	Spanish Lab	-	6:22	5:30	-	
15/04/13	Pavilions	-	-	-	-	
	Security Personnel	-	6:50	-	-	
	Security Personnel	-	6:50	-	-	
	Security Personnel	6:45	-	-	-	
15/04/13	Upper West		-	-	-	
	Security Personnel	6:10	6:59	-	-	
15/04/13	Jubilee Hall	-	-	-	-	
	Security Personnel	-	6:22	7:10	-	
15/04/13	Cardinal Dery	-	-		-	
	Security Personnel	-	6:10	7:50	-	

15/04/13	Royal Hall	-	-		-
	Security Personnel	-	6:55	6:15	-
15/04/13	Limann Hall	-	-	-	-
	Security Personnel	-	5:23	6:30	-
15/04/13	36 Unit Block	-	-	-	-
15/04/13	FELBS Annex	-	-	-	-
15/04/13	House of Chiefs	-	-	-	-
15/04/13	CMB G.H.	-	-	-	-	No attendance book
15/04/13	FIDS Annex	-	-	-	-

Source; Wa Campus Security Unit, 2013

Table 7:3: Day Security Personnel Attendance Records of 30th May, 2013

| DATE | DUTY POST | MORNING | | EVENING | | TOTAL |
		Arrival (AM)	Departure (PM)	Arrival (PM)	Departure (AM)	HOURS WORKED
30/05/13	Campus Gate	-	-	-	-	
	Security Personnel	-	-	-	-	
30/05/13	Auditorium	-	-	-	-	
	Security Personnel	6:37	-	-	6:44	
	Security Personnel	-	6:40	6:41	-	
30/05/13	Hall 1&2	-	-	-	-	
	Security Personnel	6:40	-	-	6:20	
30/05/13	Spanish Lab	-	-	-	-	
	Spanish Lab	6:24		5:25	-	
	Spanish Lab	-	6:10	6:13	-	
30/05/13	Pavilions	-	-	-	-	
	Security Personnel	5:47	-	-	6:55	
	Security Personnel	-	6:48	6:57	-	
	Security Personnel	-	-	-	-	
30/05/13	Upper West	-	-	-	-	
	Security Personnel	5:14	6:02	-	-	
30/05/13	Jubilee Hall	-	-	-	-	
	Security Personnel	-	5:58	6:30	-	
30/05/13	Cardinal Dery	-	-	-	-	
	Security Personnel	-	5:30	6:30	-	
30/05/13	Royal Hall	-	-	-	-	

	Security Personnel	-	5:14	6:08	-
30/05/13	Limann Hall	-	-	-	-
	Security Personnel	-	5:19	6:58	-
30/05/13	36 Unit Block	-	-	-	-
30/05/13	FELBS Annex	-	-	-	-
30/05/13	House of Chiefs	-	-	-	-
30/05/13	CMB G.H.	-	-	-	-	No attendance book
30/05/13	FIDS Annex	-	-	-	-

Source; Wa Campus Security Unit, 2013

Table 7:4: Researcher's Night Patrols for the Month March, 2013

S/N	Duty Point	No. of S.G.	4/03/13	11/03/13	18/03/13	24/03/13	27/03/13	hours worked
1	Auditorium	1	√	√	√	√	√	60
2	Jubilee Hall	1	X	X	X	X	X	0
3	Cardinal Dery	1	√	√	X	√	√	48
4	Royal Hall	1	√	X	X	X	X	12
5	Limann Hall	1	√	X	X	X	X	12
6	Spanish Lab	1	√	√	√	√	√	60
7	Hall 1&2	1	√	√	√	√	√	60
8	Upper West	1	X	X	√	√	√	36
9	Pavilions	2	1	1	1	1	1	60
10	36 Unit Block	1	√	√	√	√	√	60
11	FELBS Annex	1	√	√	√	√	√	60
12	House of Chiefs	1	NP	NP	X	NP	X	0
13	CMB G.H.	1	X	X	X	X	X	0
14	FIDS Annex	1	√	√	√	√	√	60
SUMMARY								
Actual Man/Hours Worked			120	96	96	108	108	468
Expected Man/Hours Worked			180	180	180	180	180	900
Actual Man/Days Worked			10	8	8	9	9	44
Expected Man/Days of Work			15	15	15	15	15	75
Man/Hours Absent/Lost			60	84	84	72	72	372
Man/Days Absent/Lost			7	7	6	6	6	31

Source: Field Work, 2013

UNIVERSITY FOR DEVELOPMENT STUDIES

89

NB: √= Security Personnel Present

X= Security Personnel Absent

NP = No Patrols

RL= Security Personnel Reported and Left

UNIVERSITY FOR DEVELOPMENT STUDIES

Table 7:5: Researcher's Night Patrols for the Month April 2013

S/N	Duty Point	No. of S.G.	4/04/13	11/04/13	18/04/13	24/04/13	29/04/13	hours worked
1	Auditorium	1	√	√	√	√	√	60
2	Jubilee Hall	1	√	√	√	X	X	36
3	Cardinal Dery	1	√	RL	RL	√	X	24
4	Royal Hall	1	√	√	X	X	X	24
5	Limann Hall	1	√	X	X	X	X	12
6	Spanish Lab	1	√	√	√	√	√	60
7	Hall 1&2	1	√	√	√	√	√	60
8	Upper West Hall	1	X	√	√	NP	X	24
9	Pavilions 1, 2 & 3	2	1	1	1	√	X	48
10	36 Unit Block	2	√	√	√	X	√	48
11	FELBS Annex	1	√	√	√	NP	√	48
12	House of Chiefs	1	X	X	√	RL	√	24
13	CMB G.H.	1	√	√	RL	X	X	24
14	FIDS Annex	1	√	√	√	√	√	60
SUMMARY								
Actual Man/Hours Worked			144	132	120	72	84	552
Expected Man/Hours Worked			192	192	192	192	192	960
Actual Man/Days Worked			12	11	10	6	7	46
Expected Man/Days of Work			16	16	16	16	16	80
Man/Hours Absent/Lost			48	60	72	120	108	408
Man/Days Absent/Lost			4	5	6	10	9	34

Source: Field Work, 2013

NB: √= Security Guard Present

X= Security Personnel Absent

NP = No Patrols

RL= Security Personnel Reported and Left

UNIVERSITY FOR DEVELOPMENT STUDIES

8   APPENDIX B

8.1   Questionnaire for Security Personnel

Sir/Madam, The purpose of this questionnaire is to collect data to address *Absenteeism of Security Personnel on the WA Campus: Causes, Effects and Management Implications.* This research is in fulfillment of academic work leading to the award of a Master of Philosophy Degree in Development Management. You are assured that data collected with this questionnaire is strictly meant for academic work and would be treated with the outmost concealment. Please, as much as possible complete questions where applicable.

A. Respondent's Background Information

1. Level of Education

    01= Primary   (   )

    02= Middle/JHS   (   )

    03= Vocational/SHS   (   )

    04= Post-Secondary/Polytechnic   (   )

    05= University   (   )

    06= Others Specify ………..………………………………………………

2. Sex

    01= Male   (   )

    02= Female   (   )

3. Length of service on the Campus/Organisation

    01= 1-3 years   (   )

    02= 4-6 years   (   )

    03= 7-9 years   (   )

04= 10+ years   ( )

05= Never worked   ( )

4. Age categories

01=18-25 years   ( )

02=26-30 years   ( )

03= 31-45 years   ( )

04= 46-55 years   ( )

05= 56-65 years   ( )

06= 65+ years   ( )

5. Marital status

01= Married   ( )

02= Single   ( )

03= Divorced   ( )

04= Widow   ( )

05= Widower   ( )

06= Others, specify ……………………………………………………

6. Employment status?

01= Full-time   ( )

02= Part-time   ( )

03= Casual worker   ( )

B. The frequency of absenteeism

7. Do you think Security Personnel absent themselves from duty posts?

01= Yes   ( )

02= No   ( )

03= I do not know   ( )

UNIVERSITY FOR DEVELOPMENT STUDIES

8. If 'Yes' to Question 8, what is the frequency of absenteeism?

    01= Once a week   ( )

    02= Twice a week   ( )

    03= Three times a week   ( )

    04= Several days a week   ( )

9. Does Management query (in writing) or verbally warn Security Personnel for absenting themselves from duty post?

    01= Yes   ( )

    02= No   ( )

    03= I do not know   ( )

10. How often does Management query Security Personnel?

    01= Once a week   ( )

    02= Twice a week   ( )

    03= Three times a week   ( )

    04= Several days/times a week   ( )

11. Can you tell me whether security personnel respond to queries?

    01= Yes   ( )

    02= No   ( )

    03= Do not know   ( )

12. Which of these are reasons why Security Personnel do not respond to queries?

    01= Pride   ( )

    02= Peer influence   ( )

    03= poor communication between Management and Security   ( )

    04= Others, specify …………………………………………………………

13. Do you see/think some Security Personnel fake excuse duties for being sick?

    01= Yes   ( )

02= No   (   )

14. How often do you hear Security Personnel submit sick notes from doctors for being absent?

01= Every week   (   )

02= 2 times a week   (   )

03= Three times a month   (   )

04= Once a month   (   )

15. How does security personnel absenteeism affect the Campus (University)?

01= By feeling high insecurity   (   )

02= By frequent theft and rape cases   (   )

03= Others, specify …………………………………………………………

16. Do you think absenteeism constitutes grounds for dismissal?

01= Yes   (   )

02= No   (   )

17. Has any security personnel been sacked for absenting him/herself from duty?

01= Yes   (   )

02= No   (   )

03= I do not know   (   )

18. How many Security Personnel have been sacked for being absent in the past years?

01= 1-2   (   )

02= 3-4   (   )

03= 5-6   (   )

04= Others, specify …………………………………………………………

19. Are all colleagues (Security Personnel) punctual to work?

    01= Yes   (   )

    02= No   (   )

    03= I do not know   (   )

20. If 'No' to Question 20, why are they not punctual?

    01= Drunkenness   (   )

    02= Poor working condition   (   )

    03= Long working hours (Fatigue)   (   )

    04= Inadequate motivation   (   )

    05= Inadequate supervision   (   )

    06= Others, Specify …………………………………………………

21. What is the level of Security Personnel's commitment to work?

    01= Very high   (   )

    02= High   (   )

    03= Moderate   (   )

    04= Low   (   )

    05= Very low   (   )

22. Which one of these two is frequently absent?

    01= Day Security Personnel   (   )

    02= Night Security Personnel   (   )

    03= Both   (   )

23. Which of the following is an effective way of reducing absenteeism?

    01= Written queries   (   )

    02= Verbal warning   (   )

    03= Suspension of salaries   (   )

    04= All of the above   (   )

    05= Others, specify ....

24. Before taking disciplinary actions against absentee security Personnel, does Management investigate cases of absenteeism?

01= Yes   ( )

02= No   ( )

03= I do not know   ( )

25. What procedures are used for dismissals?

01= Constitution of disciplinary committee to investigate cases ( )

02= Check number of times a Security Personnel has been queried ( )

03= Check content/reasons of Security Personnel previous responses( )

04= Others, specify …………………………………………………

C.   Some Causes of Absenteeism

26. What are the causes of Security Personnel absenteeism?

01= Drunkenness   ( )

03= Poor working conditions   ( )

04= Inadequate motivation   ( )

05= Inadequate supervision   ( )

06= Poor relationship between supervisors and security personnel ( )

07= Family problems   ( )

08= Transport problems   ( )

09= peer pressure   ( )

10= Others, Specify ……………………………………………………

27. Which of these age categories of applicants would you recommend for appointment?

01= 18-25 years   ( )

02= 26-30 years   ( )

03= 31-45 years   ( )

04= 46-55 years   ( )

05= 56-65 years ( )

06= 66+ years ( )

28. Which of these days do you think most security personnel absent themselves from duties?

29. Which of these categories of security personnel absent themselves from duties?

30. Which these age groups do you think like absenting duties?

31. On which of these occasions do you think security personnel absent duties

32. Which sex can you comfortable associate absenteeism with?

D. Remedies to absenteeism on the Campus

33. Do you sometimes offer counseling to absentee Security Personnel?

01= Yes ( )

02= No ( )

34. How many days is a Security Guard allowed for off-duty?

01= One day in a week ( )

02= Two days in a month ( )

03= Not at all ( )

04= I do not know ( )

05= Others, specify …………………………………………….…………

35. What are your suggested remedies to absenteeism?

01= Outright dismissals ( )

02= Suspension of salaries ( )

03= Withholding of salaries ( )

04= Monitoring Personnel regularly ( )

05= Interdiction ( )

06= Others, specify …………………………………………………

E.   Proposed strategies to improve the Security Sector

36. Do you think there is the need to improve the Security Sector?

01= Yes   (   )

02= No   (   )

37. What are the rules and regulations governing security personnel?

01= ……………………………………………………   (   )

02= ……………………………………………………   (   )

03= ……………………………………………………   (   )

04= ……………………………………………………   (   )

05= ……………………………………………………   (   )

38. Do you think these rules and regulations are appropriate?

01= Yes   (   )

02= No   (   )

39. If 'No' to 'Question 38' above, what other ways do you think Management could control absenteeism?

01= ……………………………………………………   (   )

02= ……………………………………………………   (   )

03= ……………………………………………………   (   )

04= ……………………………………………………   (   )

40. Please, you can add any information that you consider important but has not sought through this questionnaire.

…………………………………………………………………………………

I do appreciate your cooperation and support in completing this questionnaire.

Thank you.

8.2   Interview Guide for Focus Group Discussions and Key Informants

The purpose of the interview guide was to collect data on *Absenteeism of Security Personnel on the WA Campus: Causes, Effects and Management Implications.*

A. Causes of Absenteeism

1. Please what are some of the causes of absenteeism?

2. Which of the age groups frequently absent duties?

3. On which occasions do you think security personnel absent duties?

4. Which sex (male or female security personnel) can you associate absenteeism with?

B. The frequency of absenteeism

5. Do you think security personnel absent themselves from duty posts?

6. How often do security personnel absente themselves from duties?

7. Does Management queries security personnel for absenteeism? If yes, how often?

8. Can you tell me whether security personnel respond to queries?

9. Do you see/think some security personnel fake excuse duties for being sick?

10. How often do you hear security personnel submit sick notes from for absence?

11. How does absenteeism impacts on the Campus (University)?

12. Are security personnel punctual to work?

13. If 'No' to Question 20, why are they not punctual?

14. The day and night security personnel which is frequently absent?

15. Does Management investigate cases of absenteeism before disciplinary action?

16. Which of categories of security personnel absent themselves from duties? (male/female/day security/night security/both night and day)

17. In your opinion, what cause can you associate with that?

D. Effects of absenteeism

18. What are the effects of Security Personnel absenteeism?

E. Adequacy and relevance of regulations and mechanism

19. What are the available regulations and mechanism governing security personnel absenteeism

20. How appropriate are these rules and regulations?

21. What other rules, regulations and mechanism do you propose for curbing security personnel absenteeism?

22. Please, you can add other suggestions and contributions that think have not been captured in this important discussion

23. I do appreciate your cooperation and support in this discussion. I know you will continue to welcome me if I need more clarifications.

Thank you.

UNIVERSITY FOR DEVELOPMENT STUDIES