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**SOCIO-ECONOMIC AND DEMOGRAPHIC VARIABLES AS PERCEIVED FACTORS CONTRIBUTING  
TO ABSENTEEISM AND TARDINESS AMONG LOCAL GOVERNMENT  
EMPLOYEES IN EKITI STATE, NIGERIA**

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**SOCIO-ECONOMIC AND DEMOGRAPHIC VARIABLES AS PERCEIVED FACTORS  
CONTRIBUTING TO ABSENTEEISM AND TARDINESS AMONG LOCAL  
GOVERNMENT EMPLOYEES IN EKITI STATE, NIGERIA**

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**Abstract**

Every organization and institution expect their employees to be regular and punctual to work to meet the needs of their organizations and accomplish the organizations vision statement. The study investigated the extent to which socio-economic variables and demographic variables can affect absenteeism and tardiness among the local government employees in Ekiti state, Nigeria. A descriptive survey design was used for the study. The population of the study comprised all local government employees in Ekiti state. Four hundred and fifty (450) respondents were sampled using simple random sampling technique. The study was guided by three (3) research questions and three hypotheses. A 15 – item questionnaire was used to collect data for the study. The instrument was validated by three experts. Cronbach’s alpha technique was used to establish reliability before administering the instrument to the respondents. A reliability co-efficient of 0.82 was obtained. The data collected was analyzed using mean score for the research questions and t-test was used for the hypotheses. The findings among others, was that training and development programmes are tool for correcting local government employee’s absenteeism and tardiness. The study concludes with some far-reaching recommendations as a way forward.

**Introduction**

Punctuality and regularity are an ingredient and essential function of employees. Every organization and institution expect their employees to be regular and punctual to work to meet the needs of their organization and accomplish the organization vision statement. Time, people say, is money and punctuality they say is the soul of business. Amongst other components of any organization or institution, human beings are the most difficult to manage because they are social being and cannot be subjected to any test or experiment, hence human behaviour are not predictable.

The Code of Conduct for public officers as spelt out in the 1999 constitution established and ensured a high standard of morality in the conduct of government business. The Civil Service Rules specified that the actions and behaviour of public officers to work must conform to the highest standards of public morality and accountability. For the past many decades, Nigeria government has recorded and experienced unethical behaviour from public civil servants. A clear example is the local government system. This sad experience took a mounting turn till date. Ikesiani, Clark and Ezeh (2009) observed the employees of the Nigerian local government system are believed to have poor work ethics with some reasons which range from economic, sociological, managerial, and technological factors. Absenteeism and tardiness are products of combinations of economic, sociological, and attitudinal factors which invariably reflect in workers' performances and efficiencies. Similarly, absenteeism and tardiness interrupt organizational work and place extra burden on those employees who have right attitude to work. Local government system in Nigeria can be described to be as old as colonial administration. A thorough diagnosis of local government system will showcase a sector riddled with high rate of absenteeism and tardiness.

Nigerian local government system is saddled with a lot of unethical behaviour which if not taken care of can lead to a total breakdown of the system in Nigeria. The Code of Conduct Bureau and Tribunal Act of the Civil Service Rules and Financial Regulations have set ethical standard in the Nigerian public service to include discrimination, discipline, loyalty, honesty and transparency, accountability, courage, courtesy, cooperation, and facts. Despite all measures put in place to arrest the ugly trend, it seems it has defied all approaches towards tackling the problem of unethical behaviour. Such unethical behaviour ranges from irregularity to absenteeism and abandonment of duty. It will not be an overstatement to say that if there is any issue which bothers, burdens and often debated among Nigerians today is the issue of nonchalant attitude of local government employees to work. The rate of irregularity, absenteeism and misconduct among local government employees is high.

One of the essential attributes of human capital as labour in an organization or institution is ethical and orderly behaviour. When labour is hired, the next important thing to do is to maintain and utilize it as adequately as possible to achieve the organization or institution set goals and objectives. Employees as organizational asset are expected to lay the foundation for further performance and if this foundation is well laid by both employers and employees, there are likely to be improvement in all other resources (i.e., assets) of the organization. Okebiorun and Ige (2018) pointed out that it is a proven fact that employees determine the life and destiny of any business or organization. This is because no matter how good an organizational policy, programmes, goals, objectives, and vision statement are such will be executed by the employees. Every organization expects their employees to come to work on time and to understand that being punctual and reliable is important to the employment relationship. Organizations rely heavily on their employees to run the organization efficiently and effectively. As a matter of fact, discipline is the hallmark of a responsible civil servant.

The public sector workers in Nigeria record higher absenteeism and tardiness more than private sector. This might be because of bureaucracies and because less punitive measures are taken against public servants when they erred than their counterparts in private sector. Torrington, Hall, and Taylor (2008), quoting CIPD (2006) found that absenteeism was high in food and drink sector and in local government; however, Non-Governmental Organizations (NGOs), media and the leisure sector had lower absence rate. In the same vein, Ogunna (2007) lamented that the work ethics of the Nigerian workers is among the lowest in the world today. According to him, these negative attitudes to work among the employees of the Nigerian local government system are manifested in various ways such as:

1. There is widespread of lateness to duty;
2. There is high rate of corruption among local government employees in Nigeria;
3. Absenteeism and abandonment of one's duty;
4. Indiscipline among local government officials; and
5. Lack of dedication to duty among local government staff in Nigeria.

## **Statement of the Problem**

Absenteeism and tardiness are perennial problems which seem to become a social moral issue in government institutions and most in particular among local government employees in Nigeria. What is of concern is that the spread of the indiscipline has given rise to various impressions of inefficiency, unskillfulness, incompetency, and unfaithfulness to Nigeria as a whole and to the government as employers of labour. The excessive non-attendance or habitual late coming of local government employees speak volumes about their nonchalant attitude and lack of commitment to their jobs and organizations that employed them. Some of the excuses given by these employees range

from poor income, job stereotyping, stress, lack of motivation, and the job itself (occupation). Are these really the causes of absenteeism and tardiness among the local government employees? This is the concern of this study, and this is what the study would provide answer for.

## **Purpose of the Study**

The purpose of this study is to investigate the socio-economic and demographic variables as perceived factors contributing to absenteeism and tardiness of local government employees in Ekiti State, Nigeria. Specifically, the study seeks to examine:

1. The role of training and manpower development programmes in correcting or reducing absenteeism and tardiness among local government employees in Ekiti State;
2. The socio-economic variables such as income, education, and occupation, as a contributing factor to absenteeism and tardiness among local government employees in Ekiti state, Nigeria; and
3. The demographic variables such as age, sex, level of education, years of experience as a contributing factor to absenteeism and tardiness among local government employees in Ekiti State, Nigeria.

## **Research Questions**

The study was guided by the following research questions:

1. To what extent will training and manpower development programmes correct or reduce absenteeism and tardiness among the local government employees in Ekiti State, Nigeria?
2. To what extent will socio-economic variables such as income, level of education and occupation contribute to absenteeism and tardiness among the local government employees in Ekiti State, Nigeria?
3. How will demographic variables such as age, sex, years of experience etc. be a contributing factor to absenteeism and tardiness among the local government employees in Ekiti State, Nigeria?

## **Research Hypotheses**

The study was guided by the following null hypotheses.

- H0<sub>1</sub>: Training and development programmes will not have significant influence in correcting absenteeism and tardiness among local government employees in Ekiti State, Nigeria.
- H0<sub>2</sub>: Socio-economic variables such as income, education and occupation have no significant relationship with absenteeism and tardiness among local government employees in Ekiti State, Nigeria
- H0<sub>3</sub>: There is no significant relationship between demographic variables such as age, sex, years of experience and absenteeism and tardiness among local government employees in Ekiti State, Nigeria

## **Literature Review**

### **Concept of Absenteeism and Tardiness**

Absenteeism and tardiness are a big challenge to private and public organizations. When employees are chronically absent and tardy, the behaviour does not only affect the employee but also the organization negatively in terms of providing organizations services and delivery effectively. Absenteeism is an employee's intentional or habitual absence from work. It can simply be defined as a failure to appear for work or any duty. In a new and refreshing look at the absenteeism literature, Cascio and Boudreau (2010) went a step further to define absenteeism as the failure to report for work as scheduled, regardless of the reason. Tiwari (2014) sees absenteeism as an absence of workers from the regular work without prior permission. Net, Van, Dyk, Haasbroek, Schultz, Sono and Wemer (2004) defined absenteeism as withdrawal behaviour when it is used as a means to escape an undesirable working environment. This definition was further elaborated upon by introducing the element of motivational levels. In particular, the minimum level of motivation involves doing less than required, the expected level of motivation involves doing just what is required, and the maximum level of motivation involves doing more than necessary. Net et al (2004) explained that when an employee is functioning at the minimum or maximum level, it may be a cause of absenteeism.

Singh, Chetty and Kanodia (2016) identified personal factors such as illness, age, level of education, tenure (length of service) and substance abuse. Langenhold (2011) asserts that employees with tertiary qualifications, or at least

secondary level education, have less chance of being absent than employees with a lower level of education. In the same vein, Cristofoli, Turrini and Valotti (2011) argued that educated employees are more involved in their jobs and experience more job satisfaction. However, Lam, Zhang, and Baum (2001) state that employees with higher education are more likely to experience job dissatisfaction, as they have higher expectations of salaries, incentives, and recognition (Netshidzatti, 2012).

On age, Cohen, and Golan (2007) state that age is one of the most studied demographic factors relating to absenteeism. It has been found that young employees tend to take short periods of sick leave when compared to those periods of sick leave taken by older employees. This can be because older employees are usually in responsible positions, have greater work ethic, and are more committed to their work. They, therefore, are less likely to be absent. Younger employees have greater family responsibilities and therefore, may be absent from work more often. Older employees tend to have higher levels of commitment to their organizations and identify with their organizations to a greater extent than younger employees. Older employees also have more favorable attitudes towards their jobs. Furthermore, older employees also tend to have better attitudes towards co-employees in the workplace and are less likely to engage in conflict.

Tenure (length of service) is another demographic factor to the rate of employee absenteeism. Josias (2005) states that longer periods of service with an organization may result in less absenteeism as the loyalty of employees to an organization may strengthen over time. In addition to this, monotony of work, boredom, emotional problems and burnout can lead to diminishing returns of work, and this can enhance absenteeism.

Nakpodia and Daflagher (2011) defined tardiness as the situation where an individual arrives after the proper scheduled or usual time. Lauby (2009) puts tardiness as a term used to describe people not showing up on time. Breeze, Woosh, Bat and Fine (2010) contributed by saying that tardiness is synonymous with lateness which implies being slow to act or slow to respond, thus not meeting up with proper or usual timing. It is obvious therefore, based on the above definitions that tardiness is constantly coming late to work. The issue of tardiness and absenteeism is a difficult issue for both employers and employees. Absenteeism is a function of tardiness. The probability that the employees who are perpetually coming late to work will equally engage in absenteeism is very high.

There are so many causes of tardiness among employees in Nigeria. Causes include transportation problem, distance location to work, going late to bed, waking up late, social-networking and film-watching late.

According to Armstrong (2006), the causes of absenteeism could be broadly attributed to three factors namely: situational factors which include the nature of the job itself, is the job repetitive and boring or interesting and challenging enough. Secondly, personal factors; these are the worth of an employee, his or her personality, age and sense. This may contribute to employee absence and thirdly, attendance factors, which include the sort of incentives allocated to rewarding good employee behaviour like regular attendance as well as sickness policies.

In the same vein, Mehmet, Timothy, and Steve (2018) identified the following as causes of absenteeism:

- Illness and injury.
- Burnout: work-related stress, low morale, and disengagement.
- Depression, bullying and harassment.
- Maternity leave and childcare.
- Elder care
- Employee turnover; and
- Job hunting.

One of the disadvantages of workers' absenteeism according to Armstrong (2006) is that absenteeism is costly and disrupts management plans and decision. Managers are usually provided with a specification task with limited timeframe within which to report back to their superiors for assessment. Thus, an unplanned absence may significantly affect manager's flexibility time and the speed at which the work and for that reason, may cause irritation for management (Essays, 2018)

In addition, an employee's sudden absence and irregularity may stir up negative feelings among his fellow work – colleagues and this can lead to the development of hatred and resentment among colleagues which may not be healthy for any organization and most in particular in public sectors. Absenteeism and tardiness are not only detrimental to an

employee's career but to the organization bottom line as well. On the other hand, widespread absenteeism could be an indication of managerial issues such as low employee morale or a toxic work environment. Regardless of the cause, there is no doubt that the effects of absenteeism in local government are resoundingly negative.

This study is hinged on Abraham Maslow's Theory of Hierarchy of Needs and Social Control Theory. In Maslow's theory of needs, man is an insatiably need-driven animal who is always seeking for the fulfillment of his or her present need but in a successive order of prominence (Croft, Norton, 2005). Ultimately, Maslow's needs theory sheds light on employees' behaviour in the sense that it categorically emphasized studying and listening to the workforces to avoid being 'out of touch' and concluding that what motivates Mr. A will not motivate Mr. B as it were and even more importantly, the theory advises a full analog of an employee before concluding on sort of incentives that will induce a desired behaviour.

Social control theory does not attempt to explain why individuals are engaged in criminal acts but rather why individuals choose to obey conventional norms. The attachment an individual holds to persons, groups or institutions which support conventional values and norms is of central interest. If this attachment is fragile, the risk of deviant behaviour is greater. According to Hirschi's social bond theory (1969), the strength of this attachment depends on four factors namely:

- a. The emotional attachment to meaningful persons such as family members, teachers, and peers.
- b. The commitment to conventional goals.
- c. The involvement in conventional activities and
- d. The extent of belief in social rules.

With the formation of knowledge society, training and development programmes has been identified as a strategic tool for competitive positioning, regularity, and punctuality of employees at work. Training and manpower development programme is a strategic function of human capital development which focuses on developing employees' skills and competencies to overcome daily job routine and short-term problems. Kamal and Normah (2012) argued inadequate denial of workers participation in training and development programmes might lead employees to develop poor attitude and perceptions that are against the overall goals and objectives of the organization. Training and manpower development is a continuous process of acquiring specific skill, talent, and knowledge of an employee to achieve the predetermined goal and objectives (Kearney, 2010). Okebiorun (2016), and Salau, Falola and Akinbode (2014) indicated that there are various methods, systems, and avenues to impart training and development programmes to employees. These are divided into two namely: on the job training and off the job training which could be sub divided into role plays, case studies, simulation exercises, demonstrations or learning by seeing, apprenticeship, classroom, T-group, conference method, seminars, and team discussion.

Local government employee's absenteeism and tardiness can be curbed by tackling stress, job stereotyping, lateness, burnout, depression, job hunting and employees' turnover by way of providing training and manpower development programmes to supervisors, managers, management, and leadership of local government with the aim of inculcating and developing right skills, values, abilities and to improve knowledge and change attitudes into the employees. Furthermore, boredom which was usually created because of job stereotyping can be prevented from inducing absenteeism and tardiness by making job interesting and challenging like providing job enrichment, job enlargement and the empowerments of local government employees. No employee in today's world of work can be committed and competent on the job until they acquire and develop knowledge and skills for modern jobs.

Okebiorun (2014) explained there are many forms of training, but the types of training to be provided for employees in an organization depends on the needs of the employees and the benefits the organization will derive from such training. Okebiorun (2014) classified training and development programmes into three namely: on-the-job, off-the-job and management development programmes. The methods or techniques of training and development to be used are functions of convenience and the organization policy. To curb or reduce employees' absenteeism and tardiness in the local government and public organizations, techniques such as job rotation, coaching, instructional guidance, and off-the-job training techniques such as simulation (vestibule training), role playing, conferences, in-service training, committed work, discussion group and varied work experience techniques such as job rotation, job enrichment and job enlargement. Ability of the local government employees to continue learning is a prerequisite to reducing absenteeism and tardiness.

The successful and prosperous future of any organization or institution depends upon the skills, knowledge abilities

and competencies of the organization or institution. This is possible depending on the extent of training and development received by employees. Training and development will not only improve the local government employees' resourcefulness, but also will give them chance to learn their ethical and orderly behaviour needed in their job and to perform their specific job more competently. Employees training and development has been identified as a vital instrument that can enhance employees' regularity and punctuality in a place of work.

### **Methodology**

The descriptive survey design was adopted for the study. The design was adopted because survey research tries to identify variables that exist in each situation and describe the relationship among the variables, as well as identify the factors that exist among them.

### **Population of the Study**

The population of this study consists of 16 local governments with 18,200 employees in Ekiti State as at the time of the study.

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

The local governments selected for the study were sampled using purposive random sampling techniques. Three local governments out of 16 in Ekiti State were randomly sampled to give a fair representation of the local government. The local governments selected with their staff strengths are Ido/Osi (1,011 (121)), Ikere (1,200 (147)), and Ise/Orun (850 (102)). In each local government a minimum of 12% employees were purposively selected, thus, 370 employees formed the sample size comprises of 187 male and 183 female.

### **Instrument for Data Collection**

The instrument for data collection was a well-structured questionnaire developed by the researcher titled "Socio-economic and Demographic Variables contributing to Absenteeism and Tardiness Questionnaire (SEDEVATQ)". The questionnaire was divided into two sections: "A" and "B". Section "A" elicited information on demographic and socio-economic variables of the study and Section "B" contains 20 items of research questions. 385 copies of the questionnaires were administered, and 370 (96%) copies were retrieved and analyzed and used for the sample size in this study.

### **Validity and Reliability of the Instrument**

The instrument was validated by experts in the field of Adult Education and in Measurement and Evaluation from Faculty of Education, University of Lagos. The instrument was critically looked at and corrected. Based on the corrections made by the experts, additions and subtractions were affected before the final draft of the instrument. To ascertain the internal consistency of the instrument, the researcher adopted a test-retest reliability technique. One hundred and twenty (120) copies of the questionnaire were administered to employees at Irepodun/Ifelodun Local Government which did not form part of the sample size on two occasions within two weeks. The two sets of responses were collated and correlated using Pearson's Product Moment Correlation Coefficient that yielded 0.77.

### **Method of Data Analysis**

Descriptive and inferential statistics of mean, standard deviation, ANOVA and Pearson Moment of correlation were used to analyze the research questions and hypotheses respectively at 0.05 level of significance.

## Results

The results of the study are presented as follows.

### Research Questions

1. To what extent will training and manpower development correct or reduce absenteeism and tardiness in Ekiti State local government?

Table 1: Descriptive Statistics on the Extent at Which Training and Manpower Development Correct or Reduce Absenteeism and Tardiness in Ekiti State Local Government

Variable	N	Minimum	Maximum	Mean	Std. Dev.	Std. Err
<b>Training and Manpower Development</b>	370	10.00	40.00	35.97	2.99	7.89
Valid N (listwise)	370					

Table 1 shows that the estimated mean is  $(10+40)/2 = 25.00$  and the calculated mean is 35.9731. The calculated mean is greater than the estimated mean. This implies that the extent at which training, and manpower development correct or reduce absenteeism and tardiness in Ekiti State local government is high.

2. To what extent will socio-economic variables such as income, level of education and occupation contribute to absenteeism and tardiness among employees in Ekiti State local government?

Table 2: Descriptive Statistics on the Extent at Which Socio-Economic Variables Such as Income, Level of Education and Occupation Contribute to Absenteeism and Tardiness among Employees in Ekiti State Local Government

Variable	N	Minimum	Maximum	Mean	Std. Dev	Std. Error
<b>Socio-Economic Variables</b>	370	10.00	40.00	33.56	1.98	6.68
Valid N (listwise)	370					

Table 2 shows that the estimated mean is  $(10+40)/2 = 25.00$  and the calculated mean is 33.9731 the calculated mean is greater than the estimated mean. This implies that the extent at which socio-economic variables such as income, level of education and occupation will contribute to absenteeism and tardiness among the local government employees is high.



3. How will demographic variables such as age, sex, years of experience etc. be a contributing factor to absenteeism and tardiness among the local government employees in Ekiti State?

Table 3: Contributions of variables such as age, sex, years of experience

Variable(s)	Dimensions	N	Mean Statistics	Standard Deviation
Age	20-30	75	15.4526	.72861
	31-40	104	10.3547	.78363
	41-50	125	11.5436	.53762
	51-60	66	16.0021	.03672
Gender	Male	187	25.3567	.91935
	Female	183	29.3687	.96831
Years of Experience	1-10	82	19.5376	1.02561
	11-20	166	19.8992	1.93631
	21-30	49	25.5637	1.56352
	31 &above	73	30.3682	1.93632
Level of Income	High	225	37.3573	.36836
	Low	145	28.3673	.30001
Education Qualification	O, Level	77	29.3573	.78271
	NCE/OND	32	25.5375	.83783
	HND/B,SC/B.A/B.ED	211	29.6736	.78367
	Master's Degree	38	30.7836	.67351
	Others (specify)	12	33.6268	1.26728
Marital Status	Married	212	35.3573	1.89272
	Separated	16	25.5376	.90928
	Widowed	8	22.4358	.56735
	Single	134	26.4365	.12426

Table 3 shows that variables such as age, sex, years of experience etc. contributes to absenteeism and tardiness among the local government employees in Ekiti State.

### Research Hypotheses

The study was guided by the following null hypotheses.

H0<sub>1</sub>: Training and development programmes will not have significant influence in correcting absenteeism and tardiness among local government employees in Ekiti State.

Table 4: ANOVA Statistics on the Training and Development Programme and Absenteeism and Tardiness

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.772	2	10.386	66.256	.007 <sup>b</sup>
	Residual	1609.353	367	51.419		
	Total	1612.125	369			

a. Dependent Variable: Absenteeism and Tardiness

b. Predictor: (Constant), Training and Development Programmes

Table 4 shows that the F – value is 66.256 which is significant at P<0.05 level of significance. This implies that training and development programmes have significant influence in correcting absenteeism and tardiness among local government employees in Ekiti State. Thus, reject the null hypothesis.

H0<sub>2</sub>: Socio-economic variables such as income, education and occupation have no significant relationship with absenteeism and tardiness among local government employees in Ekiti State.

Table 5: Pearson Product Moment Correlation Statistics on Socio-economic and Absenteeism and Tardiness

		Socio-economic Variables	Absenteeism and Tardiness
Socio-economic Variables	Pearson Correlation	1	.876
	Sig. (2-tailed)		.001
	N	370	370
Absenteeism and Tardiness	Pearson Correlation	.876	1
	Sig. (2-tailed)	.001	
	N	370	370

Table 5 shows that the Pearson Product Moment Correlation value between socio-economic and absenteeism and tardiness is 0.876 which is significant at 0.05 level of significance. This implies that socio-economic variables such as income, education and occupation have significant relationship with absenteeism and tardiness among local government employees in Ekiti State. Thus, reject the null hypothesis Ho<sub>2</sub>.

H0<sub>3</sub>: There is no significant relationship between demographic variables such as age, sex, years of experience and absenteeism and tardiness among local government employees in Ekiti State.

Table 6: Pearson Product Moment Correlation Statistics on Socio-economic and Absenteeism and Tardiness

		Demographic Variables	Absenteeism and Tardiness
Demographic Variables	Pearson Correlation	1	.764
	Sig. (2-tailed)		.000
	N	370	370
Absenteeism and Tardiness	Pearson Correlation	.764	1
	Sig. (2-tailed)	.000	
	N	370	370

Table 6 shows that the Pearson Product Moment Correlation value between demographic variables and absenteeism and tardiness is 0.764 which is significant at 0.05 level of significance. This implies that there is significant relationship between demographic variables such as age, sex, years of experience and absenteeism and tardiness among local government employees in Ekiti State. Thus, reject the null hypothesis Ho<sub>3</sub>. Table 3 shows the mean and standard deviation of the demographic variables.

## Discussion

Absenteeism and tardiness will continue to draw attention among researchers because of its negative impact not only on the organization but on employers and individuals as well. Hence, factors that affect absenteeism and tardiness will always be researched into. The study found out that training and development programmes have significant influence in correcting absenteeism and tardiness among local government employees in Ekiti State. This result points to the fact that training and development programmes are strategic tools for regularity and punctuality of employees at work. This result corroborates the findings by Kamal and Normah (2012) that inadequate denial of workers to participate in training and development programmes might lead employees to develop poor attitude and perceptions that are against the overall goals and objectives of the organization. The study further found a positive relationship between socio-economic variables such as income, level of education and occupation and absenteeism and tardiness among the local government employees. The findings demonstrates that socio-economic variables are powerful tools for curbing and

reducing absenteeism and tardiness among employees in Nigeria. The outcome of this study is in line with the findings of Ikesiani, Clark and Ezeh (2009) that the employees of the Nigerian local government system are believed to have poor work ethics due to some reasons ranging from socio-economic to technological factors.

Another finding of this study showed that demographic variables such as age, sex, years of experience and absenteeism and tardiness are positively related. The result is in line with Cohen and Golan (2007) that demographic variables are the most factor responsible for absenteeism and lateness to work. This negates the report of Woosh, Bat and Fine (2010) that transportation and social networking are the major causes of absenteeism and tardiness in Nigeria.

## Conclusion

Regardless of the causes of absenteeism and tardiness, there is no doubt that the impact on work and organization is much. Absenteeism and tardiness are not only detrimental to local government alone but also to the career of individuals that engages in it, his counterparts in workplace and to the local government clients. This study therefore concludes that there is a need for all stakeholders to put their hands on deck and fight absenteeism and tardiness to a conclusive end before it breeds unprecedented events in the local government authorities.

## Recommendations

Based on the outcome of the study, it is recommended that:

1. The three tiers of government (federal, state, and local government) should develop guidelines for the formulation of effective attendance policies in all government ministries and most in particular in local government authorities. This will go a long way in reducing and curbing absenteeism and tardiness among public servants.
2. The local government administration in Nigeria should come out with strict punitive policies or measures against habitual lateness, irregularities at work, absenteeism, and tardiness while employees with high record of attendance should be motivated and rewarded openly.
3. Punctuality and regularity should also be rewarded. This will serve as a motivation to reward employees who are on time and regularly show up for work. The reward can be in form of fringe benefits, incentives such as awards, certificates, thirteenth month salary (i.e., a month salary bonus in December of every year), provision of training and development programmes such as attending conferences and workshops.

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