
Employee Absenteeism and Performance of LGA in Enugu State from 2018-2024

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Abstract

This study examined employee absenteeism and performance of Local Government Area in Enugu State, the study used survey research design and it was carried out in Enugu North Local Government Area of Enugu State, specific objectives of the study include; to determine the extent absenteeism of local government employees has affected the output of the local governments in Enugu state, Nigeria., to examine the extent absenteeism of local government employees has affected the provision of social amenities by the local governments in Enugu state, Nigeria, to ascertain the extent absenteeism of local government employees has affected the provision of sanitation services in Enugu State, Nigeria. The population for the study comprised one hundred and seventy two (172) randomly selected from different offices in Enugu North Secretariat, while 120 respondents were sampled for the study using Taro Yamane sampling techniques.. The researcher made use of self designed questionnaire for data collection. Data collected from the respondents were analyzed using frequency table and simple percentage. For testing of the hypotheses the researcher employed chi-square as the statistical tool. The hypotheses were tested at 0.05 level of significance and 2 degree of freedom. The findings of the study revealed that; absenteeism of local government employees has adversely affected the output of the local government areas in Enugu State, the absenteeism of local government employees has negatively affected provision of educational services in local government areas in Enugu State, absenteeism has negative implication on sanitation services of the local government areas of Enugu State, and that absenteeism of local government employees has serious negative impact on the provision of social amenities in local government areas in Enugu State. From the findings the following recommendations were made; workplace attendance should be taken seriously in any of the government offices in Nigeria, and this will reduce the absenteeism in the workplace, employees should not be randomly approved to be absent from work and when it is inevitable, works should be properly designed to stopping/disrupting work flows, more control mechanisms such as the use of external auditors should be introduced in the studied local government areas as this would help in checkmating embezzlements of funds in the studied local governments.

Keywords: Employee, Absenteeism, Performance, Local Government.

Introduction

Local governments are generally recognized as the third level regulatory structure made in Nigeria to decentralize administration, convey government nearer to the general population at the grassroots and render social administrations which engender national improvement. According to Agba, et al (2013), local government was intentionally created to be in charge of the administration of around 70 per cent of the assessed 180 million individuals of the Nigerian populace. Subsequently, local government are perceived to be in a vantage position to articulate the necessities of the dominant part of Nigerians and enhance general growth and development through the utilization of the required monetary and human resources in their day to day administration. By and large, from 1999 to 2013, grassroots government operations present a puzzle as far as defending the purpose behind their creation is concerned. The requests and desires for the dividends of governance from the local government has grown exponentially during the period under survey, while the backing required to convey these excesses of a democratic system and progressive development at the grassroots keeps dwindling, lacking, fumbled and misused.

The Constitution of the Federal Republic of Nigeria has accorded local government the status of a third tier of government in Nigeria's robust federal structure. However, the constitution has inherently whittled down the import of this third tier status (Bello-Imam, 2010 p. 55). Each of the three tiers of government has its assigned financial arrangement. Between 1976 and 1992, the federal revenue allocation formula vis-a-vis local government vacillated from 10% of the Federation Account to 20%. Local governments are also entitled to 10% of the internally generated revenue of the state government. These are in addition to revenue from internally generated revenue sources of local government. (Bello-Imam, 2010)

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

The aberrant nonpayment of the local government employees by the state government most especially in Enugu state had made local government employees to seek for alternative means to augment for their non forth coming salaries as a result they absent themselves from going to work to engage in other activities as an alternative means of sustenance. Local government employee absenteeism is a serious issue in Enugu State which had greatly undermine the performance of local governments as a visit to most local government secretariat will reveal a bushy environment concomitant to non attendance of work by employees.

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

Absenteeism is a serious management challenges in the public service and it is caused due to the lack of interest or motivation on the part of the employees, emanating from unconducive work environment in the public service which bring about drudgery attitude to work. Both government and the public servants themselves are responsible for this disease which had eaten deep into the fabrics of the public service in Nigeria. Employee absenteeism is one of the most common workplace problems facing employers and work organizations in

contemporary times. It is an endemic problem, striking all types of organizations both public sector (local government system) and private sector.

local government management is confronted with the day-to-day problem of absenteeism of employees and it has affected the local government areas negatively in terms of performance of the local governments in provision of educational services in the local government areas, sanitation services of the local government areas and the provision of social amenities by the local governments, especially Enugu state of Nigeria. Based on the poor performance of the absenteeism of local government employee, the study examines the employee absenteeism and performance of local government areas in Enugu state, Nigeria from 2015 to 2023. Specifically, the study sought; to determine the extent absenteeism of local government employees has affected the output of the local governments in Enugu state, Nigeria., to examine the extent absenteeism of local government employees has affected the provision of social amenities by the local governments in Enugu state, Nigeria.

REVIEW OF RELATED LITERATURE

2.1 Conceptual Review

Local government

Local government is the third tier of government in Nigeria. It is created to perform the social, economic and political functions at the grassroots. It is also established to provide developmental services to the local people (Ekeh, 2005:1). Local Government administration in Nigeria is as old as colonial administration. During the colonial period, local administration was vested on officers appointed by the colonial administrators, the crown office, its later successors and then the regional governors. These appointees were called the district officers, “D.Os”, for short, who were vested with legislative, executive and sometimes judicial functions. Each region had its own local government system quite different from other. Expectedly, there were as many systems of local government administration as there were regions and later states, which were subject to the whims and caprices of the system, their legal existence and operations. In 1976, the Federal Government felt the necessity to reform local government administration. The result of the reform may be aptly described as the inception of modern local government administration in Nigeria. The general mood of the time called for a local government system that could serve not only as a machinery for even and accelerated development and democratic processes at the grassroots, but also provide the foundation for stability of the national political system. Brigadier Shehu M. Yar’Adua (Federal Government of Nigeria, 1976) impressively summarized the main objectives of the reforms when he stated:

... the federal military government was essentially motivated by the necessity to stabilize and rationalize government at the local level. This must, of necessity, entail the decentralization of some significant functions of the state government to local levels in order to harness local resources for rapid development. The Federal Military Government has, therefore, decided to recognise local governments as the third tier of governmental activity in the nation. Local Government should do precisely what the word government implies i.e governing at the grassroots or local level

Absenteeism

The definitions of absenteeism in the literature agree that it indicates the failure of employees to appear on the job, without a valid reason when they are scheduled to work. (Munro, 2017; Pizam and Thornburg, 2020). Some authors categorized absenteeism into two main types: Voluntary and involuntary (also called unavoidable and avoidable absenteeism). While unavoidable absences imply that the conditions are beyond the control of the worker, such as illness, injury, transportation problem on family problem. Avoidable absenteeism implies a conscious decision by the worker about whether to attend work on any given day, such as to have a day off, to attend social event, to sleep or to recover from a hangover (Hackett and Robert, 2015; Steers and Rhodes, 2018). Kinnear (2016) refers to the two

types of absenteeism as culpable and non-culpable. Employee absenteeism is a phenomenon that affects both business and countries worldwide. Like in any other field, absenteeism is costly and disruptive for any organization.

The most comprehensive study on absence rates shows the average absence rate in the United States for the period 1980 to 1985 at about 4.7% (Rhodes and Steers, 2020). The cost of employee absenteeism has been estimated at between \$26 and \$46 billion and a loss of 400 million work days a year in the United States alone (Steers and Rhodes, 2018; Rhodes and Steers, 2020).

2.1.1 Review of Employee Absenteeism and Performance of LGAs

Employee absenteeism is one of the most common workplace problems facing employers and work organizations in contemporary times. It is an endemic problem, striking all types of organizations (Rhodes and Steers, 2020). In almost all organizations, management is confronted with the day-to-day problem of employee absenteeism. Employee absenteeism whether scheduled or unscheduled, for short or long periods, legitimate or unacceptable reasons, remains a problem in most organizations. Employees' not showing up for work when scheduled is a serious human capital risk. This is because an employee can only contribute meaningfully to the achievement of organizational goals when he or she makes him or her available for work. Absenteeism is probably one of the biggest problems that a manager has to handle on an ongoing basis as it impacts on service delivery, staff morale, and could lead to financial losses (Munro, 2017). In many in the world of work, absenteeism is one of those stubborn problems for which there is no clear culprit and no easy cure (Rhodes and Steers, 2020). Also, as a general phenomenon, it does not discriminate against individuals on the basis of sex, race and religion (Obasan, 2011).

However, despite the development of intervention strategies, absenteeism persists as an organizational problem in almost every country of the world. It is even worse in developing countries where absenteeism affects a number of different sectors, but literature on public service absenteeism focuses predominantly on health and education sectors to the neglect of the civil service (Munro, 2017; Ahmad and Saiyadain, 2010; Belita, Mbindyo and English, 2013). In Nigeria, the picture is not different and the nation is fast joining the international culture of escalating absenteeism. Employees are the heart and soul of any organization because they perform the many tasks that must be accomplished for the organization to function properly and boost or enhance organizational performance. Worker attendance is a vital element of managing the performance of any organization. Therefore an employee who is frequently absent from work due to whatever reason can be detrimental to efficient operation of the workplace. Examining the literature, it is observed that a lot of studies have been carried out on employee absenteeism. Currently, a large chunk of the available research examines associations of single factors such as job satisfaction, socio-demographic or job stress in relation to absenteeism (Obasan, 2011; Marzec, 2013).

2.1.2 Employee Absenteeism and Infrastructural development in Local Governments

Organizations over the years have sought means of improving employee resource management particular with the interest of reducing the employee work absenteeism and to maintain low level of employee turnover in manufacturing industry. Employee motivation, shift work system, team work and other means of enhancing employee happiness and job satisfaction have been applied by management to reduce employee absenteeism and labour turnover to improve overall organizational performance. However, despite the awareness of the adverse effect of absenteeism on overall organizational productivity and performance, the level of absenteeism tend to remain high in Nigerian, especially in the public sector.

Cascio (2003), defined absenteeism as any failure of an employee to report for or remain at work as scheduled, regardless of reason, expresses a monitory implication. The term 'as scheduled' is every significant, for this automatically excludes vacations, holidays, jury duty and the like. It also eliminates the problem of determining whether the absenteeism is excusable or not. Medically verified illness is a good example. From a business

perspective, the employee is absent and is simply not available to perform his or her job, which means the absenteeism will cost money. Tiwari (2014) defined absenteeism as absence of workers from the regular work without prior permission. Excessive absenteeism involves a considerable loss to the enterprise because work scheduled are upset and delayed and management has to give overtime wages to meet the delivery dates. The rates of overtime wages are doubled than the normal rates of wages. Therefore, study of cause of absenteeism is essential to deal with the problem. Ivancevich and Matteson (2004) were of the view that absenteeism is costly because it reduces output and is disruptive because it requires that schedules and programmes be modified. Van der Merwe (2008) also establishes a relationship between absenteeism and labour turnover in that they share withdrawal behaviour where with absenteeism the behaviour is temporal and permanent with labour turnover.

2.2 Theoretical Framework

Social Exchange Theory (SET)

The theory considered suitable is analyzing and understanding the problem under investigation is Social Exchange Theory (SET). Social Exchange Theory is among the most influential conceptual paradigms for understanding workplace behaviour. This theory rests on the norm of reciprocity (Goulner, 2021). An exchange starts with one part giving a benefit to another. If the recipient reciprocates, and consequently a series of beneficial exchanges occurs, feelings of mutual obligation between the parties are created (Coyle-Shapiro and Shore, 2017). A broad notion of reciprocity encompasses a feeling of an obligation to repay favourable treatment (Hall and Wikham, 2012).

Steers and Rhodes developed the model on absenteeism which according to Harrison and Martocchio (2018) was considered to be of high influence and often cited in literature about absenteeism in organizations. It is stated in the model that the capability of employees to attend to work is mainly determined by how motivated and their ability to perform their duties. According to them the attendance of employee is a concept which is a function of two variables: Ability to attend and Motivation to attend. These two variables have been regarded as being able to interact in a manner that an individual supposed ability to be present as work often moderates his enthusiasm to attend work. This has been known as attendance relationship (Steers and Susan, 2016).

2.3 Empirical Review

Tae-Soo and Kuk-kyoung (2023) carried out Organizational Justice and Employee Voluntary Absenteeism in Public Sector Organizations: Disentangling the Moderating Roles of Work Motivation. Although the relationships between fair treatment by the organization and work-related outcomes are contingent on motivational traits, little scholarly attention has been paid to how extrinsic and intrinsic work motivation shape the influence of organizational justice on employee voluntary absence in the field of public management. In this context, our study aims to explore the direct effect of organizational justice on voluntary absence based on social exchange theory, as well as the moderating roles of extrinsic and intrinsic work motivation in the relationship, building on the equity sensitivity theory. Using National Administrative Studies Project–III (NASP III) survey data from a sample of 709 public employees from two state governments (i.e., Georgia and Illinois) in the U.S. and negative binomial regression models, we found that organizational justice is positively associated with employee voluntary absence. Further analysis showed that while extrinsic work motivation mitigates the positive relationship between organizational justice and voluntary absence, intrinsic work motivation enhances the positive relationship between organizational justice and voluntary absence. Accordingly, our study offers meaningful implications that are essential for public management scholars and organizations to consider in order to develop effective managerial practices based on the fitness between organizational justice and employees' motivational traits, thus reducing employee voluntary absence and improving organizational performance and sustainability.

Inemesitetal. (2023). Employee's Work Behaviour: Absenteeism, Embezzlement, & Organizational Performance. Local government councils are established to ensure that the needs of the people at the grassroots level are properly taken care of. The extent to which local governments council are able perform effectively hinges on the work behaviour of their employees. This study seeks to investigate the employee's work behaviour and organizational performance in selected local government council areas in Akwalbom State. Two objectives were designed for the study as well as two research questions and two research hypotheses. The population of the study was 497 which comprise of the three senatorial districts in Akwalbom state, while 269 was the sample size. Survey research design was used, while proportional and simple random sampling techniques were as well used in the study. The research instrument used in the study was adapted from different sources. Using Pearson Product Moment Correlation (PPMC) analysis, the formulated null hypotheses were tested at 0.05 level of significance. Results from the analysis showed that absenteeism has a positive and significant relationship with the performance of selected local government council areas in Akwalbom State ($r = 0.765$, $p < 0.000$); while embezzlement of funds has positive and significant relationship with the performance of selected local government council areas in Akwalbom State ($r = 0.764$, $p < 0.000$). The researcher concluded that employee's work behaviour affects the performance of the studied local government council areas in a positive and significant manner. It was concluded that there is a positive and significant relationship between employees' behaviour and organizational performance in selected local government council areas in Akwalbom State. It was recommended that employees should not be randomly approved to be absent from work and when it is inevitable, works should be properly designed to stopping/disrupting work flows and more control mechanisms such as the use external auditors should be introduced in the studied local government areas as this would help in checkmating embezzlements of funds in the studied local governments.

Edison and Santos (2019) carried on Absenteeism of public workers. Absenteeism can be defined as an absence of the worker to his work, regardless of the reasons. The objective of this work was to identify the most relevant reasons for public employees absenteeism, through a review of the scientific literature published in the last 5 years. The results pointed out that absenteeism could be associated with several types of indicators. Physical and psychic disorders are very relevant causes, but issues such as organizational justice, stress-reward balance, and demand control, as well as individual employee characteristics and contextual issues, have been strongly correlated with this problem.

Pavithra (2017) Absenteeism in Public Sector Organizations. An Overview of Dimensions, Causes and Remedial Strategies. Public sector organizations are under pressure to reduce its working costs which can be easily achieved through proper absence management. As high level of absenteeism results in deferred services and decline in productivity, it leads to dissatisfaction towards the organization. Thus, this study examines the reasons and results of absenteeism in public sector organization. Employees reporting late to work were sometimes found to be absent from work due to low morale. The main challenge with absenteeism is human attitude, that make employees withdraw themselves from work, which is difficult to change, and the other problem is manipulation of attendance registers by employees for others employees. Thus, absenteeism can be minimized by proper absenteeism management and biometric login in public sector offices along with proper training.

METHODOLOGY

This study used survey research design. The study is conducted in Enugu North Local Government Area of Enugu State. The population for the study comprised one hundred and seventy two (172) randomly selected from different offices in Enugu North Secretariat, while 120 respondents were sampled for the study using Taro Yamane sampling techniques.. The researcher made use of self designed questionnaire for data collection. Data collected from the respondents were analyzed using frequency table and simple percentage. For testing of

the hypotheses the researcher employed chi-square as the statistical tool. The hypothesis were tested at 0.05 level of significance and 2 degree of freedom.

PRESENTATION OF DATA AND ANALYSIS

Distribution and Return of Questionnaire

Table 4.1: Questionnaire Distribution and Response Rate

Options	Number of Questionnaire Distributed	Number of Questionnaire Returned	% of Returned Questionnaire	Number of Valid Questionnaire	% valid Questionnaire
Senior Staff	91	91	75.83	89	74.17
Junior Staff	29	29	24.17	26	21.67
Total	120	120	100	115	95.84

Source: Field Survey, 2024

Table 4.1 shows the 120 copies of questionnaires distributed, and were still returned back with 100%, while 115 copies of the questionnaire representing 95.84% are only valid copies for the study due to mis-handling. The valid copies are used for rest of the analysis of this work.

Data Relating to Research Questions

Table 4.4: Distribution of Responses, to what extent absenteeism of local government employees has affected the output of the local government areas in Enugu state, Nigeria

Options	Great Extent	%	None	%	Little Extent	%	Total
Senior Staff	60	52.17	5	4.35	20	17.39	85
Junior Staff	20	17.39	5	4.35	5	4.35	30
Total	80	69.56	10	8.70	25	21.74	115

Source: Field Survey, 2024

From table 4.4, 60 respondents represents 52.17% for great extent, 5 respondents representing 4.35% for none, 20 respondents represents 17.39% for little extent are all for Senior Staff. While 20 respondents represent 17.39% for great extent, 5 respondent represents 4.35% for none and 5 respondents' represents 4.35% for little extent, all of this is for Junior Staff.

Table 4.5: Distribution of Responses, at what extent absenteeism of local government employees has affected provision of educational services of the local government areas of Enugu state, Nigeria

Options	Great Extent	%	None	%	Little Extent	%	Total
Senior Staff	80	73.91	5	4.35	15	13.04	100
Junior Staff	5	4.35	5	4.35	5	4.35	115
Total	85	78.26	10	8.70	20	17.39	115

Source: Field Survey, 2024

From table 4.5, 80 respondents represents 73.91% for great extent, 5 respondents representing 4.35% for none, 15 respondents represents 13.04% for little extent are all for Senior Staff. While 5 respondents represent 4.35% for great extent, 5 respondent represents 4.35% for none and 5 respondents' represents 4.35% for little extent, all of this is for Junior Staff.

Table 4.6: Distribution of Responses, what is the extent absenteeism of local government employees has affected sanitation services of the local government areas of Enugu state, Nigeria

Options	Great Extent	%	None	%	Little Extent	%	Total
Senior Staff	55	47.83	5	4.35	5	4.35	65
Junior Staff	30	26.09	10	8.70	10	8.70	50
Total	85	73.92	15	13.05	15	13.05	115

Source: Field Survey, 2024

From table 4.6, 55 respondents represents 47.83% for great extent, 5 respondents representing 4.35% for none, 5 respondents represents 4.35% for little extent are all for Senior Staff. While 30 respondents represent 26.09% for great extent, 10 respondents represents 8.70% for none and 10 respondents' represents 8.70% for little extent, all of this is for Junior Staff.

Table 4.7: Distribution of Responses, can absenteeism of local government employees affect the provision of social amenities in the local government areas in Enugu state, Nigeria

Options	Great Extent	%	None	%	Little Extent	%	Total
Senior Staff	60	52.17	5	4.35	20	17.39	85
Junior Staff	20	17.39	5	4.35	5	4.35	30
Total	80	69.56	10	8.70	25	21.74	115

Source: Field Survey, 2024

From table 4.7, 60 respondents represents 52.17% for great extent, 5 respondents representing 4.35% for none, 20 respondents represents 17.39% for little extent are all for Senior Staff. While 20 respondents represent 17.39% for great extent, 5 respondent represents 4.35% for none and 5 respondents' represents 4.35% for little extent, all of this is for Junior Staff.

4.2 Testing of Hypotheses and Interpretation

4.2.1 Test of Hypotheses

The hypotheses were tested using the chi-square statistical tool, which is given as;

$$x^2 = \sum \frac{(o - e)^2}{e}$$

Where: x^2 = chi – square

o = observed frequency

e = expected frequency

Σ = summation sign

Operational Assumptions

Level of significance 5% = 0.05

Degree of freedom (df) = (r – 1) (c – 1)

Where: r = Number of rows
 c = Number of columns
 $df = (2 - 1)(3 - 1)$
 $1 \times 2 = 2$
Critical value or table value = 5.991

Hypothesis I

H₀: Absenteeism of local government employees has not affected the output of the local government areas in Enugu state, Nigeria.

Table 4.4 was used for testing hypothesis I

Options	Great Extent	%	None	%	Little Extent	%	Total
Senior Staff	60	52.17	5	4.35	20	17.39	85
Junior Staff	20	17.39	5	4.35	5	4.35	30
Total	80	69.56	10	8.70	25	21.74	115

Chi-Square Table

O	E	(o - e)	(o - e) ²	$\frac{(o - e)^2}{e}$
80	38.33	41.67	1736.39	45.30
10	38.33	-28.33	802.59	20.94
25	38.33	-13.33	177.69	4.64
115				70.88

Table value = 5.991; Calculated value = 70.88

Decision: Since the calculated value (70.88) is greater than the table value (5.991), the H₀ (null hypothesis) is rejected, while the H₁ (alternative hypothesis) is accepted. This means absenteeism of local government employees has affected the output of the local government areas in Enugu state, Nigeria.

Hypothesis II

H₀: Absenteeism of local government employees has not affected provision of educational services of the local government areas of Enugu state, Nigeria.

Table 4.5 was used for testing hypothesis II

Options	Great Extent	%	None	%	Little Extent	%	Total
Senior Staff	80	73.91	5	4.35	15	13.04	100
Junior Staff	5	4.35	5	4.35	5	4.35	115
Total	85	78.26	10	8.70	20	17.39	115

Chi-Square Table

O	E	(o - e)	(o - e) ²	$\frac{(o - e)^2}{e}$
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85	38.33	46.67	2178.09	56.82
10	38.33	-28.33	802.59	20.94
20	38.33	-18.33	335.99	8.77
115				86.53

Table value = 5.991; Calculated value = 86.53

Decision: Since the calculated value (86.53) is greater than the table value (5.991), the H_0 (null hypothesis) is rejected and the H_1 (alternative hypothesis) is accepted. This implies that absenteeism of local government employees has affected provision of educational services of the local government areas of Enugu state, Nigeria.

Hypothesis III

H_0 : Absenteeism of local government employees has not affected sanitation services of the local government areas of Enugu state, Nigeria.

Table 4.6 was used for testing hypothesis III

Options	Great Extent	%	None	%	Little Extent	%	Total
Senior Staff	55	47.83	5	4.35	5	4.35	65
Junior Staff	30	26.09	10	8.70	10	8.70	50
Total	85	73.92	15	13.05	15	13.05	115

Chi-Square Table

O	E	(o - e)	$(o - e)^2$	$\frac{(o - e)^2}{e}$
85	38.33	46.67	2178.09	56.82
15	38.33	-23.33	544.29	14.20
15	38.33	-23.33	544.29	14.20
115				85.22

Table value = 5.991; Calculated value = 85.22

Decision: Since the calculated value (85.22) is greater than the table value (5.991), the H_0 (null hypothesis) is rejected, and H_1 (alternative hypothesis) is accepted. This shows that absenteeism of local government employees has affected sanitation services of the local government areas of Enugu state, Nigeria.

Hypothesis IV

H_0 : Absenteeism of local government employees will not affect the provision of social amenities in the local government areas in Enugu state, Nigeria.

Table 4.4 was used for testing hypothesis I

Options	Great Extent	%	None	%	Little Extent	%	Total
Senior Staff	60	52.17	5	4.35	20	17.39	85
Junior Staff	20	17.39	5	4.35	5	4.35	30
Total	80	69.56	10	8.70	25	21.74	115

Chi-Square Table

O	E	(o - e)	(o - e) ²	$\frac{(o - e)^2}{e}$
80	38.33	41.67	1736.39	45.30
10	38.33	-28.33	802.59	20.94
25	38.33	-13.33	177.69	4.64
115				70.88

Table value = 5.991; Calculated value = 70.88

Decision: Since the calculated value (70.88) is greater than the table value (5.991), the H_0 (null hypothesis) is rejected, while the H_1 (alternative hypothesis) is accepted. This means that absenteeism of local government employees will affect the provision of social amenities in the local government areas in Enugu state, Nigeria.

4.3 Discussion of Findings

The discussions of findings are as follows:

1. To what extent absenteeism of local government employees has affected the output of the local government areas in Enugu state, Nigeria? long service reward is a strategy to improve employees performance in any organization because it shows that the organization reward the employees priceless effort (Jehanzeb& Bashir, 2013). This is in line with data analysis above that absenteeism of local government employees has affected the output of the local government areas in Enugu state, Nigeria.

2. At what extent absenteeism of local government employees has affected provision of educational services of the local government areas of Enugu state, Nigeria? Bonuses to employees performance encouraged the worker to increase in output and this is an advantage to the organization according to (Khan, Abbasi, Waseem, Ayaz, & Ijaz, 2016) and this were revealed in the hypotheses analysis above, that absenteeism of local government employees has affected provision of educational services of the local government areas of Enugu state, Nigeria.

3. What is the extent absenteeism of local government employees has affected sanitation services of the local government areas of Enugu state, Nigeria? Organizations that gives their employees personal loan, helped to contribute the organization productivity (Onasanya, 2020). Is line with hypotheses three, absenteeism of local government employees has affected sanitation services of the local government areas of Enugu state, Nigeria.

4. Can absenteeism of local government employees affect the provision of social amenities in the local government areas in Enugu state, Nigeria? gratuity plans, helped employees to stay in their best performance till they retire from their services. When working and knowing that there is gratuity plan awaiting after retirement you will be encouraged to performed more and more till retirement age (Jehanzeb& Bashir, 2013). This is in line with data analysis above that absenteeism of local government employees will affect the provision of social amenities in the local government areas in Enugu state, Nigeria.

5.1 Summary of Findings

From the above analyses, the following findings were made:

1. Since the calculated value (70.88) is greater than the table value (5.991), the H_0 (null hypothesis) is rejected, while the H_1 (alternative hypothesis) is accepted. This means absenteeism of local government employees has adversely affected the output of the local government areas in Enugu state, Nigeria.
2. Since the calculated value (86.53) is greater than the table value (5.991), the H_0 (null hypothesis) is rejected and the H_1 (alternative hypothesis) is accepted. This implies that absenteeism of local government employees has negatively affected provision of educational services in the local government areas of Enugu state, Nigeria.
3. Since the calculated value (85.22) is greater than the table value (5.991), the H_0 (null hypothesis) is rejected, and H_1 (alternative hypothesis) is accepted. This shows that absenteeism of local government employees has negative implication on sanitation services of the local government areas of Enugu state, Nigeria.
4. Since the calculated value (70.88) is greater than the table value (5.991), the H_0 (null hypothesis) is rejected, while the H_1 (alternative hypothesis) is accepted. This means that absenteeism of local government employees will serious negative impact on the provision of social amenities in the local government areas in Enugu state, Nigeria.

5.2 Conclusion

The study concluded that employee absenteeism is a global phenomenon and has been on the increase in contemporary times in the workplace. However, despite the development of intervention strategies, absenteeism persists in the public sector, especially the local government system. It is even worse in both the state and federal entities. Worker attendance is a vital element of managing the performance of any organization (public and private). Therefore an employee who is frequently absent from work due to whatever reason can be detrimental to efficient operation of the workplace. Based on the findings from the study, it is evident that absenteeism of local government employees has really affected the performance of the local government system.

5.3 Recommendations

Based on major findings from this study, the following recommendations were made:

- i. workplace attendance should be take serious in any of the government offices in Nigeria, and this will reduce the absenteeism in the workplace.
- ii. Employees should not be randomly approved to be absent from work and when it is inevitable, works should be properly designed to stopping/disrupting work flows.
- iii. More control mechanisms such as the use external auditors should be introduced in the studied local government areas as this would help in checkmating embezzlements of funds in the studied local governments.

5.4 Contribution to Knowledge

This study is a major contribution to knowledge-base on this subject (the employee training and the development performance in Enugu state university of science and technology (ESUT)). It provides researchers and other knowledge-seeking individuals' data and literature on the subject matter.

5.5 Suggestions for Further Studies

Further studies should be carried out on the following:

- (i) The effect of employee training on the development performance of an Organization in Enugu State, Nigeria
- (ii) Training and development process and employees' Performance in the "chop bar" industry
- (iii) Training and Manpower Development, Employee Productivity and Organizational Performance in Nigeria: an Empirical Investigation using ESUT as a case study

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