ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

REASONS OF EMPLOYEES' ABSENTEEISM AND TYPES OF LEAVES: THE CASE OF ETHIO TELECOM

BY

JUHAR MENGISTU (SGS/0049/2010B)

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A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION (GENERAL MANAGEMENT)

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TABLE OF CONTENTS

ACKNOWLEDGEMENTS

LIST OF ABBREVIATIONS

CIPD - Chartered Institute of Personnel Development.

CSD - Customer Service Division

DTI - Department of Trade and Industry

EAMS - Employee Attendance Management System

IBEC - Irish Business and Employers' Confederation

PC – Personal Computer

SPSS - Statistical Package for Social Services

TExA – Telecom Excellency Academy

VP – Variable Payment

LIST OF TABLES

LIST OF FIGURES

Abstract

This paper investigated reasons of employees' absenteeism and types of leaves at ethio telecom. The purpose was to assess the overall employees' absenteeism at ET, to identify personal as well as organizational related reasons of employees' absenteeism, and also to identify the types of leaves at ET. The study was conducted through a descriptive survey using both qualitative and qualitative approach. A sample of 200 employees were selected from four CSD departments and one reporting section using stratified random sampling technique. Thus 200 Close ended questioners were distributed to collect quantitative data. Out which, 98% (196) was filled and returned. Six month employees' attendance report were also obtained from EAMS. Interviews also conducted with four department directors and one Reporting manager which were selected using census and purposive sampling respectively. The data obtained through questionnaire, EAMS and interview were analyzed and interpreted using descriptive statistics such as frequency, percentage and mean. The findings shows that, there is an absenteeism policy design as well as awareness gap. Monotony or routine nature of daily tasks and uncomfortable nature of working hour, Poor supervision, Existence of autocratic nature of leadership, Lack of good quality employee services like: launch/cafeteria, Feeling of underutilization and biased qualification requirements for new vacant posts were identified as organizational related reasons. In addition, transportation issues, taking-care of elderly or childcare, family visit and sudden health problem were found to be personal related reasons. The finding also shows, the type of absenteeism is non-culpable or innocent dominated by annual leave, sick leave and maternity leave. Based on the findings, the researcher recommended the company to carefully revise its absenteeism policy design and work on resolving those personal as well as organizational related reasons of employees' absenteeism for achieving better employee attendance.

Key words: *Absenteeism, Employees, Monotony, Transportation. Leadership, Underutilization.*

CHAPTER ONE
INTRODUCTION

This chapter is an introductory part of the whole study. It presents the background of the study, statement of the problem, research questions, objectives of the study, significance of the study, limitation of the study, scope of the study, and organization of the study.

1.1. Background of the Study

Absenteeism is one of the important aspect of human resource management since it create a big obstacle in the growth of any company. Nature of industries may be different, companies may be big or small but this problem called absenteeism is like a slow poison, if not identified and removed may cause a severe problem in any organization, that may result in losses in productivity, disputes, conflicts, stress and more over dissolving of the company. No matter how good infrastructure a company have, no matter what a good potential staffs a company possess but until and unless a company have a regular and dedicated workforce it cannot even think of achieving the targets.

The telecommunications service was introduced in Ethiopia by Emperor Menelik II in 1894 when the construction of the telephone line from Harar to the capital city, Addis Ababa, was commenced. Ethio Telecom was born, on Monday 29th November 2010, from the ambition of supporting the steady growth of the country and with a general vision of becoming a world class telecom service provider. To ensure that, the Ethiopian government has reached an agreement with France telecom, improve its management style. In spite of the government is working to make the telecom industry privatized in Ethiopia, currently ethio telecom is operating as a single (Monopoly) telecom operator serving the Ethiopian market. It has been structured with 21 different divisions with a total of 31,233 i.e. (15,111 permanent and 16,122 contract employees) (Ethio telecom HR record 2018). As per the company annual performance report for 2012 E.C, ethio telecom is serving over 42.1 million customers throughout the nation.

There are different definitions when we seek to explain the term absenteeism. Cascio (2010) defines absenteeism as "any failure of an employee to report for or to remain at work as scheduled, regardless of the reason". For this study, the researcher consider this definition during the course of assessing absenteeism since any absenteeism have both direct and indirect impact on the company. From other perspectives, when the workforce is not regular or remains absent from duty

or come late and go early or extend lunch breaks or toilet breaks, or make excuses for being on leave, these habits are called as absenteeism. It is one of the major factors that affect optimum utilization of human resources. It is an industrial malady affecting productivity, interpersonal relationships, behavior of the coworkers and labor turnover rate. Even if only few workers are having habit of remaining absent it may become communicable and can influence other workers in same way. So before it's too late, management may take some serious steps to cease or confiscate absenteeism from workplace.

Number of researchers had already run behind absenteeism and some are still running just to find out the main reasons of it and also to provide some solutions that can combat it. For instance, Taylor (1998) identifies home circumstances as an important hidden factor causing absence and highlights that elderly relatives and the care for sick children may affect the ability to attend work. The early research of Huczynski and Fitzpatrick (1989) suggests that high levels of task repetitiveness with low job satisfaction because of general boredom with the job, lack of responsibility and challenge, poor working conditions and forms of work related stress, can be positively correlated with absence. The findings from University of Saskatchewan (2001) as they state that reasons of absence can be categorized as: Personal which would include the caring for sick children, eldercare and life balance, Illness or injury and Work related which would include job stress, nature of work e.g. lack of challenge, and working conditions e.g. uncomfortable environment. Considering the result showed by the stud, this study is intended to identify reasons of employees' absenteeism and types of leaves at ethio telecom. Expecting that, the study will give insight to the company management about the gaps of the current employee absenteeism management which creates a reasons for employees' absence from personal as well as organizational related circumstances.

1.2. Statement of the Problem

The telecom industry in Ethiopia has undergone a huge transformation over the years since the introduction of the sector back to the period of Minilik II which has create some pressure and resistance from the then higher officials in accepting the new technology. Since the emergency up to this days, it develop additional challenges and responsibilities before employees of the company. Especially the network and customer service division staffs have perhaps felt the maximum pressure with its need for high employee presence, dedication and commitment. Thus, managing employees' absenteeism is vital for the company.

The importance of dealing with absenteeism of workers in any organization is of serious importance considering that voluntary absenteeism of key employees have direct and indirect negative consequences for the organizations. The consequences of employee absenteeism are widespread and consist of direct and indirect effects. For instance higher costs are a result of absenteeism, which can be caused both directly as indirectly. Direct costs of sickness absence to employers include statutory sick pay, expense of covering absence with temporary staff and lost production. Indirect costs, such as low morale among staff covering for those absent because of sickness and lower customer satisfaction, are difficult to measure, while they also influence the overall levels of output (Leaker, 2008).

This days, there is a government policy change which open up the telecom industry to other foreign telecom operators and since, the company is working to connect the country through state of the art telecom technology to provide high quality, innovative and affordable telecom products and services that enhance the development of the nation, build reputable brand known for its customers consideration, build its managerial capability and man power talent that enable the company to operate at international level, support community and environmental development and most importantly to ensure high customer satisfaction which helps to keep its customers loyal. To achieve this, with improved level of the service provided to the customers with delighted level of customer satisfaction, the company needs to have a dedicated, highly qualified staffs that is committed and available on duty to provide the intended service to customers. In a variety of studies also most of the researches addressed absenteeism basing on education matters for example addressing the absenteeism of teachers or students in secondary or primary schools. Refer to the

study of Uwezo (2015) who paid attention to explain the issue of absenteeism in the education context. The current study addressed this gap by studying the issue of absenteeism in other sectors.

As a result, knowing the company absenteeism from different perspective is vital for the company. Hence, the main focus for this research was then identifying reasons of employees' absenteeism and types of leaves the case of ethio telecom since there are no previous research's conducted in specific to this company even though the issues is crucial and costly to the company.

1.3. Research Questions

Based on the above stated problem, the following research questions are designed in view of providing possible solutions:

- What are personal related reasons of employee's absenteeism in the company?
- What are organizational related reasons of employees' absenteeism in ethio telecom?
- What are the major types of leaves employees' used for their absenteeism?

1.4. Objective of the Study

This research work has the following general and specific objectives.

1.4.1. General Objective

The overall objective of this study was identifying reasons of employees' absenteeism and types of leaves the case of ethio telecom.

1.4.2. Specific Objectives

The specific objectives of the research include:

- To find out personal related reasons of employees' absenteeism in ethio telecom.
- To find out organizational related reasons of employees' absenteeism in ethio telecom.
- To identify the types of leaves employees' use for their absenteeism.

1.5. Significance of the Study

The research would be beneficial to the management of ethio telecom, its employees, other organizations and also researches. More specifically,

- It helps to provide insight for management of ethio telecom regarding various personal as well as organizational related reasons of their employees' absenteeism which enable the management to come up with appropriate policies and strategies on dealing with the issues and minimize employees' absenteeism in the company.
- It helps employees of the company since they will be benefited from the resolution of their absenteeism reasons.
- It can be of significance to other organizations who could replicate the study to find out the various reasons of employee absence from work place.
- The study can also be used for future research work by anyone who is interested in this area of study.

1.6. Scope of the Study

The study try to identify reasons of employees' absenteeism and types of leaves at ethio telecom. There are 21 different divisions in ethio telecom. Among these divisions, Customer Service Division (CSD) was selected for the study. The selection was due to the fact that, CSD is one of the biggest division of the company with 2,372 active employees which represent almost 15% of the total staffs of the company. This study therefore considers CSD employees from all departments to select samples because it will be difficult and unmanageable to use the entire employees of this division because of time and cost of distributing questionnaire to samples that are dispersedly located in different areas of Addis Ababa. A sample of 200 employees was taken to conduct the study. Thus, the study identifies major personal as well as organizational related reasons of employees' absenteeism at ethio telecom using questioner and interview. To find out the types of absenteeism and leaves used by employees of ethio telecom, the study uses six month report of employees' attendance from EAMS due to the system limitation to generate long period employees' attendance report. Therefore, EAMS report starting from Jun 2019 up to Nov 2019 has been extracted and examined.

1.7. Limitation of the Study

Even if there are 21 divisions in ethio telecom, the researcher was forced to gather data only from a single division i.e. CSD employees due to time and financial constraints. It would have been good if sufficient time had been available to exhaustively harbor the study topic from many different dimensions and also using more than one year attendance record of employees. Delays in collecting all questionnaires distributed to sample population added to a problem coming from time constraint and this was among the reason for not increasing sample size of the study to more than one division employees' of the company. Finally, there was limited current literature that focused specifically on reasons of employees' absenteeism and types of leaves especially in Ethiopian context.

1.8. Organization of the Study

The research paper has five chapters. The first chapter consists background of the study and organization, statement of problem, research questions, objectives of the study, significance of the study, scope of the study, limitations, and organization of the study. The second chapter covers literature reviews related to employees' absenteeism. Research design and method, sources of data, population of the study, sampling technique and sample size, source of data, methods and procedures of data collection, methods of data analysis techniques and ethical considerations were included under chapter three. The fourth chapter includes, presentation, analysis and interpretation of the data gathered with respect to the research questions. Finally, in the fifth chapter summary of findings, conclusions, and relevant recommendations were presented.

CHAPTER TWO
REVIEW OF RELATED LITERATURE

In this chapter, related literatures in the main areas of employees' absenteeism has been reviewed. Theoretical review begin by discussing about the definitions of absenteeism. Since, one of the objectives of the research focused on identifying reasons of employees' absenteeism, the research reviews varies literatures regarding different reasons of absenteeism at work place. Following this, different types of leaves has been reviewed.

2.1 What is Absenteeism?

There is no universal or standard definition of workplace absenteeism. It carries different meanings to different authors. According to Hourihan (1993) define absenteeism as time lost because of sickness or any other reason not excused through statutory entitlement or conditions of employment. However, he also highlights that consideration must be given to the inclusion of variants such as voluntary or involuntary absence. Involuntary being when the employee is genuinely sick or unable to attend work and voluntary being when the opportunity and motivation to attend work no longer exists for whatever reason.

Absenteeism is failure to report to work and it occurs when employees who were scheduled for work do not attend (Huczyunski and Fitzpatrick, 1989). Failure to report to work is detrimental to the organization as it impacts negatively on the overall goal of the organization. Experience shows that better attendance is synonymous with better quality, lower costs, and greater productivity (Hazzard, 1990). Cascio (2010) defines absenteeism as "any failure of an employee to report for or to remain at work as scheduled, regardless of the reason". In the definition presented by Pilbeam and Corbridge (2002) absenteeism includes any occasion when an employee fails to report for work when contractually obliged to do so or when they fail to contact their employer as outlined in their sick absence procedure or sanctioned leave arrangements. The European Foundation for the Improvement of Living and Working Conditions (2001) define absenteeism as "the manifestation of a decision by an employee not to present themselves at their place of work at a time when it is planned by management that they should be in attendance".

The definition of absenteeism used by the Irish Business and Employers' Confederation (IBEC) (2004) includes an unscheduled disruption of the work process due to days lost as a result of

sickness or any other non-statutory leave. This definition includes: Sick leave, excused time off (bereavement leave/exam and study leave/marriage leave/paternity leave) and unexcused time off. This definition would not include: Annual leave; public holidays; absence on protective leave; days lost due to strikes and lay-offs/redundancies. The importance of defining absenteeism is highlighted by IBEC in their Workplace Absence Survey (2004) where it is outlined that whatever definition is decided upon within an organization, it should be used consistently so that attendance can be compared over time and for different parts of the organization. Therefore, considering the above different explanations, we can define employees' absenteeism as an employee absent or being late from his or her daily work due to different reasons which includes both scheduled and unscheduled leaves.

2.2 Reasons of Absenteeism

Employees may have different reasons for their absenteeism. The Department of Trade and Industry (DTI), (2001) simplify the causes of absenteeism into planned and unplanned, short term and long term - short term unplanned absence, was primarily related to sick leave due to genuine illness, however, other reasons included illness of family members, bereavement, childcare arrangements breaking down at short notice and high living at the weekend. The main type of long term unplanned absence includes genuine illness, negative feelings about the job or other problems at work resulting in stress related or similar illness. In terms of planned absence, DTI includes statutory leave, and other leave under which an employer has some obligation, including maternity, paternity, religious holidays, career breaks, study leave and trade union duties. Planned absence according to the DTI can be categorized as long term or short term.

Arkin (1996) provided an extensive list as to possible causes of employee absenteeism. These causes are as follows: Inept supervision (inadequate or poor), Under-utilization of skills, Inadequate selection, Boredom, Unsatisfactory working conditions, Lack of a well-organized training program, Wage problems, Adverse working conditions, Inadequate information about job requirements, Lack of opportunity for advancement, Ineffective grievance procedure, and Excessive fatigue. Employers need to create environments that encourage attendance at work (Kelly, 1992). Poor morale caused from negative work environments can cause stress, which in turn can cause employee absenteeism (Fishman, 1996).

According to McHugh (2001) there may be many reasons why an employee may be absent from work. They may be experiencing ill health, they may have family commitments, or there may be an underlying issue or aspect of the work environment that causes an employee to absent themselves from the workplace. This is supported by Bennett (2002) who believes that although the most common type of absence involves the employee being prevented from attending work due to illness or injury, the root cause of the illness or injury may be partly attributable to the way the organization is managed. The findings of the University of Saskatchewan (2001) were similar as they state that causes of absence can be categorized as:

(1) Personal which would include the caring for sick children, eldercare and life balance;

(2) Illness or injury and

(3) Work related which would include job stress, nature of work e.g. lack of challenge, and working conditions e.g. uncomfortable environment.

2.3.1   Personal Reasons

According to the results of the Chartered Institute of Personnel Development CIPD Survey conducted in 2004, absence associated with home/family responsibilities was ranked 6th of 12 for manual workers and 6th of 12 for non-manual workers. Taylor (1998) identifies home circumstances as an important hidden factor causing absence and highlights that elderly relatives and the care for sick children may affect the ability to attend work. According to Evans (1998) women's absence rates increase with family size, but decline as the age of the dependent children increases. In the Industrial Society's survey, 1997 more than half of the managers identified sickness in the family, childcare and domestic responsibilities as significant causes of absence. This is supported by Reisenwitz (1997) who is of the opinion that the leading cause of absenteeism among employees with small children is the difficulty in finding dependable and affordable childcare.

2.3.2 Illness or Injury

A survey conducted by the CIPD in 2004 shows that the most common reason given for time off work due to sickness are minor illnesses such as colds and flu, stress is the main cause of long term absence in non-manual staff, and back pain the main cause in manual staff. Similarly, O'Reilly (2000) states that the main cause of absence is genuine illness. This is supported by the findings of a 2004 absenteeism survey conducted by IBEC, which identified minor illness as the main reason for short term absence. Pilbeam and Corbridge (2002) state; "The root cause of sickness absence is the fact that an employee is unwell, and where the employee is incapacitated there exists a state of being unfit for work"

They continue in their discussion to argue that being unwell and unfit for work are not necessarily synonymous. Steers and Porter (1991) identify the scope for the exercise of employee judgment in deciding the point at which being unwell corresponds with being unfit, thus indicating that employee decision making and perceptions impact on sick absence.

2.3.3 Work Related or Organizational Reasons

In relation to non-sickness related absence, there are a number of thoughts. Steers and Rhodes (1990) suggest that an employee's attendance is a function of their motivation and their ability to attend. This view is supported by Saratoga (1998) who notes that from a management perspective, high employee absence is a very clear indicator of some form of organizational misbehavior, often indicating dissatisfaction with the organization that requires analysis and action. Bevan and Hayday (1998) also comment that career dissatisfaction is one of the most powerful predictors of absence. Arnold, Cooper and Robertson (1995) state that factors intrinsic to the job such as work patterns affected absenteeism. Warr and Yearta (1995) found that shift workers were more likely than others to be absent from work for sickness or injury.

The research of Huczynski and Fitzpatrick (1989) suggests that high levels of task repetitiveness with low job satisfaction because of general boredom with the job, lack of responsibility and challenge, poor working conditions and forms of work related stress, can be positively correlated with absence. These findings concur with the research of Taylor (1998) who examines the link between job satisfaction and employee's propensity to be absent. Bevan and Hayday (1998) also

noted that there is a relationship between the prolonged working of excessive hours and absence among non-manual workers. They argued that career dissatisfaction is one of the most powerful predictors of absence.

According to Evans and Walters (2003) the diagnostic model incorporates factors which act as barriers to attendance such as illness and family responsibilities, which may be influenced by organizational policies. Reisenwitz (1997) reports that personal illness accounts for only 28% of unscheduled time off, he further concludes that this figure indicates that 72% of the time, workers are out of work for a variety of other causes.

2.3 Types of Leaves

a) Annual Leave.

Annual leave is According to Ethiopian labor proclamation, workers are entitled to 16 working days of paid annual leave on completion of one year of service plus one working day for every additional year of service. For a worker with 5 years of service, the period of paid annual leave is 18 working days (one day extra for every two additional years of service). A worker is granted his first period of leave after one year of service and his next and subsequent periods in the course of each calendar year, in accordance with a leave schedule drawn up by the employer on worker's consent and to the need for maintaining the normal functioning of his undertaking. A worker may request the employer to take his annual leave in two parts, or defer a period of leave on employer's consent. However, such deferment cannot exceed two consecutive years. If the employment contract expires before a worker could avail the right to annual leave, compensation for leave is made in proportion to the length of his/her service. Apart from this provision, any agreement, collective agreement or other agreement, providing compensation in lieu of annual leave or renouncing or waiving the right to paid annual leave is null and void. In case a worker falls sick during the annual leave, the provisions related to sick leave are applicable.

b) Holyday

Workers are entitled to fully paid festival (public and religious) holidays. These include memorial holidays and religious holidays (Christian and Muslim origin). Public holidays are usually 13 in number. These days, in 2019, are Christmas (January 07), Birthday of the Prophet Muhammad

(Moulid), Epiphany/Timket (January 19), Victory of Adwa (March 02), Good Friday (April 18), Ethiopian Easter (April 20), May Day/International Labor Day (May 01), Patriot's Victory Day (May 05), Downfall of the Derg (May 28), Eid al-Fitre /End of Ramadan, Ethiopian New Year (September 11), Meskel/Discovery of the True Cross (September 27), Eid Al Adha/Arefa. The Muslim religious holidays are based on lunar calendar. If a public holiday coincides with another public holiday or falls on a rest day designated by law, such worker is entitled to only one public holiday payment for working on such a day. Labor Proclamation No. 1156/2019.

c) Maternity Leave

Is a period of absence from work granted to a mother before and after the birth of her child. In accordance with Labor Proclamation, female workers are entitled to fully pay maternity leave of 120 working days (30 days antenatal and 90 days postnatal) on the recommendation of a medical doctor. If a pregnant woman does not deliver within 30 days of antenatal leave, she is entitled to additional leave until her confinement. If a pregnant woman delivers before the 30 days period has elapsed, postnatal leave commences after delivery. Under the 2019 law, the duration of maternity leave has increased from 90 working days to 120 working days.

d) Paternity Leave

Paternity leave is when an employee takes time off because their partner is having a baby, adopting a child or having a baby through a surrogacy arrangement. They could have either 1 or 2 weeks leave which must be taken in one go and this remains the same despite their partner having a multiple birth (such as twins).

e) Sick Leave

Due to medical treatments, such as accidents or an illness, employees can take a medical leave of absence from work. According to the HR Daily Advisor, "it applies to employers with over 50 employees. It provides up to 12 weeks of leave annually for a serious illness of an employee or an employee's immediate family member, or for an employee to assist an immediate family member for qualifying exigencies related to military service."

f) Bereavement.

This type of leave occurs when someone close to an employee passes away, often an immediate family member. Many businesses have policies about which types of family members qualify an employee for bereavement leave.

g) Paid or Unpaid Sabbatical.

Sabbaticals are a type of leave that allows an employee to take off an extended amount of time. Some companies offer sabbaticals in which the employee receives full pay, some offer half pay, and others offer unpaid sabbaticals. This type of leave is not required by law, and is at the discretion of the company (often as a fringe benefit).

h) Other Leaves

- **Caretaker duty.** If someone close to your employee is in failing health or needs assistance, they can consider "caretaker duty."
- **Leave of Absence**: Upon request, employees shall be granted unpaid leave of absence due to different personal reasons
- **Training Leave**: Employees are entitled to request unpaid time off to carry out any training that will improve their performance at work
- **Study Leave**: Employees don't have any statutory rights to take unpaid leave for a study break. It is up to the employer if they would like to offer them
- **Jury Service**: You must grant an employee time off if they are called for jury service. Typically, jury service will last up to 10 days, but can be longer.

2.4 Conceptual Framework

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┌─────────────────────┐
│   Personal Reasons   │
│                      │
│  • Transportation    │
│  • Family            │
│    responsibility    │─────────┐
│  • Illness or injury │          ╲
│  • Life style        │           ╲
└─────────────────────┘            ╲      ┌─────────────────────┐
                                     ╲     │                     │
                                      ╲───▶│    Absenteeism      │
                                      ╱     │                     │
┌─────────────────────┐              ╱     └─────────────────────┘
│ Organizational Reasons │          ╱
│                      │           ╱
│  • Nature of work    │          ╱
│  • Work environment  │─────────┘
│  • Leadership style  │
│  • Disengagement     │
│  • Opportunities for │
│    Promotion         │
└─────────────────────┘
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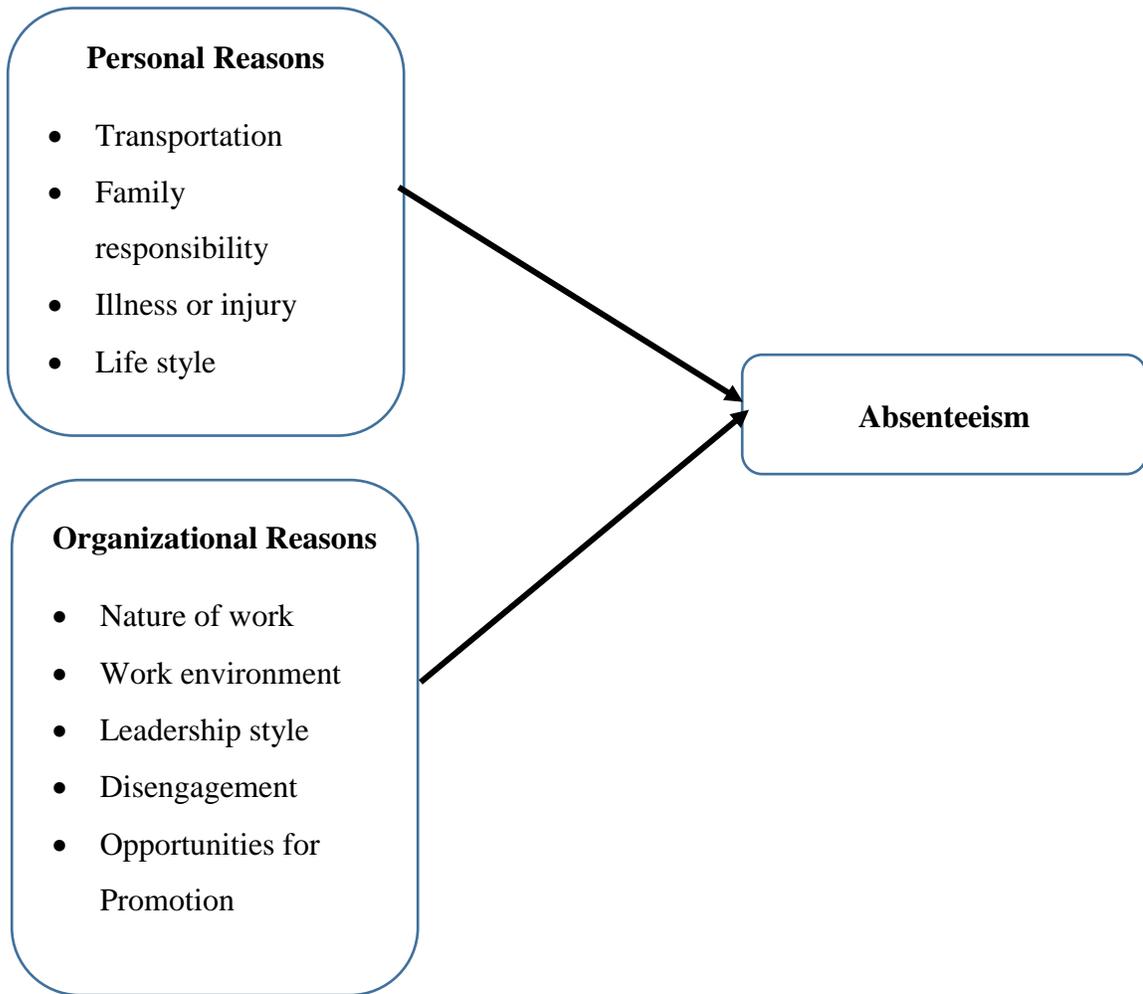
Figure 2.1. Conceptual Framework of Reasons of Employees Absenteeism

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

In this chapter, the methods which were used in order to address the research questions and fulfill the purpose of the research are presented. Hence, the type of research design, target population, sample size and sampling techniques, data source and gathering tools, collection procedures, data analysis techniques, and ethical considerations have been presented.

3.1. Research Design and Approaches

The main purpose of the study was identifying reasons of employees' absenteeism and types of leaves at ethio telecom with reference to customer service division employees. In order to achieve this objective, descriptive survey research design was used based on the fact that, it is an appropriate method to generate information using questionnaires and interviews for primary data collection from the employees and managements respectively. According to Cohen, Anion & Morrison (2005), descriptive research design is used to collect numerical data from large population. It also gives room to use both quantitative and qualitative data in order to find solution to the specific study. This in turn can help to describe and give an answer to certain life experiences. Also, it allow to make generalization from a sample to a population. This design is particularly important for the study because it helps to describe and interpret the actual events that exist now and existed in the past and that have influences on the present employees' absenteeism related issues in the company. The research approach that was utilized for the study is quantitative research. "Quantitative studies designs are specific, well structured, have been tested for their validity and reliability, and can be explicitly defined and recognized."(Kumar, 2011: P 103). Therefore, quantitative data were collected on some aspects of absenteeism, different personal as well as organizational related reasons of employees' absenteeism, and types of leaves used by employees of ethio telecom has been extracted from EAMS.

3.2. Target Population, Sample Size and Sampling Techniques

3.2.1 Target Population

In order to get comprehensive information to meet the objective the study, the target population of the study was employees of ethio telecom at customer service division (CSD). Because, employees in this particular division are operating under routine nature of job with a non-stop offline as well

as online interaction with customers. It is assumed that, employees with such nature of work and environment may perhaps exercise relatively high level of absenteeism compared to other work units as indicated in the problem statement part of this research paper. Therefore, it is helpful for the study to get the intended information for the fulfilment of the study objective.

To describe the overall target population, there are four departments and one reporting section under CSD. According to ethio telecom human resource record (2019), there are a total of 2,372 employees in this division in 10 different sections which are structured under four departments and one reporting section. Hence, the target population includes all employees which are working under this division at four different departments and the reporting section. Therefore, the total target population of the study was 2,372.

3.2.2   Sample Size

Sample refers to the number of items to be selected from the target population. While deciding the size of the sample, time and budgetary constraint has to be taken in to consideration. However, the size of the sample should be optimum that fulfills the requirements of efficiency, representativeness, reliability and flexibility (Kothari 2004). The sample size for the study is 200 number of respondents which were composed of employees from four different departments of the customer service division of the company.

3.2.3   Sampling Techniques

There are two ways to select members of respondents. Which are; random and non-random sampling techniques. A random sampling sometimes called a probabilistic sampling, is a sampling technique in which each member of the sampling frame has an equal chance of being selected as a study participant. A non-random sample is a sample in which each members of the sampling frame does not have an equal chance of being selected as a participant in the study (Vanderstoep & Johnston, 2009).

Therefore, the sampling technique used for this study was stratified random sampling to select respondents for the questioner from all departments. As (Kothari. 2004) put it stratified sampling results more reliable and detailed information. This method was used to ensure representation by department and section. The strata was developed based on the respondents' department i.e. the

target population has been grouped in to five groups as shown in the below table and selected randomly. Elements are allocated to the strata is proportional to the representation of the strata in the target population. This technique is best for this study as it helps to ensure that respondents from different department got equal chance of selection and that the sample shall be representative of the population provide a comprehensive information about the problem under study.

On the other hand, census has been used for department level directors only to conduct interview since they are small in number which makes it easy to manage, they are the one with extensive practical experience, know the real problem, and could see the big picture out there. In addition purposive sampling technique was used for those section managers who are directly responsible with attendance and absenteeism management of the division. It is the researcher belief that, using this method enable to have in-depth knowledge from those who are in a position to give about the attendance system as well as absenteeism management of CSD.

Table-3.1: Samples Taken from all Departments/Section.

S/N	Department/Section	Population	Sample size
1	Front Office	1,782	151
2	Back Office	351	29
3	Enterprise Customer Support and Maintenance	149	12
4	Operation Support	81	7
5	Reporting and Data Analysis	9	1
	Total	2,372	200

Source: ethio telecom Customer Service Division reporting section.

3.3. Data Sources and Data Collection Methods

In conducting this research, both primary and secondary sources of data were used.

3.3.1 Primary Data

Primary data's are those which are collected for the first time, and thus happen to be original in character. Hence, primary data was gathered from employees of CSD through questionnaire. Questionnaires were used because, it is a satisfactory tool for collecting data with a minimum cost and time as well as it is easy to analyze. And also, questionnaires have an advantage in that respondents will have time to think of their answers which helps to minimize rate of errors. In addition to this, for issues that cannot be addressed using questionnaire, a structured interview also

used to gather additional primary data from department directors of the division and the reporting and data analysis manager.

3.3.2   Secondary Data

Secondary data are data's those which have already been collected by someone else and which have already been passed through the statistical process. (Kothari, 2004). Hence, secondary data's related to employee absenteeism and general literature, such as earlier researches, books and company internal documents are used for this research project. Furthermore, employee absent record was obtained from Customer Service Division Employee Attendance Management system (EAMS) which was used to generate different quantitative variables in order to identify the nature of absenteeism and type of leaves used by the company employees.

3.4. Procedures of Data Collection

The study uses questionnaire and structured interview to collect primary data's from respondents. The form of questionnaire that was used in the study was a clos ended questionnaire. Close ended questions has been rated with Likert scale method. Likert scale is "A psychometric response scale primarily used in questionnaires to obtain participants preferences or degree of agreement with a statement or set of statements. Respondents are asked to indicate their level of agreement with a given statement by way of an ordinal scale." A 5-point scale ranging from 1 to 5 in which, 1 represents "strongly agree" 2, agree, 3 neutral, 4 disagree and 5 strongly disagree".

Multiple close ended questions were developed regarding general overviews and possible reasons of employee absenteeism. Those questions were adapted from different scholar's works' which have conducted researches on similar topic of this research. A total of 200 questionnaires were distributed to the selected employees in person. While addressing questioner distribution and collection, reminders were done to respondents and recall them to respond for the questioner since they are busy on daily operations. As a result, 196 was filled and returned back to the researcher. Interviews were also conducted with CSD directors and Reporting section manager. The interview was held face to face inside the respondent's office and also other appropriate place for them.

The secondary source of data's were gathered by reviewing related literatures, books and company documents. In addition, the report of employee's attendance from EAMS was extracted, filtered and organized.

3.5. Reliability and Validity

3.5.1 Reliability

Reliability refers to the degree to which the data collection tools or analysis procedures will yield consistent findings. (Saunders,lewis& Thornhill, 2009). Reliability analysis measures the internal consistency of a group of items which is used in questionnaire construction. Reliability analysis examines the homogeneity or cohesion of the items that comprise each scale. Cronbach's alpha coefficient is the most common way to assess reliability. A value of Cronbach's alpha coefficient above 0.70 is regarded as acceptable. (Saunders,lewis & Thornhill, 2009). To measure the reliability of the questionnaire Cronbach's alpha were used. For the purpose of this study, pilot survey was conducted by distributing 20 questionnaire to sample respondents (taking 10% of the total sample). The result is presented in the following table.

Table-3.2: Reliability Statistics

Cronbach's alpha	Cronbach's alpha based on Standardized items	No of items
.934	.930	36

Source; Author's calculation using SPSS, 2019

As shown in the above table the result of the test indicates that, the scale is significant having a reliability of 0.934. The questionnaire was thus considered reliable to be used for data collection.

3.5.2 Validity

Validity indicates, the degree to which an instrument measures what it is supposed to measure. In other word, it is the extent to which differences found with a measuring instrument reflect true differences among those being tested (Kothari, 2004). The validity of the data collection instrument is determined by discussing with the advisor. The valuable comments and recommendation given by the advisor helped to design a data collection instrument which can adequately cover the topic under study.

3.6. Methods of Data Analysis

The data collected from closed ended questionnaires were analyzed quantitatively. A descriptive statistics was conducted and analyzed with frequencies, percentages and mean values were calculated. This was investigated using descriptive analysis method with the help of software called Statistical Package for Social Services (SPSS version 20) in frequencies, mean, percentages and the analyzed data was presented in tables. The questions or statements are categorized mainly in three major groups: i.e.; general overview on employee absenteeism, personal and organizational related reasons of employee absenteeism. The report of employee's attendance generated from EAMS were analyzed using Microsoft excel software and presented in table. In addition, the qualitative data obtained through interview was also treated in combination with the data's secured through questionnaire.

3.7. Ethical Considerations

In order to ensure ethical considerations such as informed authority and privacy, first the researcher got full permission from the establishment and participant under the study. The researcher provided information on the purpose of the study, the confidentiality of data and anonymity of respondents was clearly stated to participants on the questionnaire. The researcher also made sure that participation in the study was voluntary and harmless. When meeting with the interviewees, the researcher explained objectives of the study, assured them confidentiality as well as anonymity for collected data. Furthermore, all sources which were used in the study are duly acknowledged.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

In this chapter data collected from sample respondents through questionnaire and interview with four directors of CSD and one reporting section manager which were found to be relevant with the study has been analyzed and interpreted. Demographic characteristics of respondents is presented in the first section followed by analysis of the collected data.

4.1 Response Rate

To collect primary data from target respondents', questionnaires were distributed to 200 employees of CSD working under ethio telecom head office. The response rate of the questionnaires is presented on below table.

Table-4.1: Response Rate

Response Rate of Respondents'					
	Gender	**Frequency**	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Male	107	53.5	54.6	54.6
	Female	89	44.5	45.4	100.0
	Total	**196**	**98.0**	100.0	
Missing Respondents'		4	2.0		
Total		200	100.0		

Source: Own survey, (2019)

The questionnaires were distributed to 200 respondents. Out of these, 196 questionnaires were properly filled and returned to the researcher giving 98% response rate. This makes the researcher confident that, the data obtained from the respondents is sufficient enough to come up with realistic conclusion. The reason for the uncollected questioners was due to respondents were out of office for empowerment training which is delivered by one of the company division called Telecom Excellency Academy (TExA) division in round bases.

4.2 Demographic Characteristics of Respondents

The first part of the questionnaire was the demographic characteristics of respondents' which was analyzed and interpreted in the following table based on the characteristics such as; gender, age, level of education, service years, marital status and current position.

Table-4.2: Demographic Characteristics of Respondents

Demographic Profile of Respondents		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	107	54.6	54.6	54.6
	Female	89	45.4	45.4	100.0
	Total	196	100.0	100.0	
Age	20-24	12	6.1	6.1	6.1
	25-29	90	45.9	45.9	45.9
	30-34	64	32.7	32.7	32.7
	35-39	21	10.7	10.7	10.7
	40-44	8	4.1	4.1	4.1
	Above 45	1	0.5	0.5	100.0
	Total	196	100.0	100.0	
Marital Status	Married	102	52.0	52.0	52.0
	Single	94	48.0	48.0	100.0
	Total	196	100.0	100.0	
Education	Masters	14	7.1	7.1	7.1
	Degree	181	92.3	92.3	92.3
	Diploma	1	0.5	.5	100.0
	Total	196	100.0	100.0	
Experience	1-3	13	6.6	6.6	6.6
	4-6	99	50.5	50.5	50.5
	7-9	58	29.6	29.6	29.6
	10-13	24	12.2	12.2	12.2
	Above 14	2	1.0	1.0	100.0
	Total	196	100.0	100.0	
Position	994 Call Center Advisor	117	59.7	59.7	59.7
	Admin	24	12.2	12.2	12.2
	Specialist	33	16.8	16.8	16.8
	Analyst	22	11.2	11.2	100.0
	Total	196	100.0	100.0	

Source: Own Survey 2019

Among the total respondents 107 (54.6%) of them were male and the remaining 89 (45.4%) were female. This shows that, he number of male respondents' were grater that of females. But, there is no big gender imbalance in the company. Therefore, such composition of respondents helps to get a comprehensive data for the study. Regarding age group, the larger portion of the respondents that is 90 (45.9%) and 64 (32.7%) falls within the age group of 25 to 29 and 30 to 34 respectively. On the other hand, 21 (10.7%) of respondents were within the age group of 35 to 39, 12 (6.1%) from 20 to 24, 8 (4.1%) from 40 to 44 and 1 (0.5%) above 45 years. This shows most of the respondents are at young age group and also we can say that, ethio telecom is filled with more younger, energetic and productive manpower that can be able to transform the mission and vision of the company into reality.

On the bases of marital status of respondents, there is almost equivalent share .i.e., 102 (52%) of the respondents were married and the remaining 94 (48%) were single. This will help the researcher to see how the different types of employee absenteeism reasons vary along with the marital status. Concerning educational status of the respondents, staffs who are 1st degree holders have the largest portion which is around 181 (92.3%). Among the total respondents, 14 (7.1%) of them have master's degree and only 1 (0.5%) diploma holder. From the above table we can see that no one from the selected respondents have above master's degree. The fact that almost all of the respondents being educated in different levels and it is believed that they can easily understand the questionnaire as desired by the researcher.

Regarding year of service, the large portion of respondents 99 (50.5%) fall within the range of 4-6 years of service at ethio telecom, the second highest percent 58 (29.6%) of the respondents have 7-9 years of experience. The rest 24 (12.2%), 13 (6.6%) and 2 (1.0%) of respondents have an experience of 10-13, 1-3 and above 14 years respectively. Thus, the researcher believe that, such combination of the respondents were good enough in finding the accurate information because the majority of respondents have four to nine years of experience in ethio telecom by which they have relevant experience on the company attendance matters and this gives an opportunity to reflect their opinion on the absenteeism culture of the company employee. Moreover, when we see respondents current position, 117 (59.7%) were 994 Call Center Advisor, 33 (16.8%) specialist, 24 (12.2%) admins, and the remaining 22 (11.2%) of respondents were analysts. The data indicates, more than half of the respondents were 994 Call Center Advisors. This also gives the

researcher the chance to see absenteeism from the perspective of this position which has been discussed as more absenteeism prone area on the statement of the problem part of the research.

In general the above table on background of the respondents' shows that, majority of the respondents are in the age group of 25-34, 1ˢᵗ degree holders, have 4-9 years of experience, equivalent marital status and gender, and working at 994 call center advisors. This means that, the study is represented by those who are qualified in understanding the questionnaire as well as the subject matter, most of them are at their younger age which helps them to respond their true feeling without fear and those who have an experience of more than four years at ethio telecom which helps in understanding the absenteeism culture of employees in the company. As a result it is the researcher belief that, the study is well represented by the respondents which helps to get the opinion of all which assures the accurate data have been secured from the respondents of the sample size.

4.3 Analysis of Collected Data

In the second part of the questionnaire, respondents were asked research questions which covers respondents' view on some aspects of absenteeism, personal and organizational related reasons of absenteeism. In addition, employees' attendance which was extracted from EAMS has been examined. Thus, the mean score analysis and interpretation is shown in the below table.

Table-4.3: Mean Score Interpretation

Mean Score	Interpretation
1.00 – 1.80	Very Low
1.81 – 2.60	Low
2.61 – 3.20	Medium
3.21 – 4.20	High
4.21 – 5.00	Very High

Source: Moidunny (2009)

4.3.1 General Overview of Employees' Absenteeism.

In this section responses obtained on the general view of employees' regarding some aspects of absenteeism at ethio telecom are presented and interpreted.

Table-4.4: General Overview on Some Aspects of Absenteeism

S/N	Statements		SA	A	N	D	SD	Total	Mean	Std. Deviation
1	Leaves are managed with prior schedule at ethio telecom.	Fr	7	19	34	71	65	196	2.14	1.10
		%	3.6	9.7	17.3	36.2	33.2	100		
2	There is a well-designed absenteeism policy at ethio telecom	Fr	20	27	66	52	31	196	2.76	1.18
		%	10.2	13.8	33.7	26.5	15.8	100		
3	There is a clear awareness about the absenteeism policies of the company.	Fr	1	2	45	87	61	196	1.95	0.79
		%	0.5	1.0	23.0	44.4	31.1	100		
4	The absenteeism policy has been executed properly by responsible bodies	Fr	33	67	48	27	21	196	3.32	1.22
		%	16.8	34.2	24.5	13.8	10.7	100		
Aggregate Mean		**2.54**								

Source: Own Survey 2019

According to the response result shown on Table 4.4 concerning respondents view on some aspects of absenteeism, managing leaves with prior schedule at ethio telecom shows a gap. Accordingly, 36.2% and 33.2% of employees answered disagree and strongly disagree respectively while 17.3% of the respondents were uncertain whether leaves are managed with prior schedule or not. On the other hand 9.7% of them agree and only 3.6% of respondent strongly agree there is leave management with prior schedule at ethio telecom. With regard to respondents' opinion a mean score of 2.14 indicate as employees disagree on the leaves management with prior schedule in the company. This means, leaves are often unscheduled and such practice may impact the effective management of absenteeism. When we see the absenteeism policy design of ethio telecom, most of the respondents that is 33.7% were uncertain whether there is a well-designed absenteeism policy or not. Also 26.5% and 15.8% of respondents disagree and strongly disagree respectively. On this issue, only 13.8% of the respondent agree and only 10.2% of them strongly agree. Thus, mean score of 2.76 implies that, there is a moderate level of respondents' acceptance on the absenteeism policy design of ethio telecom.

Employee awareness regarding the absenteeism policies of the company shows the negative opinion of respondents. Item 3 of the above table indicates, 44.4% of the respondents disagree and 31.1% strongly disagree on the existence of clear awareness about the absenteeism policies. Whereas, 23% were indifferent, only 1% and 0.5% of the respondents agree and strongly agree that there is clear awareness on the absenteeism policy of the company. From 1.86 mean score, we can conclude that, employees' awareness on the company absenteeism policy is low and needs the management attention in undertaking aggressive communication.

On the other hand, the result on the policy execution shows somehow a positive sign were by 34.5% and 16.8% of respondents agree and strongly agree respectively. In contrary 13.8% and 10.7% of respondents replay disagree and strongly disagree respectively. The rest 24.5% were indifferent whether the policy is properly executed or not. Hence, the result shows somehow a positive opinion of respondents with a mean scale of 3.32 which tell as, there is good absenteeism policy execution by responsible bodies. The interview response also comply with almost all of the respondents' opinion. As per the interview response, the directors' confirmed that, there is no leave management with prior schedule and also, the awareness creation has been done up on new changes just with a single email forwarded to employees. The policy is designed with a more focus

on controlling employees regardless of reasons. On the policy execution, the reporting manager explain that, they are responsible make monthly follow up and feedback up on identified issues.

Generally, as it is presented on the above table, leave management with prior schedule and employees' awareness on the absenteeism policy of ethio telecom shows a gap when the absenteeism policy design is in a moderate level. On the other hand, the policy execution is somehow in a good position. Thus, such gap may impact the culture of absenteeism in the company.

4.3.2 Reasons of Employees' Absenteeism.

This part of the study discusses the possible reasons of employee absenteeism by grouping them in two categories i.e., Personal and Organizational related reasons. So, depending on the responses from respondents, the various reasons of employees' absenteeism has been analyzed and interpreted on the following table.

4.3.2.1 Personal Related Reasons

Table-4.5: Transportation

S/N	Statements		SA	A	N	D	SD	Total	Mean	Std. Deviation
1	Absence of means of transportation (taxi) makes me late or absent from work	Fr	75	98	15	5	3	196	4.21	0.81
		%	38.3	50.0	7.7	2.6	1.5	100		
2	I was absent/late to arrive for work because of traffic congestion.	Fr	98	75	20	2	1	196	4.36	0.75
		%	50.0	38.3	10.2	1.0	0.5	100		
3	I experience absenteeism due to my place of residence is far from my work place.	Fr	73	76	31	14	2	196	4.04	0.95
		%	37.2	38.8	15.8	7.1	1.0	100.0		
Aggregate Mean			**4.20**							

Source: Own Survey 2019

The result of respondents from Table 4.5 regarding transportation related reasons of employees absenteeism indicates, majority of the respondents i.e. 50% and 38.3% of respondents agree and strongly agree respectively that absence of means of transportation is a reason for their absence or lateness. Only 2.6% and 1.5% of respondents were disagree and strongly disagree. The remaining 7.7% of respondents were indifferent. This implies, most of the respondents' agree that absence of means of transportation (taxi) is one of the major reason for their work place absence or lateness with a mean score of 4.21. On the second issue, 50% and 38.3% of respondents strongly agree and agree respectively for traffic congestion as a reason for their absenteeism while 1.0% and 0.5% were disagree or strongly disagree respectively. The rest 10.2% of the respondents were indifferent. Therefore, traffic congestion is also the reason for their absence or late arrival for work with a mean score of 4.36.

Moreover, 38.8% and 37.2% of respondents reply agree and strongly agree respectively which shows their experience of absenteeism due to far place of their residence from work place. Only 7.1% of respondents disagree and 1% strongly disagree while the remaining 15.8% of respondents were indifferent on this possible reason. The mean score of 4.04 shows as, majority of respondents were agree on their absenteeism experience due to far place of their residence from work place. Therefore, the aggregate mean scale of 4.20 implies that, transportation related issues are among the major personal reasons of employees' absenteeism in the company.

Table-4.6: Family Responsibilities

S/N	Statements		SA	A	N	D	SD	Total	Mean	Std. Deviation
1	I was absent from work due to taking-care of elderly/ a child.	Fr	42	46	30	44	34	196	3.09	1.418
		%	21.4	23.5	15.3	22.4	17.3	100		
2	Departure, death, weeding, birth of family members makes me absent from work.	Fr	3	32	51	62	48	196	2.39	1.073
		%	1.53	16.3	26	31.6	24.5	100		
3	I used to be absent from work due to family visit.	Fr	55	62	50	25	4	196	3.71	1.073
		%	28.1	31.6	25.5	12.8	2.04	100		
4	Disputes between my family members makes me absent from work	Fr	4	14	34	74	70	196	2.02	1.002
		%	2.04	7.14	17.3	37.8	35.7	100		
Aggregate Mean		**2.80**								

Source: Own Survey 2019

Participants of the study were also asked about family responsibility related issues. Regarding taking-care of elderly or childcare, they provided their answer as 21.4% strongly agree, 23.5% agree, 15.3% neutral, 22.4% disagree and 17.3% respondent replied as strongly disagree. The result indicate as, most of the respondents agree that, taking-care of elderly or childcare makes them absent from work place with a mean score of 3.09. Regarding departure, weeding , death or giving birth of close family members or relatives, Most of the respondents which is 31.6% disagree and 24.5% replied strongly disagree that, they did not get absent from work because of such reason. 26% of them were neutral while the rest 16.3% replay agree and 1.53% strongly disagree.

Respondents were also asked about their absenteeism experience from work place due to family visit and 31.6% of the respondents were agreed and 28.1% of them strongly agree that, they used to be absent for the purpose of family visit whereas 25.5% respondents seem neutral. In contrary, there are only 12.8% and 2.04% of respondents disagree and strongly disagree respectively. This shows us most of employees were used to be absent from work for family visit purpose as it is presented by a mean score of 3.71 which implies, many of the company employees are working away from their home town or their family residence. For the question raised by the researcher regarding their absence from work place because of disputes between families members, only 7.14% of the respondents provide their answer as agree and 2.04 responds strongly agree. On the other hand, majority of the respondents shows their opposing opinion with 37.8% disagree and 35.7% strongly disagree. The remaining 17.3% would like to be neutral.

Table-4.7: Illness or Injury

S/N	Statements		SA	A	N	D	SD	Total	Mean	Std. Deviation
1	I was out of office due to sudden health problem.	Fr	76	87	30	2	1	196	4.20	0.77
		%	38.8	44.4	15.3	1.02	0.51	100		
2	Specific, chronic or frequent illness makes me absent from my job.	Fr	3	15	34	80	64	196	2.05	0.97
		%	1.5	7.7	17.3	40.8	32.7	100		
3	Unexpected accidents outside or inside work place makes me absent from work	Fr	1	7	85	67	36	196	2.34	0.83
		%	0.51	3.57	43.4	34.2	18.4	100		
Aggregate Mean			2.86							

Source: Own Survey 2019

From the response result of Table 4.7, 44.4% of the respondent agree and 38.8% of them strongly agree that, they were absent from work due to sudden health problem. Whereas, only 1.02% were disagree, 0.51% strongly disagree and the rest 15.3% of respondents were neutral on this regard. From the result we can see that, sudden health problem of employee was one of the biggest reason of employees' absenteeism at ethio telecom having a mean score of 4.20. This result was consistent with the secondary data result of EAMS attendance report. Therefore, managements of the company should give high focus on employees' state of health since working without fool health will affect the performance and productivity of employees' as well as the company. Meanwhile, the interview feedback shows that, there is 100% medical cost coverage for all employees by the company.

For the second question, the result indicates that only 7.7% of the respondents agree and 1.5% were strongly agree that specific chronic or frequent health problem makes them absent from work. Whereas, 40.8% disagree, 32.7% strongly disagree that frequent and chronic health problem is not their reason for absenteeism while the remaining 17.3% reply as neutral and none of them were strongly agree on this regard. The responses imply that employees' absenteeism as a result of specific recurring or frequent known health problem is not significant in the company.

Regarding unexpected accidents outside or inside work place, only 3.57% and 0.51% of respondents agree and strongly agree respectively that, unexpected accidents outside or inside work place makes them absent from work. On the other hand, 43.4% of the respondents were neutral, 34.2% disagree and 18.4% strongly disagree. Hence, majority of the respondents don't agree that unexpected accidents outside or inside work place are among the major reasons for their absenteeism as presented by mean score of 2.34.

In general, the above results regarding illness or injury related reason, the aggregate mean score of 2.86 indicates that, illness or injuries are among the reasons of employees' absenteeism in the company which is dominated by employees' sudden health problem which needs higher level attention. On the other hand, specific, chronic or frequent illness and unexpected accidents outside or inside work place has relatively low contributions for employees' absence.

Table-4.8: Life Style

S/N	Statements		SA	A	N	D	SD	Total	Mean	Std. Deviation
1	I was absent from work because of alcoholism, drug or smoking.	Fr	1	2	30	55	108	196	1.64	0.81
		%	0.5	1.02	15.3	28.1	55.1	100		
2	I used to be absent for the purpose of vacation to visit historic places	Fr	5	17	43	85	46	196	2.23	0.99
		%	2.6	8.67	21.9	43.4	23.5	100		
3	Sport events makes me absent from work	Fr	1	4	33	65	93	196	1.75	0.84
		%	0.5	2.04	16.8	33.2	47.4	100		
4	Habit of going to bed late for sleep makes me absent or late from my work place.	Fr	23	41	38	48	46	196	2.73	1.34
		%	11.7	20.9	19.4	24.5	23.5	100		
Aggregate Mean			**2.09**							

Source: Own Survey 2019

The responses of respondents from item one of table 4.8 indicates, only 0.51% and 1.02% of the respondents were strongly agree and agree respectively that, they were absent from work place due to alcoholism, drug or smoking. In the opposite to this, 55.1% and 28.1% of respondents were strongly disagreed and disagree respectively while the rest 15.3% would like to be neutral. Concerning taking leaves to go for vacation to visit historic places, only 8.67% of respondents agreed and 2.6% strongly agree while 43.4% of them were disagree and 23.5% strongly disagree. The remaining 21.9% were neutral. Therefore, the result indicates that most of respondents didn't get absent from work due to alcoholism, drug or smoking and for vacation to visit historic places as it is revealed by a mean score of 1.64 and 2.23 respectively.

Similarly, only 2.04% of respondents were agree and 0.5% and strongly agree that, they were absent from work to spend some time in sport events. However, 47.4% of respondents strongly disagreed and 33.2% disagreed while 19.6% remains neutral. On the other hand, 20.9% of respondents were agreed and 11.7% strongly agree on habit of going to bed late for sleep. While 24.5% of respondents disagree, 23.5% strongly disagree and the rest 19.4% of them were neutral on this issue. It implies respondents have a moderate feeling on habit of going to bed late for sleep and low for sport events with a mean score of 2.73 and 1.75 respectively. In general, the aggregate mean score of 2.09 declares that, life style is not among respondents work place absent reasons.

4.3.2.2 Organizational Related Reasons.

There are different organizational related reasons for employee absence. Hence, the data gathered from the respondents about some of organizational reasons are presented, analyzed and interpreted.

Table 4.9: Nature of Work

S/N	Statements		Frequency						Mean	Std. Deviation
			SA	A	N	D	SD	Total		
1	The monotony or routine nature of my daily task makes me absent from work.	FR	70	82	32	11	1	196	4.07	.89
		%	35.7	42	16	5.61	0.5	100.0		
2	I used to be absent due to uncomfortable nature of working hour (e.g. working under shift hour)	FR	51	68	30	28	19	196	3.53	1.28
		%	26.0	34.7	15.3	14.3	9.7	100.0		
3	The ambitious work targets or performance expectation discouraged me to come to office.	FR	34	30	45	55	32	196	2.89	1.33
		%	17.3	15	23	28.1	16	100.0		
4	Absence of clear job description makes me absent from work	FR	13	16	57	59	51	196	2.39	1.15
		%	6.63	8.2	29	30.1	26	100.0		
Aggregate Mean			**3.22**							

Source: Own Survey 2019

As we see on item one of Table 4.9, among the total respondents, 41.8% of the respondents agreed and 35.7% strongly agree that, the monotony or routine nature of their daily tasks makes them absent from work place while 16.3% were neutral. On the other hand, only 5.61% of the respondent disagree and 0.51% of respondents were strongly disagree. This implies, the monotony or routine nature of daily tasks is the major reason of employees' absence in ethio telecom with a mean score of 4.07. The responses of respondents' from item two of the above table shows, 26% strongly agreed and 34.7% of respondents agreed that, the uncomfortable nature of working hour is the reason for their absenteeism. On the other hand, 14.3% disagree and 9.3% strongly disagree that, the nature of working hour is not a reason for their absent from work. The rest 15.3% were neutral. Which implies, the nature of working hour is also another major reason with a mean score of 3.53.

Regarding work targets or performance expectation, 17.3% the respondent strongly agree and 15.8% of them agreed that, the existing work target or performance expectation is ambitious and discourage them to come to office. On the other hand, 28.1% and 16.3% of other staffs were of opposing opinion by responding disagree and strongly disagree respectively on this issue while the rest 23% of respondents were neutral. This indicates, work targets or performance expectation has relatively moderate level of contribution for employees' absenteeism with a mean score of 2.89. Furthermore, only 6.68% strongly agree and 8.16% of the respondent agreed that, absence of clear job description creates the feeling of absenteeism while 30.1% of respondents' replays disagreed, 26% strongly disagreed and the remaining 31% neutral on this issue. This result implies, the majority of respondents feel comfortable regarding clarity of their job description. Hence, clarity of their job description has a low contribution for employees' absenteeism which was depicted by a mean score of 2.39.

Table-4.10: Leadership Style

S/N	Statements		SA	A	N	D	SD	Total	Mean	Std. Deviation
1	Poor supervision makes me absent from work.	Fr	28	64	57	25	22	196	3.26	1.189
		%	14.3	32.7	29.1	12.8	11.2	100		
2	Existence of autocratic nature of leadership makes me absent from work.	Fr	43	44	61	27	21	196	3.31	1.257
		%	21.9	22.4	31.1	13.8	10.7	100		
3	Disappointing feedback from my immediate supervisor for minor mistakes discouraged me to come to office.	Fr	3	5	33	76	79	196	1.86	0.892
		%	1.53	2.6	16.8	38.8	40.3	100		
Aggregate Mean		**2.81**								

Source: Own Survey 2019

As illustrated on table 4.10, from the total respondents 14.3% strongly agree and 32.7% of the respondents' agree that, they used to be absent from work place due to poor supervision. In contrary, only 12.8% and 11.2% of respondents were disagree and strongly disagree respectively on this issue while the remaining 29.1% of respondents were neutral. This implies, there is a gap in supervision at the company which leads employees' for absenteeism. The mean score of 3.26

indicates that, the majority of employees agree on the poor supervision as a reason for their work place absence. Similarly, 21.9% and 22.4% of the respondents strongly agree and agree respectively which indicates, the autocratic nature of leadership style makes them absent from work. Whereas, only 13.8%, and 10.7% of respondents disagree and strongly disagree respectively. The rest 31.1% of the respondents' would like to be neutral. Therefore, the overall result indicates that, the existence of autocratic nature of leadership discourage the majority of employees to come to office for work with a mean score of 3.31.

As depicted in the item 3 of Table 4.10, the majority of the respondents have expressed their disagreement that, disappointing or discouraging feedback from immediate supervisor for minor mistakes is not the major reason for their work place absence. Accordingly 40.3% of respondents strongly disagree, 38.8% of them replay disagree and 16.8% stay neutral on this issue. In contrary only 2.55% of respondents were agreed and 1.53% strongly agreed. This implies, there is no disappointing feedback for employee mistakes from their immediate supervisors. Hence, the mean score of 1.86 confirms that, it has a low contribution for employees' attendance in ethio telecom.

Table-4.11: Working Environment

S/N	Statements		SA	A	N	D	SD	Total	Mean	Std. Deviation
1	Lack of proper facilities or work tools like: PC, tables, chairs, necessary system privileges discourages me to come to office.	Fr	2	17	33	81	63	196	2.05	0.965
		%	1.02	8.67	16.8	41.3	32.1	100		
2	Lack of good quality employee services like: lounge/cafeteria forced me to go out of office.	Fr	69	82	28	15	2	196	4.03	0.947
		%	35.2	41.8	14.3	7.7	1.0	100		
3	Harassment from co-workers or immediate supervisors discouraged me to come to office.	Fr	3	5	33	76	79	196	1.86	0.892
		%	1.5	2.6	16.8	38.8	40.3	100		
4	Lack of co-worker or supervisor support makes me absent from work.	Fr	16	33	20	72	55	196	2.40	1.279
		%	8.2	16.8	10.2	36.7	28.1	100		
Aggregate Mean			**2.59**							

Source: Own Survey 2019

Table 4.11 shows, employees' response towards the working environment of ethio telecom. On item 1, respondents were asked if they were absent from work due to lack of proper facilities and work tools like; PC, tables, chairs and necessary system privileges for work which was rated as 41.3% disagree, 32.1% strongly disagree, 16.8% neutral, 8.67% agree and only 1.02% of respondents strongly agree. The result shows, the company provide proper facilities and work tools. So that, it is not among the reasons for its employees absenteeism which is confirmed by mean score of 2.05.

Lack of employee services like; employee lounge or cafeteria at work place is tilted to agree and strongly agree responses. The data depicts, 41.8% of respondents agree and 35.2% respondents strongly agree. On the other hand, only 7.7% of respondents disagree, 1% strongly disagree and the remaining 14.3% of them were neutral on this issue. This implies, employee services like; employee lounge or cafeteria shows a gap with a mean score of 4.03. According to the directors' interview, employee cafeterias are outsourced and their quality vary from office to office. From our discussion, I understood that the quality of the cafeteria service were compromised by low price. The type of foods provided are very limited. The manager also mention there is some level of follow up on the quality of the meal. But, it lacks consistency and tacking strong corrective actions. This implies, the services are not in a best quality and lacks variety which forces employee to go outside their work place to search for better service which results for time theft.

The other element of work environment which is harassment from co-workers and immediate supervisors in ethio telecom has got a positive sign. According to the data, 40.3% of respondents strongly disagree and 38.3% disagree that, work place harassment related concerns doesn't make them absent from work place. The rest 1.5%, 2.6% and 16.8% of the respondents replayed strongly agree, disagree and neutral respectively. From 1.86 mean score, we can conclude that its contribution is low which implies almost there is no harassment related issue in the work place. The forth statement which were asked for respondents was concerning support from co-worker or immediate supervisors. As shown on the above table, only 16.8% of respondents replied agree and 8.2% strongly agree. Whereas, 36.7% of the respondents disagree and 28.1% strongly disagree on the support from co-worker or immediate supervisors at their work. The rest 10.2% would like to be neutral on this issue. This shows as the majority of respondents believe that, there is good support from colleagues or immediate supervisors and it is not the major reason for employees' absence with a mean score of 2.4.

Table-4.12: Disengagement

S/N	Statements		SA	A	N	D	SD	Total	Mean	Std. Deviation
1	Lack of encouragement to participate in rising new ideas makes me absent to work	Fr	12	34	45	66	39	196	2.56	1.169
		%	6.12	17.3	23	33.7	19.9	100		
2	Feeling of underutilization and unfair treatment makes me absent from work.	Fr	58	88	23	21	6	196	3.87	1.052
		%	29.6	44.9	11.7	10.7	3.06	100		
3	Lack of appreciation for my best performances makes me absent from work	Fr	5	12	33	67	79	196	1.96	1.025
		%	2.55	6.12	16.8	34.2	40.3	100		
4	Lack of performance based incentives and bonus makes me absent from work.	Fr	2	12	25	83	74	196	1.90	0.915
		%	1.02	6.12	12.8	42.3	37.8	100		
Aggregate Mean		**2.58**								

Source: Own Survey 2019

According to the data from Table 4.12, a positive result is shown on the encouragement of employees' to participate in rising new ideas and respondents believe that, it doesn't create a feeling of absent from work. Accordingly, only 17.3% of respondents agree and 6.12% strongly agree on this statement. In contrary, 33.7% of respondents disagree and 19.9% of respondents strongly disagree whereas, the remaining 23% replay neutral. The data from directors' interview show that, there is a platform used to encourage employees to rise new ideas and it is also included in employees' annual performance evaluation. Therefore, a mean score of 2.56 implies, it has a low contribution on employees' absenteeism.

On the second item, 29.6% and 49.9% of respondent replay strongly agree and agree respectively shows, they used to be absent due to a feeling of underutilization and unfair treatment. On the other hand, only 10.7% of respondents disagree, 3.06% strongly disagree whereas, the remaining 11.7% replay neutral. On this issue, respondents from 994 contact center advisors covers 61% share of respondents who respond agree and strongly agree. This also supported by the interview result. As per the interviewees with directors, there is a feeling of underutilization especially among 994

contact center advisors. Most of the time, engineering related field graduate employees' at 994 complain as they are underutilized with reference to their educational background they hold and what they are actually working. Therefore, the feeling of underutilization and unfair treatment is among the major reasons of employees' absenteeism with 3.87 mean score.

Regarding appreciation and feedback for best performance, only 2.55% and 6.12% of the respondents strongly agree and agree that, lack of appreciation and feedback for best performances makes them absent from work. In contrary, most of the respondents 34.2% and 40.3% of them disagree and strongly disagree respectively on this issue. The rest 16.8% of the respondents' would like to be neutral. Thus, this statement shows a positive sign and confirm that, it is not the reason of absence for the majority of employees with a mean score of 1.96.

Moreover, majority of employees believed that, lack of performance based incentives and bonus doesn't make them absent from work with 37.8% strongly disagree and 42.3% disagree. In contrary, only 6.12% agree, 1.02% strongly agree and the remaining 12.8% were neutral. These result imply that, ethio telecom employees are satisfied with their current bones and incentives implementation as it has been confirmed by respondents with a mean score of 1.9. It is also supported by the interview result and as per the interviewees with directors, incentives and bonuses are applied using variable payment (VP) system in some departments of CSD and few other divisions of the company. Variable payment is a system which provide incentives and bonuses to employees based on their performance result. This is a very good practice which helps the company to improve its employee attendance since VP system take employees attendance in to consideration while preparing performance based incentives and bonuses. But, it needs implementation uniformity since it is not fully deployed throughout the company.

Table-4.13: Opportunities for Promotion

S/N	Statements		SA	A	N	D	SD	Total	Mean	Std. Deviation
1	Absence of performance based promotional opportunities discouraged me to come to office.	Fr	14	22	73	46	41	196	2.60	1.148
		%	7.1	11.2	37.2	23.5	21	100		
2	Absence of clear career path or progression results me absent from work.	Fr	8	19	101	36	32	196	2.67	0.996
		%	4.1	9.7	51.5	18.4	16.3	100		
3	Biased qualification requirements for new vacant posts discourage me to come to office.	Fr	45	71	22	39	19	196	3.43	1.301
		%	23	36.2	11.2	19.9	9.7	100		
Aggregate Mean		**2.90**								

Source: Own Survey 2019

Table 4.13 shows, only 7.1% of respondents strongly agree and 11.2% of them agree that, lack of performance based promotional opportunities are among the reasons of their absent from work place. In the opposite, 23.5% and 21% of respondents were disagree and strongly disagree respectively and confirmed that, lack of performance based promotional opportunities doesn't make them absent while the remaining 37.2% of respondents were neutral on this regard. This indicates, lack of performance based promotional opportunities are not among the major employees absenteeism reasons which has been supported by a mean score of 2.6.

As depict on item 2 of Table 4.13, most of the respondents 51.5% were unsure whether lack of clear career path or progression discourage them to come to office or not. On the other hand, 18.4% of the respondents were disagree and 16.3% of them strongly disagree and only the remaining4.1% strongly agree and 9.7% agree. The result from interviewees with department directors, the company is implementing career progression every six month to provide salary increments by competing employees each other. But from the employee response, we can understood that, employees didn't feel the impact of implementing career progression or what the company implement doesn't meet the expectation of employees which has been confirmed as a moderate

reason with 2.67 mean score. Furthermore, majority of the respondents show negative opinions on the qualification requirements for new vacant posts. According to the data, 23% of the respondents strongly agree and 36.2% agree. Whereas, 19.9% disagree, 9.7% strongly disagree and the remaining 11.2% of the respondents would like to be neutral on this issue. This shows there is a big gap concerning the preparation of qualifications for new vacant posts.

4.3.3 Types of Absenteeism and Leaves.

To identify the type of absenteeism in ethio telecom, the researcher uses employees' attendance report extracted from CSD attendance system EAMS. Thus, in the following table, the data from EAMS has been presented to identify the types of absenteeism and leaves in ethio telecom.

Table-4.14: Types of Absenteeism and Leaves

N/A	Types of Absenteeism	Jun 2019 to Nov 2019		
		Type of Leave	Frequency	Percentage
1		Annual Leave (AL)	25,594	36.06
2		Sick Leave (SL)	22,720	32.01
3		Maternity Leave (ML)	8,223	11.59
4		Special Leave (SPL)	3,451	4.86
5		Training Leave (TL)	2,930	4.13
6	Non-culpable or innocent	Other Work (OW)	2,728	3.84
7		Holy Day (HD)	1,453	2.05
8		Educational Leave (EL)	934	1.32
9		Funeral leave (FL)	903	1.27
10		Leave Without Pay (LWP)	599	0.84
11		Paternity Leave (PL)	474	0.67
12	Culpable or blameworthy	Absent	396	0.56
13		Marriage Leave MRL)	364	0.51
14	Non-culpable or innocent	Insurance Leave (IL)	164	0.23
15		Court Leave (CL)	35	0.05
Total			**70,968**	**100.00**
Percentage of Absenteeism				
Total Number of Employee on Working Status			234,246	76.75
Total Number of Leaves by Employees'			70,968	23.25
Aggregate			**305,214**	100.00

Source: CSD Employee Attendance Management System (EAMS).

As depicted on Table 4.15, we can understood that a total of 70,968 days of absent has been recorded during the last six months which is too many and also it might affect the division as well as the company productivity. This result has comply with the interview data from CSD director. The director states that, the acceptable level of absent rate from a single team under supervision is 20%. Which means, if there are ten employees under one supervisor, the supervisor shall give permission for only 2 employees. But, the result shows, 23.25% of employees have been absent from work which is above the acceptable rate of absent. Thus, the management of the company shall work on the proper implementation of employees absent rate throughout the company.

The data shows 14 different types of leaves. Among the different types of leaves, Annual Leave, Sick Leave and Maternity Leaves were the most frequently used types of leaves by employees of the company with 36.06%, 32.01% and 11.59% respectively. This indicates, the majority 79.67% of leaves were resulted from these three leaves. In addition, when we see the number of Sick Leave, it is almost the second   most used type of leave by employees. Thus, we can say that there is either a critical health related issue among ethio telecom employees or employees are using SL as a means of getting leave when they get discouraged to come to office because of other reasons regardless of their health condition. As per the interview data, the company cover all cost of employees' medical treatment inside the country. This may cause reluctances on employees since they are sharing zero percentage of medical cost. As a result, the number of absent due to sick leave might increase.

The remaining 11 types of leaves takes the lowest share of the total leaves i.e. 4.86% were Special Leave, 4.13% Training Leave, 3.84% Other Work, 2.05% Holyday, 1.32% Education Leave, 1.27% Funeral Leave, 0.84% Leave Without Pay, 0.67% Paternity Leaves, 0.51% Marriage Leave, 0.23% Insurance Leave and 0.05% Court Leave.   Only 0.56% of "Absent" leaves were blameworthy types of absenteeism since employees were on absent status which means, they were absent from work without their immediate supervisors permission. Generally, the data shows employees are getting absent from work above the acceptable rate of absent which need the management focus to minimize the impact on productivity. There are also a total of 14 types of leaves used by employees in ethio telecom which was dominated by Annual Leave, Sick Leave and Maternity Leaves.

4.4 Discussion of Findings

According to the data presented above, the aggregate mean score of 4.20 implies that, transportation related issues are among the major personal reasons of employees' absenteeism in the company. The result indicate as, most of the respondents agree that, taking-care of elderly or childcare makes them absent from work place with a mean score of 3.09. this result have been supported by the finding of Taylor (1998) who identifies home circumstances as an important hidden factor causing absence and highlights that elderly relatives and the care for sick children may affect the ability to attend work. The result relatives with a mean score of 2.39 implies that, there is no significant employees' absenteeism concern related to departure, death, weeding, giving birth of close family members. Dispute between family members or relatives doesn't make employees absent from work place with a mean score of 2.07 which is a positive sign for the company in having its employee on duty. Over all, the aggregate mean score of 2.80 we can understood that, family responsibilities related issues have relatively moderate level of contribution to employee's absenteeism. The two issue i.e., taking-care of elderly or childcare and family visit have a significant contribution on employees' absenteeism.

From the result we can see that, sudden health problem of employee was one of the major reason of employees' absenteeism at ethio telecom having a mean score of 4.20. This result was consistent with the secondary data result of EAMS attendance report. In addition, it is also supported by the study of IBEC (1999) which identifies illness as the first reason for absenteeism out of nine other reason by taking 25% share of respondents. Employees' absenteeism as a result of specific recurring or frequent known health problem is not significant in the company as it has been indicated with a mean score of 2.05. But, this result doesn't comply with other research findings. For instance, the study of IBEC (1999) identify specific recurring illness as the third reason with 13% share of respondents. Majority of the respondents don't agree that unexpected accidents outside or inside work place are among the major reasons for their absenteeism as presented by mean score of 2.34. Similarly, this result also doesn't comply with the research finding of IBEC (1999) identify accidents outside and outside work place as a reason for absenteeism with 13% and 11% share of respondents respectively. Aggregate mean score of 2.09 shows, life style is not a reason for respondent's work place absent. This result doesn't comply when we compare the finding with Habeebur Rahman. T (2016) study which focus on Indian retail market and identify life style of employees was one of the factor for absenteeism with a mean score of 2.95.

The monotony or routine nature of daily tasks is the major reason of employees' absence in ethio telecom with a mean score of 4.07. This result concur with the research of Huczynski and Fitzpatrick (1989) suggests that high levels of task repetitiveness with low job satisfaction because of general boredom with the job, lack of responsibility and challenge, poor working conditions and forms of work related stress, can be positively correlated with absence. The nature of working hour is also the other major reason with a mean score of 3.53. This is supported by the finding of Arnold, Cooper and Robertson (1995) which emphasized that factors intrinsic to the job such as work patterns affected absenteeism. In addition, Warr and Yearta (1995) also found that shift workers were more likely than others to be absent from work for sickness or injury. Overall, the aggregate mean score of 3.22 indicate that, nature of work at ethio telecom shows high contribution for employees' absenteeism resulting from more of monotony or routine nature of work and uncomfortable nature of working hour (shift work). However, work target and clarity of job description shows a moderate and low contribution relatively.

The result from leadership style related reasons shows, the aggregate mean score of 2.81. This implies, ethio telecom leadership style has a moderate level of gaps and contribution for employees' absenteeism. This is supported by Bennett (2002) who believes that although the most common type of absence involves the employee being prevented from attending work due to illness or injury, the root cause of the illness or injury may be partly attributable to the way the organization is managed or its leadership style. The aggregate mean score of 2.59 tell as, employees are comfortable by the work environment of ethio telecom. Thus, its contribution for employees' absenteeism is low. However, the quality of employee services like: lounge/cafeteria needs attention of the management to avoid time theft by employees since it has the highest mean score (4.03). Except the feeling of underutilization and unfair treatment, the majority of respondents did not agree on disengagement related issues, as it has been presented by the aggregate mean score of 2.58. Thus, disengagement related issues have low contribution for employees' absenteeism at ethio telecom. The result shows there is a big gap concerning the preparation of qualifications for new vacant posts which needs a higher level focus since such type of issue may lead employees to consider beyond being absent from work i.e. employee may think of leaving the company for better opportunities as well. As a result the company may lose best employees'. However, this result doesn't comply with the data from the interview. As per the feedback from department directors, all qualification requirements for new job vacancies are

prepared based on what the position needs. Even though, there is a positive feedback from directors, this issue need special attention since the mean score of 3.43 indicates, majority of respondents are not comfortable on the qualification requirements for new vacant posts. The overall opinion of respondents on promotional opportunity related issues indicates a moderate level of contribution for work place absents with aggregate mean score of 2.9. This result is also supported by the study Habeebur Rahman. T (2013) with an average mean score of 2.85.

Table-4.15: The Aggregate Mean Summary of Reasons for Absenteeism.

Rank	Specific Reasons	Aggregate Mean	Interpretation
1st	Transportation	4.20	High
2nd	Nature of work	3.22	High
3rd	Promotional Opportunities	2.90	Medium
4th	Illness or Injuries	2.86	Medium
5th	Leadership style	2.81	Medium
6th	Family responsibilities	2.80	Medium
7th	Working environment	2.59	Low
8th	Disengagement	2.58	Low
9th	Life style	2.06	Low

Source: Own Survey 2019

From both personal as well as organizational related reasons, the researcher also try to show the overall level of contribution for employees absenteeism using their aggregate mean score in order to indicate the company management focus area which needs special attention to reduce absenteeism of employee. As a result, the result from the above table indicates that, transportation and nature of work related reasons are the major reasons which have high contributions with an aggregate mean score of 4.2 and 3.22 respectively. On the other hand, lack of promotional opportunities, illness or injuries, leadership style and family responsibilities are the second focus areas of the company top management since they are identified as a moderate concerns with 2.9, 2.86, 2.81 and 2.80 aggregate mean score respectively. Moreover, other reasons like; work environment, disengagement and life style related reasons need relatively low attention since they are not the major issues with an aggregate mean score of 2.59, 2.58 and 2.06 respectively

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This research work has attempted to identify reasons of employees' absenteeism and types of leaves at ethio telecom. Thus, based on the data discussion, analysis and interpretation the following summary of major findings, conclusions, and recommendations are presented as follows.

5.1   Summary of Major Findings

- The finding shows, majority (69.4%) of respondents disagree that, leaves are not managed with prior schedules at ethio telecom. Correspondingly, 33.7% of respondents were uncertain whether there is a well-designed absenteeism policy in the company or not.

- The finding also indicates, majority (75.5%) of respondents didn't have a clear awareness on the absenteeism policy of ethio telecom. In contrary, there is relatively good policy execution in the company.

- The study revealed that, transportation is the major reasons of employees' absenteeism with 84.2% response rate. Hence, traffic congestion is one of the major issue followed by absence of means of transportation and far place of employees' residence from work place respectively.

- The finding indicates, majority (59.7% and 44.9%) of employees agree that family visit and taking-care of elderly or childcare respectively have a significant contribution for their work place absence.

- The finding shows that, 83.1% respondents are getting absent from work highly because of sudden health problems.

- Most (69.6%) of respondents disagree that, life style of employee are not reasons of employees absenteeism. However, only the habit of going to bed late for sleep shows somehow a little contribution to employees' absenteeism with 32.6% response rate.

- Respondents were not comfortable on the nature of work at ethio telecom specially, the monotony or routine nature of work (77.5%) and uncomfortable working hour (shift work) with a response rate of 60.7%. In contrary, work target and clarity of job description shows a moderate and low contribution with 32.6% and 14.8% respectively.

- There is an autocratic nature of leadership and poor supervision by which majority (44.4% and 46.9%) of employees feel uncomfortable. In contrary, there is no gap related to feedback from immediate supervisor.

- Except the quality of employee services like: lounge or cafeteria, majority (56.8%) of respondents are comfortable on work environment of ethio telecom i.e. no harassment from co-workers or immediate supervisors, provides proper facilities or work tools like: PC, tables, chairs, necessary system privileges with good co-worker or immediate supervisors support.

- Feeling of underutilization and unfair treatment were the only major reason for employees' disengagement and absence from work with 74.5% response rate especially for 994 contact center advisors. Whereas, respondents are comfortable on encouragement in rising new ideas, appreciations for best performances and performance based incentives or bonus with 53.5%, 74.5% and 80.1% response rate respectively.

- Performance based incentives or bonus were implemented using VP system but not uniform.

- Majority (59.2%) of the respondents agree that, there is biased qualification requirements for new vacant posts. In contrary, 44% of them disagree on lack of performance based promotional opportunities and 51.5% feel neutral on the clarity of career path or progression.

- Types of leaves are; Annual Leave, Sick Leave, Maternity Leave, Special Leave, Training Leave, Other Work, Holyday, Education Leave, Funeral Leave, Leave Without Pay, Paternity Leaves, Marriage Leave, Insurance and Court Leave.

- A total of 70,968 absent has been recorded during the last six months with 23.25% rate of absent which is above the acceptable level of absent rate by 3.25%.

- The majority (79.67%) of leaves were resulted from Annual Leave, Sick Leave and Maternity Leave. The rest 11 leaves cover only 20.33% of employees leaves.

5.2 Conclusions

Based on the findings of the study which are discussed above, the following conclusions have been drawn.

From the finding, we can see that leaves are not managed with prior schedules at ethio telecom. Therefore, we can conclude that employee leaves are unscheduled. The absenteeism policy design lacks some details which has to be included in order to keep employees work life balance and company productivity. In addition to this, employees are not well aware of the policy. In contrary, the policy execution is somehow good. However, such policy execution on unaware employees may create repeated absents of employees and unanticipated punishments which leads employee to dissatisfaction and discourage them to come to office.

Based on the results for personal related reasons, we can able to see that transportation related issues are the major reasons of employees' absenteeism. In addition, sudden health problem, taking-care of elderly or child and family visit are also among personal reasons of employees' absenteeism. Such personal related issues will reduce employees' attendance and commitment. This time, the accessibility and quality of the company service to its customers will be impacted which results for customers' dissatisfaction and low company productivity.

The nature of work at ethio telecom is the major organizational related reason for employees' absenteeism specifically due to its monotony or routine nature and the uncomfortable working hour (e.g. working under shift hour) which creates a feeling to be absent from work. In addition to this, poor quality of employee services i.e. lounge/cafeteria force employees to go out from the office compound for better service which may lead them to time theft. Autocratic nature of leadership and poor supervision, a feeling of underutilization and unfair treatment, and biased qualification requirements are also among the major reasons of the company employee absenteeism. Correspondingly, such organizational related reasons will create an obstacle for the company in achieving its ultimate goal by minimizing employee's attendance.

From the finding of EAMS report, the researcher conclude that, the company provides 14 different types of leaves, there is poor monitoring on employees absent rate stated by the company and also, there is enormous level of absenteeism in ethio telecom which is dominated by Annual Leave, Sick Leave and Maternity Leaves. It is not surprising that annual leave takes the first place. But,

employees are using Sick leave for their work place absence next to annual leave which indicates, there is unhealthy usage of leaves by the company employees.

In spite of above gaps of the company on its absenteeism related issues, it has also some good strengths which helps to minimize its employee absenteeism. According to the collected data:

- Good work environment which is free from harassment with necessary work tools
- Implementation of variable payment
- Encouraging employees to participate in rising new ideas
- Good start on implementation of career progression to its employee every six month.

5.3 Recommendations

Based on the findings and conclusions of the study, the researcher forwards the following recommendations for ethio telecom management consideration and researchers for further study.

5.3.1 Recommendations for Management Consideration

The finding of the study indicates, leaves are not management with prior schedule at ethio telecom. Therefore, it is recommended to give direction to employees to schedule their leaves at the beginning of the budget year on a monthly or quarterly or semi-annual bases, supervisors shall review the schedules, Continues follow-up and take corrective action when necessary.

Absenteeism policy designed were found to lack some details. Thus, the management shall work on its policy detail to assure both the company productivity and employees work life balance, not rigidly follow the policy and participate employees while designing policies for easy acceptance.

To create awareness, it is recommended to make aggressive communion on every detail of the policy through email communication using the company outlook system, create a platform for employees take some time to discuss on it and continuously update employees up on any changes.

Transportation related issues are the major concern for employees' absenteeism. Thus, the company should work on providing transportation services to its employees or support employees to get their own means of transport by facilitating credit service in coordination with financial institutions. Also assign employees to work in the office near to their residences.

The company need to work on supporting employees' on family related matters especially childcare or eldercare and employee family visit. Thus, it is recommended to establishing day care center around the office, create chance of working in a nearest office of to their family. Also, it is good to give medical treatment packages for close family members which gives a chance of monitoring medical result and deciding the number of off days by the company own doctors.

Illness or injury are the major reasons of employee absence in the company. Thus, it is recommended to work on identifying the rout cause. Based on the result, set a percentage of medical cost sharing considering the type of health problem to reduce dishonest sick reasons, consult employees on health issues so as to improve their wellbeing, advice medical specialists to only give off days for genuine cases after more thorough check up.

The monotony or routine nature of a job are identified as major reasons of organizational related absenteeism reasons. Therefore, it can be tackled using job rotations and job enrichment. Uncomfortable working hour (shift work schedule) can be improved using flexible allocation of breaks, off days, and annual leave. Shift patterns should have a human face and not be too mechanical but should take into account the different preferences, marital status, family related issues, special requirements and occasions.

Supervision shows a gap which needs to be improve. Therefore, the company should train peoples in managerial position and during recruiting mangers focusing on who have the skill to manage, lead and knows how to handle their employee's intention and the assigned supervisor who can work flexibly and reasonably. The leadership style should be supportive to employees considering the job nature and the management must be prepared to share ownership of decisions.

The company should also work to improve the quality of employee services like: lounge/cafeteria including different variety of foods. Thus, it is good to make continuous quality check may be through Mistry shopping. Also, the company is advised to develop and implement a strong contractual agreement to control the quality of cafeteria service providers.

The finding also indicates, there is a feeling of underutilization and unfair treatment. Therefore, employee attitude surveys are a useful tool for establishing an overall picture of employee feelings on the job that they like or dislike and identifying common problems and assigning them based on their professional qualifications and preference, motivating employees to take part on extra responsibilities can improve their feeling and create as many exposures as possible on their job.

To avoid biased qualification requirements, the management shall take initiative to work in coordination with the company human resource division to establish uniform standards for qualification requirements for new vacant posts.

Overall, it is the researcher recommendation to prioritize all reasons of employees' absenteeism and work on them step by step since such prioritization will help the company to get a good result within a short period of time. Effect use of AMS to follow up and monitor the proper implementation of acceptable rate of absence. It is also recommended to keep the implementation of variable payment exhaustively and uniformly throughout the company.

5.3.2 Recommendation for Further Study

The present study focused on identifying reasons of employees' absenteeism and types of leaves in ethio telecom which was conducted specific to employees of the customer service division, and thus it can't be generalized to all divisions of ethio telecom. The study has therefore primarily laid a foundation for further studies to be undertaken covering entire or all divisions of the company with large samples so as the results to be generalized to the entire company.

Also, this study was focused on reasons of absenteeism and thus, the impact of employees' absenteeism can also be undertaken along with the reasons of absenteeism. Furthermore statistical analysis should be conducted so as to have knowledge on the specific demographic as well as reasons which influence absenteeism. Since this research focused on the telecom sector specifically in Ethiopia, further, studies therefore needs to be done on other sectors of the economy. This is because different sectors have unique characteristics and diverse contextual realities that might cause absenteeism. This would bring out a comprehensive empirical results and findings on the determination of strategic to manage absenteeism.

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APPENDIX 'A'

QUESTIONNAIRE

St. Marry University

School of Graduate Studies

MBA Program

Questionnaire to be Filled by Employees of Ethio Telecom

Dear sir/madam;

The primary purpose of this questionnaire is to identify reasons of employees' absenteeism and types of leaves at ethio telecom. Hence, to fulfill the study objective, I would like to gather some information from you which will help me in an in depth study of this research. Your participation is very important for the accomplishment of this study. Thus, I with due respect and gratitude request for your willingness and kindness to spare some time to fill up this questionnaire genuinely. The information and responses gathered will be strictly used for academic purposes only and will be kept as confidential. Also the findings of the study will be general for the study community and will not reflect anything particular of individual person. I would like to thank in advance your kind cooperation in completing this questionnaire.

Instruction: Please put (✓) mark on your choice from the given alternatives.

PART I: Background information of respondents.

1. What is your gender?

   Male ☐   Female ☐

2. How old are you?

   20-24 ☐   25-29 ☐   30-34 ☐   35-39 ☐   40-44 ☐   Above 45 ☐

3. What is your marital status?

   Married   ☐   Single   ☐

4. What is educational qualification?

   Diploma ☐   1ˢᵗ degree ☐   Master's degree ☐

5. How many years of experience do you have in your current organization?

1-3 ▢   4-6 ▢   7-9 ▢   10-13   Above 14 ▢

6. What is your current position?

994 Call Center Advisor ▢   Administrator ▢   Specialist ▢   Analyst ▢

PART II: General overview of absenteeism at ethio telecom.

The following statements are related to the general overview of employees' absenteeism. Thus, please rate them on a scale from 1 to 5, were: 1=Strongly Agree, 2=Agree, 3=Neutral, 4=Disagree and 5=Strongly Disagree.

Put (√) the number that best corresponds to your answer.

1.1 General overview on Some Aspects of Absenteeism

NO	Statements	Rating Scales				
		1	2	3	4	5
1	Leaves are managed with prior schedule at ethio telecom.					
2	There is a well-designed absenteeism policy at ethio telecom					
3	There is a clear awareness regarding the absenteeism policies of the company.					
4	The existing absenteeism policy has been executed properly by responsible bodies					

1.2 Personal reasons of employee absenteeism.

1.2.1 Transportation

NO	Statements	Rating Scales				
		1	2	3	4	5
1	Absence of means of transportation (taxi) makes me late or absent from work					
2	I was absent/late to arrive for work because of traffic congestion.					
3	I experience absenteeism due to my place of residence is far from my work place.					

1.2.2 Family Responsibilities

NO	Statements	Rating Scales				
		1	2	3	4	5
1	I was absent from work due to taking-care of elderly or my child.					
2	Departure, death, weeding, birth of family members makes me absent from work.					
3	I used to be absent from work due to family visit.					
4	Disputes between my family members makes me absent from work					

1.2.3 Illness or injury

NO	Statements	Rating Scales				
		1	2	3	4	5
1	I was out of office due to sudden health problem.					
2	Specific, chronic or frequent illness makes me absent from my job.					
3	Unexpected accidents outside or inside work place makes me absent from work					

1.2.4 Life style

NO	Statements	Rating Scales				
		1	2	3	4	5
1	I was absent from work because of alcoholism, drug or smoking.					
2	I used to be absent for the purpose of vacation to visit historic places					
3	Sport events makes me absent from work					
4	Habit of going to bed late for sleep makes me absent or late from my work place.					

1.3 Organizational Related Reasons.

1.3.1 Nature of Work

NO	Statements	Rating Scales				
		1	2	3	4	5
1	The monotony or routine nature of my daily task makes me absent from work.					
2	I used to be absent due to uncomfortable nature of working hour (e.g. working under shift hour)					
3	The ambitious work targets or performance expectation discouraged me to come to office.					
4	Absence of clear job description makes me absent from work					

1.3.2 Leadership style

NO	Statements	Rating Scales				
		1	2	3	4	5
1	Poor supervision makes me absent from work.					
2	Existence of autocratic nature of leadership makes me absent from work.					
3	Disappointing feedback from my immediate supervisor for minor mistakes discouraged me to come to office.					

1.3.3 Working environment.

NO	Statements	Rating Scales				
		1	2	3	4	5
1	Lack of proper facilities or work tools like: PC, tables, chairs, necessary system privileges discourages me to come to office.					
2	Lack of good quality employee services like: lounge/cafeteria forced me to go out of office.					
3	Harassment from co-workers or immediate supervisors discouraged me to come to office.					
4	Lack of co-worker or supervisor support makes me absent from work.					

1.3.4 Disengagement.

NO	Statements	Rating Scales				
		1	2	3	4	5
1	Lack of encouragement to participate in rising new ideas makes me absent to work					
2	Feeling of underutilization and unfair treatment makes me absent from work.					
3	Lack of appreciation for my best performances makes me absent from work					
4	Lack of performance based incentives and bonus makes me absent from work.					

1.3.5 Opportunities for Promotion.

NO	Statements	Rating scale				
		1	2	3	4	5
1	Absence of performance based promotional opportunities discouraged me to come to office.					
2	Absence of clear career path or progression makes me absent from work.					
3	Biased qualification requirements for new vacant posts discourage me to come to office.					

PART: III

Any additional information, suggestion or recommendation you would like to share?

_____

_____

_____

THANK YOU FOR YOUR TIME AND COOPERATION

INTERVIEW QUESTIONS

St. Mary's university

School of Graduate Studies

Masters of Business Administration

Interview Questions: To ethio telecom Directors, and Reporting section manager on identifying reasons of employee absenteeism and types of leaves at the company.

1. Does ethio telecom has clear absenteeism policies and procedures to be followed? If yes, are those policies and procedures applied strictly?

2. Is there any responsible team or section dedicated to manage employee attendance? If yes, dose the team strictly follow the attendance of employees?

3. Does the company has a target rate or acceptable level of absenteeism per day? If yes, dose the target rate applied strictly?

4. Does the company provide a medical service for employees?

5. On what issues employees complain observed frequently related to their work?

6. Does the company provide employee services like; cafeteria? If yes, how does the company manage the operation and quality

7. Is there any way the company encourage employees to participate in rising new ideas?

8. How the company manage bones and incentives implementation?

9. How the company does performed promotional activities?

10. Other information not addressed you would like to share?

DECLARATION

I Juhar Mengistu, hereby declare that, the work entitled "Reasons of employees' absenteeism and types of leaves: the case of ethio telecom" is my own work and that all resources of materials used for the study have been acknowledged. I have prepared it under the guidance and suggestion of my research advisor Shoa Jemal (Asst. Prof). All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

_____

Juhar Mengistu   Signature

St Mary University, Addis Ababa, Ethiopia   January 2020