

Absentecism of Upazila Level Public Officers in Bangladesh
A study of six Upazilas in six Divisions

Dissertation

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Submitted To

The Center for Governance Studies, University of BRAC
Dhaka. Bangladesh.

Submitted for fulfilling the requirement
Of

MA in Governance and Development
Under

Centre for Governance Studies

BRAC UNIVERSITY

September 14, 2006

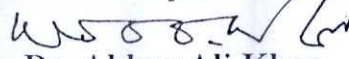
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Preface

This paper is based on an intensive and empirical survey in six different divisions and the secondary data from the Cabinet Division. It is a part of MA in Governance and Development course under BRAC University. This course provides the researcher a great opportunity to visit some upazilas, talk to the officers, local elites and members of the family of the upazila level officers and identify the obstacles that promote absenteeism among upazila level officers. This is an attempt to explore present state of absenteeism at the upazila level and find out the causes that deprive the stakeholders of their services and suggest remedies.

According to the Service Rules and other rules of the government public servants are bound to be present in his/her workplace timely and regularly and he/she has to serve 24 hours as directed by the government. At upazila level they have staff quarters. But in most cases they stay out of their workplace resulting a wide spread late attendance and absenteeism.

Though the researcher had been closely associated with upazila administration as UNO (Upazila Nirbahi Officer) for four years (1994-1998) he is now detached from that area. He will be gratified if further research is undertaken on this topic. Attempts have been made to eliminate the personal biases of the author. This is why, only these upazilas were selected for study which was not visited by him earlier.

He has also collected secondary information from the Cabinet Division of the government of Bangladesh.

This is the first systematic analysis of absenteeism in Bangladesh. This is why; there are many gaps in the study.

14 September 2006,
BRAC University, Dhaka.

Acknowledgement

The researcher takes the opportunity to express his deepest sense of respect and esteemed gratitude to Dr. Akbar Ali Khan, a legendary figure and former Cabinet Secretary to the Government of the Peoples' Republic of Bangladesh and presently the Director, Center for Governance Studies, University of BRAC for his significant contribution to the MA in Governance and Development course as a whole and particularly for his assistance to the preparation of this paper. He also has provided valuable suggestions as a guide at various stages of the study.

The researcher is particularly grateful to Dr. M Motiur Rahaman for his unstinting support throughout the course. The researcher would like to express his gratitude to him for the interest he has taken for successful completion of the study.

The researcher's heartfelt thanks go to AKM Abdul Awal Majumder, Joint Secretary, Cabinet Division, Mr. Md. Serajul Haq Khan, Director, BPATC, Saver, Dhaka, Mr. Atuar Rahaman, Deputy secretary, Cabinet Division, Mrs. Neelima Akhter, Senior Assistant Secretary, Cabinet Division and Mr. Monir Hossain, UNO, Companigonj, Noakhali for their wholehearted cooperation during the collection of secondary data.

The researcher expresses his sincere thanks and gratitude to Mir Ahamed, Deputy Commissioner, Feni, Mr. Nayamut Ullah Bhuiyan, Deputy Commissioner, Magura for their cooperation in primary data collection. Again his sincere thanks and gratitude are due to Mr. Ismail UNO, Daganbhuiyan, Mr. Jafar UNO, Madhabpur, Mr. Monjor, UNO, Amtoli, Mr. Md. Asraf Hossain, UNO, Sonatala, Mr. Abdus Satter, UNO, Sreepur and Mr. AKM Tariqul Islam, UNO, Madhukhali for helping him during the collection of primary data.

Finally, grateful thanks are indeed due to all the participants of the MA in Governance and Development course (2005-06) of the University of BRAC.

14 September 2006

BRAC University, Dhaka.

Abstract

Absenteeism is the fact of being frequently away from work or a habitual pattern of absence from a duty or obligation. It is not merely a disciplinary issue stemming from the delinquency of public servants. The problem of absenteeism in the international context is viewed as a sociological problem and also a problem of providing right type of incentives for public employees. It is a major issue in the delivery of services in the rural areas. The government of Bangladesh enacted many rules and regulations to reduce absenteeism, but no significant change has so far taken place in this regard. This paper seeks to determine the magnitude of absenteeism and explain the underlying causes and remedies for this problem. It is based on field data collected directly from a survey in six upazilas in six divisions.

There are three distinct schools of thought on the causes of absenteeism. One school views absenteeism as effect of absence of adequate facilities at the workplace, the second school attributes absenteeism to urban bias. The third school is of view that absenteeism is the outcome of weak administration.

The aims of this study are to measure absenteeism and to find out the causes of absenteeism at the upazila level. The objectives are- to calculate the percentage of absenteeism, compare it with international standard and examine the collected data in respect of different thoughts of absenteeism and find out the reasons of the absenteeism of the upazila level officers and to provide some recommendations to combat absenteeism at that level.

The rate of absenteeism at the upazila level in Bangladesh is about 22 percent whether the international standard of normal absenteeism is about 4 percent. Empirical analysis of this study does not support the hypothesis that the officers do not stay in rural areas owing to lack of adequate facilities. The absenteeism at upazila level officials in Bangladesh cannot be explained by urban bias. The study also indicates that attendance of locally recruited staff is not better than those of highly educated staff recruited from outside.

This study suggests that the main reason for high absenteeism in Bangladesh is weak administration. The rate of absenteeism of NGOs at upazila level is 09 percent compared to 22 percent for the public employees. Attendance is much better in NGOs who follow 'hire and fire' policy.

To create an attendance culture proper monitoring system, rewards for good attendance and punishment for the absentee employee is necessary. It may be ensured by reviewing the attendance register timely and regularly, sudden inspection of lower level office and local monitoring system with the power to take disciplinary action against absenteeism at local level. An efficient delivery of service at local level must start with the regular attendance of its employees.

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List of abbreviations

A/C (Land)	Asstt. Commissioner (Land)
ADC (Rev)	Additional Deputy Commissioner (Revenue)
BADC	Bangladesh Rural Development Corporation
BBS	Bangladesh Bureau of Statistics
CD	Cabinet Division
CHT	Chittagong Hill Tracts
CL	Causal Leave
DC	Deputy Commissioner
DP	Departmental Proceeding
EL	Earned Leave
GDP	Gross Domestic Product
LD Tax	Land Development Tax
NGO	Non Government Organization
OC	Officer in Charge (PS)
PEP	Resident Engineer (power)
PIO	Project Implementation Officer
PS	Police Station
PSC	Public Service Commission
RMO	Resident Medical Officer
SAE-BADC	Sub Asstt. Engineer (BADC)
SAEEd	Sub Asstt. Engineer (Education)
SAEPH	Sub Asstt. Engineer (Public Health)

SP	Superintendent of Police
SR	Sub Registrar
TNO	Thana Nirbahi Officer
UAO	Upazila Accounts Officer
UAO	Upazila Agriculture Officer
UARDO	Upazila Assistant Rural Development Officer
UCO	Upazila Cooperative Officer
UE	Upazila Engineer
UEO	Upazila Education Officer
UFC	Upazila Food Controller
UFO	Upazila Fisheries Officer
UFPO	Upazila Family Planning Officer
UHFPO	Upazila Health and Family Planning Officer
ULO	Upazila Livestock Officer
UM	Upazila Magistrate
UNO	Upazila Nirbahi Officer
UPSFS	Upazila Project Officer (Female Stipend)
URDO	Upazila Rural Development Officer
USA	United States of America
USO	Upazila Statistics Officer
USWO	Upazila Social Welfare Officer
UYO	Upazila Youths Officer
VDP	Village Defense Party

Chapter-I

Introduction

Of late, absenteeism of public servants in their workplace has attracted the attention of social scientists. It is not merely a disciplinary issue stemming from the delinquency of public servants. It is a major issue in the delivery of services in the rural areas. According to one study (Chaudhury et al. 2004, p. 92) averaging across the countries like Bangladesh, Ecuador, India, Indonesia, Peru and Uganda the absenteeism rate is 19% among the teacher and 35 % among the health workers. In Bangladesh the rate is 16% for the teacher and 35% for the health workers. Absenteeism at such a rate among employees usually develops serious administrative problems. It also has a negative impact on socio-economic development of the country.

There are three different schools of thought about the causes of absenteeism. First, it is viewed as an effect of lack of adequate facilities at the workplace. For example, an employee tries to avoid posting to a place where there is no suitable residential or office accommodation. Sometimes, the employee tries to avoid posting to a place which is politically unstable such as, Chittagong Hill Tracts (CHT).

Second, it is considered as a product of urban bias. The employees are usually recruited on merit basis through competitive examinations. Most of the successful candidates are graduates from educational institutions in urban areas where they develop a taste for urban life. Such employees try to avoid rural posting even if housing and other facilities are provided.

Third absenteeism is considered as the outcome of lax administration. It is argued that the employees should be forced to comply with their legal responsibilities.

It is, however, difficult to collect data on absenteeism. As a result, the issue of absenteeism in public service has been neglected by social scientists in Bangladesh. This

paper seeks to determine the magnitude and explain the underlying causes and remedies for this problem. It is based on field data collected directly for the study of six upazilas in six divisions.

1.1 Outline of the paper

This paper comprises of seven chapters. The 1st chapter is introductory. It provides outline of the paper, background and aims and objectives of the study. Chapter II deals with operational definitions and legal provisions regarding absenteeism in public sector in Bangladesh. Chapter III reviews existing literature on the subject. Chapter IV explains the methodology of this study. Chapter-V describes some case studies on absenteeism. Chapter-VI analyzes and interprets data on absenteeism collected from different sources. Chapter-VII summarizes the findings and the recommendations of this study.

1.2 Background of the study

There are five tiers of administration in Bangladesh: national, divisional, district, upazila and union. Absenteeism of public servants is extensive in all levels of administration. However, the study focuses exclusively on upazila for the following reasons. First, headquarters of national, divisional and district are located in the urban areas. Absenteeism in urban areas is less than that in rural areas. There are two tiers of administration in rural areas: upazila and union. Secondly, only the minority of staff work at union level. The upazila was selected as the unit of study because it is located in rural areas and a substantial number of government functionaries are performed at this level.

There are about 482 upazilas in Bangladesh. Most of them have good communication links by roads, river ways and railways with the district headquarters except the upazilas of hill districts. Recently the government has declared 31 upazilas as remote upazila (Annex-01). According to one government report (Cabinet Division, 2004) some upazilas of Bangladesh are within 10-15 km from the district towns but Baghaichhori of Rangamati is about 144 km, Alikadam and Naikhangchhori of Bhandarband are about

123 km and 120 km respectively and Monpura upazila of Bhola is about 120 km away from the district headquarters.

The population of about 17 upazilas vary from 5,00,000 to 8,00,000 and in 15 upazilas the size is below 1,00,000. The areas of most of the upazilas are from 200 to 400 sq km. But the area of Charfashion of Bhola district is about 1440 sq km. Bandar upazila of Narayngonj has an area of only 55.84 sq km. About 106 Upazilas are located close to the Indian border and 36 are close to the Bay of Bangal. Most upazilas consist of 6-12 Union Parisads. Every upazila has a Rest House (Dak-Bangalow) except ten. Digital Telephone connects 225 upazilas, while the rest have the analog. All the upazilas are electrified excepting 4 hill upazilas (Cabinet Division, 2004). The infrastructure of the upazila is adequate to run all the local level routine works. The facilities for primary and secondary education are adequate at the upazila level. But the quality of education of the upazila differs from that of the big towns or district/divisional towns or the capital city.

About 29 public offices are working at upazila level. The 'Organization of upazila administration (Manual on Upazila Administration, 1983. Vol-II)' does not mention the updated strength of employee of all the offices at the upazila. A survey in Companigonj Upazila, Noakhali (conducted jointly with Mr. Monir Hossain, UNO, Companigonj Upazila) indicates that the number of officers and staffs in a typical upazila as follows-

Table-01

Strength of employees at the upazila level public office

No.	Office of the	No. of officers		No. of staffs		Total
		Class-I	Class-II	Class-III	Class-IV	
1.	Upazila Nirbahi Officer	01	-	05	09	15
2.	Upazila Magistrate	01	-	02	03	06
3.	Asstt. Commissioner (Land)	01	-	07	06	14

4.	Upazila Agriculture Officer	03	01	04	05	13
5.	Upazila Health Administrator	09	-	19	23	51
6.	Upazila Engineer	01	02	14	02	19
7.	Upazila Livestock Officer	02	01	06	02	11
8.	Upazila Fisheries Officer	01	-	03	01	05
9.	Upazila Education Officer	01	03	03	01	08
10.	Upazila Accounts Officer	01	-	05	01	07
11.	Upazila Family Planning Officer	02	02	05	03	12
12.	Upazila Rural Development Officer	01	03	01	03	08
13.	Sub Registrar	01	-	03	01	05
X 14.	Resident Engineer (power)	-	01	-	01	02
15.	Upazila Election Officer	01	-	01	01	03
16.	Upazila Youths Officer	01	01	09	02	13
17.	Upazila Social Welfare Officer	01	-	05	05	11
18.	Officer in Charge (PS)	-	01	33	-	34
19.	Upazila Statistics Officer	-	01	02	01	04
X 20.	Upazila ARDO (Poverty Reduction)	-	01	02	01	04
21.	Upazila Cooperative Officer	-	01	03	01	05
22.	Upazila Women & Children Affairs Officer	-	01	01	01	03
23.	Project Implementation Officer	-	01	01	-	02
24.	Upazila Ansvar and VDP Officer	-	01	02	-	03

25.	Sub Asstt. Engineer (Public Health)	-	01	05	02	08
X 26.	Sub Asstt. Engineer (Education)	-	01	-	-	01
27.	Upazila Food Controller	01	03	03	01	08
28.	Upazila Project Officer (Female Stipend)	01	01	02	03	07
29.	Sub Asstt. Engineer (BADC)	-	01	01	01	03
Total		30	28	147	80	285

Source-A survey conducted jointly with Mr. Monir Hossain, UNO, Companigonj Upazila, Noakhali

This survey suggests that the number of total government employees in a typical upazila is 285 of which 30 are of class-I, 28 class-II, 147 class-III and 80 are of class-IV.

According to the Manual on Upazila Administration, 1983 (Vol-I) the following functions of the government are performed at the upazila level:

- 1) All the development activities at the upazila level; formulation of upazila level development plans and programs and implementation, monitoring and evaluation thereof.
- 2) Preparation of upazila development plans on the basis of union development plans.
- 3) Giving assistance and encouragement to union parishad in their activities.
- 4) Promotion of health, family planning and family welfare.
- 5) Provision for management of environment.
- 6) Training of chairmen, members and secretaries of union parishad.
- 7) Implementation of government policies and program within the upazila.
- 8) Supervision, control and co-ordination of functions of officers serving in the upazila, except Munsef, Trying Magistrate and Officers engaged in regulatory functions.
- 9) Promotion of socio cultural activities.
- 10) Promotion and encouragement of employment generation activities.
- 11) Such other functions as may be specified by the government from time to time.
- 12) Promotion of extension of co-operative movement in the upazila.

- 13) Assistance to zilla parishad in development activities.
- 14) Planning and execution of all rural public works program.
- 15) Promotion of agricultural activities for maximizing production.
- 16) Promotion of educational and vocational activities.
- 17) Promotion of livestock, fisheries and forest.

1.4 Aims and objectives of the study

The aims of this research are to measure absenteeism and to find out the causes of absenteeism at the upazila level.

The objectives are to-

- ☐ measure the percentage of absenteeism at the upazila level.
- ☐ compare the percentage of absenteeism at the upazila level with international standard as well as other countries.
- ☐ examine the relevance of available data to existing theories of absenteeism.
- ☐ explore the reasons behind absenteeism of the upazila level officers.
- ☐ provide recommendations to combat absenteeism at the upazila level.

Chapter-II

Operational definitions and Legal provisions

Absenteeism- Absenteeism is the fact of being frequently away from work or a habitual pattern of absence from a duty or obligation (Wikipedia, 2006). It is disruptive to the organization, reduces the quality of service and raises operating costs. It may be intentional or unintentional from the legal point of view. It may be classified as follows ('Absenteeism control', 2006)-

1. *Innocent absenteeism-* Absenteeism beyond the control of the employee e.g. sickness, injury etc. It cannot be remedied or treated by disciplinary measures.
2. *Culpable absenteeism-* Absenteeism without authorization for reasons that are within the control of the employee e.g. an employee who is on sick-leave even though he/she is not sick. It can be remedied or curbed by disciplinary measures.

It is often found that absenteeism is high among those employees who do not reside with their families in the place of posting. There is no mandatory rule requiring public servants to reside in the place of posting.

Absenteeism in public service of Bangladesh is very common because leave rules of the government is very liberal. The Government of Bangladesh provides the following facilities of leave to its employee-

1. Public holiday- about 21 days in a year.
2. Weekly holiday- two days in a week and about 104 days in a year.
3. Causal leave (CL) - 20 days in a year.
4. Optional leave- 3 days in a year.
5. Rest and recreation leave- 15 days after every three years. Average 5 days in a year.

So, a government servant can enjoy 153 (21+104+20+3+5=153) days leave in a year without availing of his/her Earned Leave (EL). According to the government's leave rule of Bangladesh (Finance (Audit) Department, 1959), a government servant can earn 11 days of leave with full average pay and 12 days of leave with half average pay in a year. He/she can get medical leave, maternity leave, quarantine leave, education leave and ex-Bangladesh leave at the time when needed. Again, according to the same leave rules a government servant may enjoy maximum 365 days leave at a time and if supported by medical certificate up to 730 days. A government servant ceases to be in government employment after continuous 5 years' of unauthorized absence from duty.

The leave facilities for the government employee of Bangladesh are high in comparison with other countries. An Indian public servant can enjoy only 10 days of leave in a calendar year as casual leave but in Bangladesh it is 20 days.

There are much more public holidays for the government servants of Bangladesh. In 2006 the government has declared 21 public holidays which in some respect is higher in comparison with other countries. The public holidays of some developing and developed countries in 2006 are as follows (Global Sources, 2006), (Hints and Things, 2006)-

Table-02

Public holidays of some countries

Countries	Bangladesh	India	England	Scotland
No. of public holidays	21	13	09	09

Source- Internet (Global Sources, 2006), (Hints and Things, 2006)

Though the government servants of Bangladesh provide liberal leave facilities an executive order of the government ED (reg-61)/leave-14/81-24(5001) dt. 08-04-1982 (Establishment Division, 1982) prevents them from going out of the work place without permission of the authority even in the weekend and public holidays. Here the

government indirectly forces the employees to stay at the workplace in the weekend, in public holiday and during their authorized leave. But this order is not strictly enforced. Obviously 153 days leave and holidays in a year for a government servant in Bangladesh is too liberal. So, for the greater interest of the country leave and holidays should be reduced.

Absenteeism may be reduced by implementing the government policy of punctual attendance and through corrective measures. The procedure for corrective measures for absenteeism is as follows ('Absenteeism control', 2006)-

- a) Initial or verbal warning
- b) Written warning
- c) Suspension
- d) Discharge

In Bangladesh the government rules for punishing an absentee employee are laid down in the Government Servants (Discipline and Appeal) Rules, 1985 (Establishment Division, 1985). According to the rules an unauthorized leave is a misconduct, which includes gross negligence of duty, which may attract both minor and major penalties.

1. The minor penalties are:

- a) Censure;
- b) Withholding, for a specific period, of promotion or increment otherwise than for unfitness for promotion or financial advancement in accordance with the rules or orders pertaining to the service or post;
- c) Stoppage, for a specific period, at an efficiency bar in the time-scale, otherwise than for unfitness to cross the bar;
- d) Recovery from pay or gratuity of the whole or part of any pecuniary loss caused to government by negligence or breach of orders;
- e) Reduction to a lower stage in the time-scale.

2. The major penalties are-

- a) Reduction to a lower post or time-scale;
- b) Compulsory retirement;
- c) Removal from service;
- d) Dismissal.

To punish an officer against any offence of misconduct under the Government Servants (Discipline and Appeal) Rules, 1985 is a lengthy process. It requires the following stages- (1) Allegation against the employee. (2) Call the accused to explain his/her conduct. (3) Hear him/her as per his/her desire. (4) At this stage the authority can discharge him/her or impose him/her any minor punishment. (5) If the authority is not satisfied it can appoint an inquiry officer. (6) On the basis of the findings of the inquiry the authority, if necessary, may ask the accused to show cause for the first time after making specific charge against him. (7) After receiving the show cause reply, if the authority is not satisfied with the reply, it can decide to impose any major penalty and ask the accused to show cause for the second time. (8) If the authority after receiving the second show cause reply is not satisfied it has to consult the Public Service Commission (PSC), where necessary, for the decision. The whole process requires a long time (more than a year).

But combating absenteeism requires speedy and corrective action. Keeping this in mind the government enacted an ordinance named 'The Public Employees Discipline (Punctual Attendance) Ordinance, 1982' (Establishment Division, 1982) which prescribes effective punishment for the absentee. Though the punishment under this ordinance is very minor in nature e.g. deduction of pay for certain days, it is very effective because it takes only one or two days and the appointing authority itself may take decision and it is not necessary to take the opinion of PSC. Again, the employee who comes to the office late even one minute after the office time, he/she can be punished under this ordinance.

On the basis of this ordinance an executive order was circulated on 14 September 1983, which directs to open a register for the latecomers in every public office (Establishment Division, 1983). The register should be kept by the respective officer in charge of the office.

Though there is a clear cut instruction regarding punctual attendance in the ordinance, recently the Cabinet Division in an office memorandum directs the officers to attend their office timely (Cabinet Division, 2003) and in another office memorandum directs the head of the office to be present at least between 9.00 am to 9.30 am every day in his/her office room (Cabinet Division, 2003).

Despite, sufficient rules, ordinance and orders of the Government of Bangladesh for reducing absenteeism, the Government instructions are not enforced neither at local nor at central level. The punishment for absenteeism is rare. An analysis of disciplinary cases against absentees in Bangladesh shows that out of 442 of such cases only 7 are given minor punishment (annex-02). Another study in India shows that punishment for absence is very rare; out of 3,000 Indian government-run schools with 25% absenteeism, only one head teacher was fired for repeated absence (Chaudhury et al. 2004, p. 93).

Though almost all the departments at the upazila level are service oriented, they are under the direct control of the central government. Officers of the different Ministries/ Division/ Department/ Directorate at the upazila level are appointed and controlled by their own hierarchy. They approve the casual leave and other leaves. There is no local control over the local level public office, which might have accelerated the rate of absenteeism at local level.

According to the government resolution of 23 October 1982 there was a provision of guiding and supervising the activities of the officers and staffs of the 'thana' by the chief

executive (TNO) of the thana (AMMS Ali, p.19). UNO or TNO had the authority to initiate the annual confidential report of the upazila level officers and also had the power to grant causal leave (CL) as well as approval of the tour diary and T.A bill of the officer (AMMS Ali, p. 46-48). These rules were modified. At present the chief executive of the thana or upazila acts as a coordinator, he has no supervising or controlling power.

Chapter-III

Literature review

The problem of absenteeism of Bangladesh is viewed primarily as a problem of discipline. In the international context, it is viewed as a sociological problem. It is also a problem of providing right type incentives for public employees. But no research on this issue particularly at the upazila level public offices of Bangladesh has been undertaken so far. However, the available literature on absenteeism is reviewed bellow-

3.1 Chaudhury et al. (2004) -'Missing in action: Teacher and Health Worker Absence in Developing Countries'.

In this paper Nazmul Chaudhary, Jeffrey Hammer, Micheal Kremer, Karthik Muralidharan and F. Halsey Roger analyzed the absenteeism of teachers and health workers in six developing countries including Bangladesh. Their main findings are as follows-

Table-03

Result from the survey-absence rate by country and sector

Countries	Absentee rate (%) In	
	Primary School	Primary Health Care
Bangladesh	16	35
Ecuador	14	-
India	25	40
Indonesia	19	40
Peru	11	25
Uganda	27	37
Average	19	35

1. The absenteeism in primary school varies from 11 to 27 percent and primary health care varies from 25 to 40 percent (table-03).
2. By averaging across the countries 19% of the teachers and 35% of the health workers of all the countries under studied were absent from their duties during the visit (table-03).
3. They identified the following causes of absenteeism-

(a) Higher-ranking employees are absent more than the lower ranking ones. For example, averaging across the country doctors (39%) are more absent than health workers (31%). Working condition has an impact on absenteeism. Absentees are less in the institution having better working condition. Communication and location of the school or office has an impact on absenteeism. The school with better communication and good location has less absenteeism. They observed that in Bangladesh and Uganda, providers who live in primary health-care center provided with housing (which is typically on primary health care centers' premises) have much lower absence.

(b) Local level teachers are absent less, absence is fairly widespread, its rate is higher in poorer regions and higher income areas have lower absence rate. In the cross-country regression of the study they observed that, doubling of income is associated with 5.8 percentage-point decline of absence. Teachers' absence is less where literacy rate of the parents are high and the absence rate of public school teacher is higher than that of private school teacher in the same area.

(c) Monitoring system lowers the rate of absence and local control over the employees may help to decrease absence. They found that nearly 12% of the primary schools of India were closed during the visit, as no teacher was present there. It may happen due to the lack of proper monitoring system. In three of the six countries, schools that are closer to a Ministry of Education office have significantly lower absence. Disciplinary action for the absence is rare and the absentees are never fired. For example, in India out of 3,000 Indian government-run schools with 25% absenteeism only one head teacher was fired for repeated absence. Tendency of showing 'ghost workers', who

are on the attendance register but not in reality exist in all the countries. Again they found that the absence rate of Indian private-school teachers is only slightly lower than that of public-school teachers.

(d) Better educated and older teachers remain absent more. They also found that improvement of the existing civil service system might help to decrease absenteeism. Absenteeism is low in some authoritarian countries.

(e) High rate of absence of teachers and health workers is a direct hindrance to learning and health improvement, especially for the poor people who have no alternatives.

3.2 Abhijit Banerjee & Esther Duflo (2004)- 'Addressing Absenteeism'

Abhijit Banerjee & Esther Duflo maintain that Nazmul Chaudhary et, al (2004) in their paper provide new and systematic evidence on the rates of absenteeism based on surveys of absence rates of teachers and health workers in several developing countries. In this paper Banerjee & Esther focused on the result of a detailed survey of 143 government health facilities in the rural Udaipur district. They observed that the average absence rate was 35% and the rate is 54% at the rural sub-centers. In their study they suggested the following remedies for absenteeism-

(i) **External control-** They suggested intensive monitoring and incentives on measured performance by-

- ✎ setting impersonal monitoring, such as a camera to record absence.
- ✎ providing incentives on the basis of human judgment (which may easily be perverted).
- ✎ rewards for performance rather than presence.

They also stated that incentive helps the service provider to have a better sense of what their objectives are and will lead them to focus on the most painless way to achieve their objectives.

(ii) Beneficiary control over service providers-It has two fold advantages. First, it may be cheaper for the beneficiaries to monitor the providers. And second, the beneficiaries care more about it and therefore are more willing to reward or punish the agent. It may be done by-

☒ Local monitoring or

☒ Community participation

(iii) Demand-side interventions- These interventions include building schools and infrastructure nearer to where people live. Besides, two experiments can be undertaken in this regard-

☒ Incentives to learn

☒ Incentives to attend

This study shows that there is no single solution to absenteeism. Different solutions needed to be used in different contexts.

3.3 A survey report of the employers of Scotland (Shepherd and Wedderburn, 2006)

This paper provides a review on absenteeism in a developed country. A survey report of the employers of Scotland undertaken by Shepherd and Wedderburn, (World Service Group, 2006) found that stress and fatigue are the biggest single reason for absence-with 90.3% of organizations now experiencing this problem compared with 84% in the previous survey conducted in 2004. Other reason perhaps a growing 'family friendly' attitude of employers or that eligible parents are now starting to become more aware of rights to take parental leave to attend to children commitments or taking time off for dependants to deal with emergencies. Again this survey probed the impact of drug use on

employee absence. 16.1% of the delegates admitted experiencing drug-related absence within their organization and also found other causes of absenteeism as social occasions (37.1%); extended holidays (30.6%) and job interviews (22.5%). This survey also identified some approaches being adopted to combat absenteeism including-

- 📖 Occupational health and one-to-one counseling service, particularly for those suffering from stress and other mental health issues.
- 📖 Reward, bonus and incentives for good attendance.
- 📖 Tight monitoring of employee health by conducting return-to-work interviews and even home visits.
- 📖 Discouraging short, intermittent absenteeism by implementing policies.

This study shows that absenteeism of developed and developing countries differ in the following ways-

- I. Stress and fatigue is the biggest single reason for absence in the developed countries but in the developing countries the main problem of absence is lack of incentives or urban biasness in development or lax administration.
- II. Growing 'family friendly' attitude of employers and use of drug by the employees are other main causes of absence in the developed countries but in case of developing countries these factors are less important.
- III. Social occasions, extended holidays and job interviews have similar impact on both the developed and developing countries.

3.4 Michael Lipton- 'Why Poor People Stay Poor'

From sociological point of view, the most important cause of absenteeism in Bangladesh may be urban bias as propounded by Michael Lipton (Lipton, 1982). According to him class conflict in the developing countries is not between labor and capital nor between national and foreign interest, but between the centre and the periphery or the urban and the rural. The rural areas are rich with poverty, but the urban

are rich with modern technology, power and skill. He argued that distribution of physicians per 10,000 populations; around 1964 in some countries (Lipton, p 448) prove the urban biasness in the development in these countries (table-04). This bias affects the living standard of the rural area.

Table-04

Distribution of physicians per 10,000 populations

Countries	Capital and large cities	Rural areas
Argentina	28.8	8.0
India	8.3	0.9
Indonesia	5.3	0.5
Korea	10.0	1.0

Source-Michael Lipton, *Why poor people stay poor-Urban bias in world development*, 1980, p-448

Urban areas have better schools for the children of the employee. They provide better hospital for their inhabitants. And they also ensure better living environment. So the employees of any organization prefer to live in the urban areas. For this reason, to combat absenteeism, the government should recruit local staff rather than bringing staff from outside.

Because of urban bias in development process in Bangladesh public servants want to live in cities. This may be one of the causes of absenteeism in rural public office.

3.5 Gary Vikesland's suggestions to reduce absenteeism

From the management point of view, Gary Vikesland analyzes the issues of absenteeism in the following way (Employer-Employee.com, 2006)-

- ➡ **Change management style-** Management should not be too much authoritarian, which tends to promote high level of absenteeism. Authority should adopt that type of management style which reduces stress of the employees.

- **Change working condition**– Well-lighted climate controlled building with a good coworker relationship may reduce absenteeism.
- **Provide incentive**– Incentive may encourage employees to go to the work. It may motivate the employee to avoid unnecessary absenteeism.
- **Develop an attendance policy**– There should be such type of policy which allows a manager or the head of the office or the administrative unit of the organization to intervene or to take action against absenteeism.

3.6 Report of the Cabinet Division of Bangladesh (2004)

In 2004 the Cabinet Division compiled the upazila inspection reports of the Divisional Commissioners of the Administrative Divisions, Joint Secretaries, Deputy Secretaries and Senior Asstt. Secretaries of the Cabinet Division and Deputy Commissioners of the concerned District. All the inspection reports provide data on 46 different issues of the field which include the residential information of upazila level government departmental head and data on absentee doctors in the upazila. All the inspections were conducted by giving prior notice to the concerned UNO. This is also the source of secondary data of this research. The data about residential information of the officers and absenteeism of doctors at the upazila level collected by the researcher from all the inspection reports has been given in annex-03-11 and table-24.

But the compiled report (Cabinet Division, 2004) did not serve the data on absenteeism of all the officers of the upazila and there are some other areas which are not reflected in the report. The following areas have not been focused in the report:

- ★ Overall infrastructural facilities of the upazila
- ★ Standard of education at the upazila level
- ★ Condition of the upazila staff quarters
- ★ Working environment of the upazila administration
- ★ Per capita income of the upazila
- ★ Data about disciplinary action taken against the absentee officers at the upazila level



3.7 Other literature

Absence from workplace is the symptom of unethical, poor moral and illegal syndrome and it is not cost free. An estimated cost of absenteeism in 1990 was made by the National Institute of Labor Studies of Australia (Workplace Attendance and absenteeism, 1999). This was conservatively put at \$7 billion or around 2% of GDP based on an absence rate of 2.4%. Absence rates have continued at the same level (2.4% 1996; 2.5% 1998) and based on Australia's GDP of \$450 billion in 1996/97, a current conservative estimate of the cost is over \$9 billion. This does not include the cost of work related injury and associated absence from work.

However, some experts maintained that for better management a certain rate of absenteeism is unavoidable which is innocent and legitimate. The benefit of this sort of absenteeism includes:

- ❑ legitimate exemption from work
- ❑ reduction of injury risk
- ❑ maximizing rate of recovery
- ❑ reducing transmission of infectious disease
- ❑ maintaining productive workforce
- ❑ ensuring workplace safety

3.8 Conclusion

The survey of the literature shows that there is as yet no consensus on causes and cures of absenteeism. It also shows that absenteeism is not always bad and absenteeism cannot be removed altogether. However, absenteeism is a serious obstacle to service delivery in rural areas.

Chapter-IV

Methodology

Both quantitative and qualitative data are needed for meaningful analysis of absenteeism. Counting the absentees is one of the main aims of the study. Interview with concerned person is an important tool for any study. In-depth interview with the upazila level officers, local elites and some family members of the upazila level officers has been used in this research. The researcher also collected secondary data. Several questionnaires were used for collecting data. The researcher used statistical analysis with the help of excels pie chart etc, for this research. In addition, some case studies on absenteeism from personal work experience, experience from study tour in the country and abroad and reports from the paper cuttings of the national dailies have been incorporated in the next chapter.

4.1.1 Collection of primary data

Two formats have been used to determine the attendance and other information of the officers and staffs (Annex-12, 13). In addition, three questionnaires have been prepared on the basis of the problem of the research (Annex-14-16). The data of absenteeism has been measured directly by the researcher. It is difficult to determine which absence is innocent and which is culpable. So an officer has been treated absent if, during working hour (at the time of visits) he/she could not be available at the workplace. Official duties and duties of registration of voters outside the office for the next national election have been treated as on duty. The researcher himself took interview on the basis of the questionnaire.

4.1.2 Selection of upazila for the collection of primary data

The upazilas of Bangladesh have been divided into four categories for the purpose of this research-

- i. Sadar upazila, located in district headquarters
- ii. Upazila having excellent communication with the district headquarters
- iii. Upazila having reasonable communication with the district headquarters
- iv. Remote Upazilla of both the hill and the plain districts as declared by the government (annex-01).

From the secondary data it was found that the sadar upazilas have the best facilities in respect of residence for the officials at the workplace. It may have the better attendance or lesser absence in comparison with the rural upazilas. So selection of sadar upazilas for this study might not be useful. Residence of upazila level officers at the workplace with their family was not satisfactory in the 2nd category and reasonably good in the 3rd and 4th categories. Due to time constraint and for collection of better information from the upazilas the researcher selected six upazilas for the study from the 2nd and 3rd categories (three from each category) from six administrative divisions of Bangladesh (Table-05). The newly formed upazilas where the government have not appoint its full set of officer and staff were excluded from the study.

Table-05

List of upazilas for the study:

Divisions	Districts	Upazilas	Date of survey
Dhaka	Faridpur	Madhukhali (2 nd category)	14-09-2006
Chittagong	Feni	Daganbhuiyan (2 nd category)	15-08-2006
Rajshahi	Bogra	Sonatola (3 rd category)	10-09-2006
Khulna	Magura	Sreepur (3 rd category)	14-09-2006
Barisal	Borgona	Amtoli (3 rd category)	07-09-2006
Sylhet	Hobigonj	Madhubpur (2 nd category)	31-08-2006

4.1.3 Collection of secondary data

For achieving the objectives, documents and information of the study lying with concerned Ministry/Division were collected and consulted to analyze the primary data as and when appeared relevant. The sources of secondary data were-

- 📖 Reviewing existing information of the Cabinet Division on this topic, mainly the residential information of the officers, data on absentee doctors from the upazila inspection reports and the action taken by the Cabinet Division against them and some general information about the upazilas were collected from the Cabinet Division.
- 📖 Consulting the information collected from concerned Ministries, Department, and Directorates.
- 📖 Collection of data on absenteeism on the basis of some news reported in the national dailies.

4.2 Sampling design

- 📖 The researcher himself verified attendance of all officers and staffs of some offices of the selected six upazilas.
- 📖 About 45 officers have been selected for interview for this study. All the officers of the upazilas do not have the same importance, but emphasis has been given on the officers of all ranks at the time of interview.
- 📖 About 31 local elites have been selected randomly from six upazilas and the selected elites were from different occupations.
- 📖 About 33 members of the officer's family have been selected at random for interview.
- 📖 For secondary information the study considered the available upazila inspection reports (district wise) of the Cabinet Division for the year 2004. Out of 476 upazilas,

inspection report on 362 upazilas could be available. The Sadar and newly formed upazilas are excluded from data collection. From the rest 404 upazilas, inspection reports of 42 upazilas could not be traced in the Cabinet Division (annex-17).

- ❏ Data on disciplinary action against the absentee officers have been collected from the Cabinet Division.

Chapter-V

Case studies on absenteeism

5.1 From work experiences and study tour of the course

From the experiences of the field administration and the study tour, it is apparent that absence of officers from the workplace creates a gap between the public servants and the beneficiaries, the policy makers, the planners, decreases satisfaction of stakeholders and prevents participation of the common people in their well being. The researcher has 15 years' work experience in the field administration at upazila and zila levels. So the experience in the field of administration and that in the study tours of this course have helped the researcher analyzing at least two real life situations and learning from the study tour in the country and abroad.

Case study-1

The researcher always prefers sudden visit to his subordinate offices. Just after joining as AC (Land) in 1988 he visited a Tahsil Office (now Union Land Office). It was 10-05 am, the first working day of the week in the mid of April. Some landowners were standing in front of the Tahsil Office. They came to pay their Land Development Tax (LD Tax). But the door was locked and no notice or information regarding the opening of the office was there. The researcher was surprised. After 11-30 am an MLSS of the office came and unlocked the office. Checking the movements register the researcher found that the Tahsildar had left a written note that he would be busy with collection of LD tax outside his office. The researcher made an apology to the waiting taxpayers and then visited the place the Tahsildar was supposed to be working according to the movement register. But he was not there. The researcher reported the matter to the Additional Deputy Commissioner (Rev) and proposed to take disciplinary action against the Tahsildar and the MLSS for their misconduct. ADC (Rev) drew a Departmental Proceeding (DP) against them and transferred them to another station. But the Tahsildar was acquitted in the departmental proceedings.

The first case study shows that it is not difficult to identify the delinquents for absenteeism. It is, however, very difficult to punish such delinquents. Unless the existing rules for disciplinary action are changed, no effective action can be taken against the delinquents.

Case study -2

In 1997 there was a tornado at Hizla Union of Chitalmary Upazila under Bagherhat District. Three peoples were missing, 45 were injured and 100 houses were completely destroyed. That was a working day (9-00 am to 5-00 pm). Only two officers, the researcher (as UNO) and the Upazila Engineer were present at the upazila complex at that time. So just after receiving the news the researcher along with the Upazila Engineer rushed to the affected area. It was 8-30 am. He talked to the Upazila Parisad Chairman and sent a message to other relevant officers like UHPO, UAO, ULO, OC and PIO to rush to the affected area just after reaching office. The OC came within 45 minutes after receiving the message; the PIO and the UAO came two and a half hours later. They managed to send the injured persons to the hospital but there was no RMO (Resident Medical Officer). He was absent from duties. There was no private clinic at that upazila and easy communication with the district town where both government and private hospital existed. One person succumbed to the injury without any medical attention. There was a big hue and cry. The researcher himself along with OC tried best to control the situation. After 12.30 a medical officer came to the hospital and the UHFPO came to the spot. Later people got furious at the sight of the UHFPO. It was difficult to maintain law and order situation at that time. This situation became almost unmanageable mainly due to unavailability of the government doctor at the station.

The second case study presents a vivid picture of the harmful effects of absenteeism in essential services. The absence of doctors may contribute to death which could be avoided.

Case study -3

The researcher had a study tour to Dahagram and Aungarputa of Patgram upazila in Lalmonirhat district. It was 11-00 am of 12 August, 2006. He along with other participants in this course visited the 3-Bigha Corridor and a sole government health clinic at Dahagram. The health clinic had a good infrastructure with outdoor system and wards for indoor patients and room for pathological examination. But the clinic was found closed during visit time. No doctor, no patient, no nurse was there. Some of the local people complained that though a doctor was posted there, he usually would come towards the end of the month for drawing the salary. Other staffs also were very irregular. The doctor resided at Rangpur, which is more than a hundred kilometers away from there. Again the clinic would never provide any medicine for the patients. About fifteen thousands people of the area did not receive any health care. This could happen due to continuous unauthorized absence of the public servants.

The third case study shows that large investment in health infrastructure does not yield any positive return owing to absence of doctors. This problem seems to be acute in the far-off localities.

Case study -4

The researcher visited several public office of Sweden as part of the MA in Governance and Development Course, like-the Swedish National Financial Management Authority, the Swedish Parliamentary Ombudsman, the Swedish Gender Equality and the Equal Opportunities Ombudsman, the Swedish Tax Agency, the Swedish Parliament, the Swedish Trade Union Confederation and the Swedish Emergency Management Agency. He also visited the University of Uppsala, Sweden and the University of Sussex, Brighton, England. During the visit he found that the employees in all the institutions/agencies as mentioned above had attended offices in time. They told the researcher that the rate of absenteeism in their office was very low and innocent

absenteeism was mainly there. The working environment was good, the infrastructure of the office was better and there was no excess stress on the employees. The employees had commitment to punctual and regular attendance at the office. In exceptional cases of absenteeism, disciplinary action was properly taken.

5.2 From news reports

The reports in the national dailies (annex-18) depict an alarming situation of absenteeism of some of the upazila level offices. Some statistics on absenteeism on the basis of news paper reports are shown bellow-

Table-06

Absenteeism in some upazilas

No.	Name of the news papers	Dates of publication	Name of the upazilas	Number of the reported offices/officers	Number of officers remaining absent	Number of offices chambers under lock & key
01	Dainik Prothom Alo	28-09-06	Baralekha	13	12	06
02	Dainik Manabzamin	21-09-04	Chunarughat	09	07	-
03	Dainik Prothom Alo	10-07-06	Bhairab	11	11	01
04	Dainik Prothom Alo	07-08-06	Mithamoin	16	16	05
05	Dainik Prothom Alo	13-10-06	Kanaighat	18	18	13

Source- News reports

These reports also illustrate the gravity of absenteeism at upazila level. Of the five upazilas three are located in remote areas. Two upazilas (Bhairab and Kanaighat) are well connected from the communication point of view. However, there is no significant difference in absenteeism between areas with easy communication and those of difficult ones.

Chapter-VI

Analysis of Data

6.1.1 Analysis of data on absenteeism

Averaging from the data of field trip about 22% officers were found absent from their workplace during survey (table-07). The situation was bad in Daganbhuiyan upazila (27%) and better in Amtoli upazila (17%) (Graph-01). The data on office attendance were collected from 10-00 am to 2-00 pm during the office hours.

Table-07

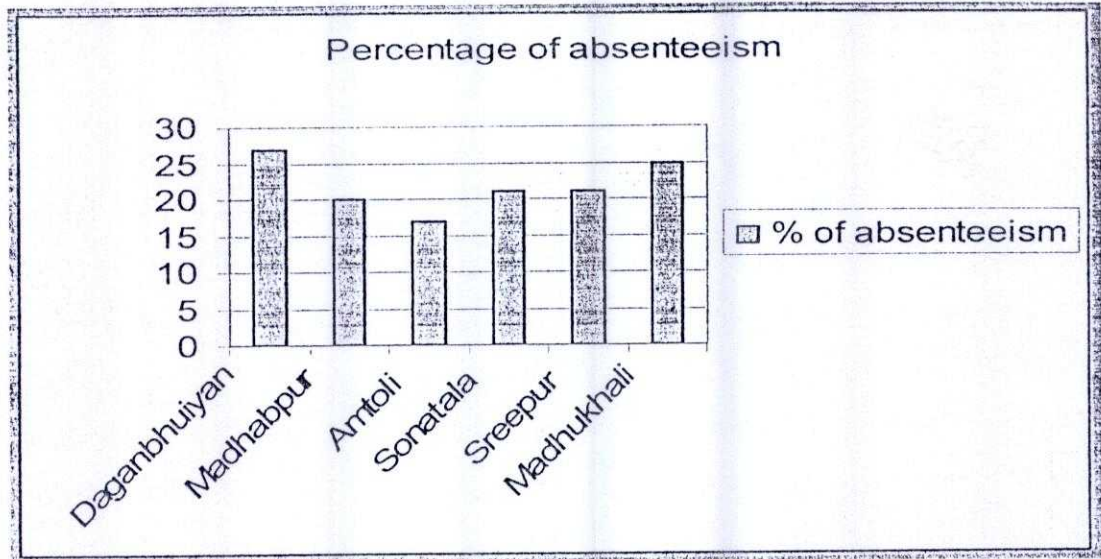
Absenteeism of heads of the office at 10-00 am to 2-00 pm

No.	Upazilas	Absenteeism of the heads of the office		
		Posted	Absent	%
01	Daganbhuiyan	22	06	27
02	Madhabpur	20	04	20
03	Amtoli	24	04	17
04	Sonatala	19	04	21
05	Sreepur	24	05	21
06	Madhukhali	24	06	25
Total		133	28	22

Source- Field data

Graph-01

Absenteeism of the heads of the office of six upazilas



Source- Field data

But the rate of late attendance was very high at 9-15 am of the working day. The researcher collected data on late attendance in three selected upazilas. The rate of late attendance at these upazilas is given in the table-08. Fifty five percent of the officers did not come to office at or before 9-15 am. Most of these late comers came to office from their residence situated outside their workplace. This situation was bad in Sonatola and Daganbhuiyan. The data on Sonatola was collected on the day following the week-end.

Table-08

Late attendance of heads of the office at 9-15 am

No.	Upazilas	Late attendance of the heads of the office		
		Posted	Absent	%
01	Daganbhuiyan	22	13	59
02	Sonatola	19	12	63
03	Sreepur	24	11	46
Total		65	36	55

Source- Field data

The data on Daganbhuiyan was collected on a hartal day. These data are likely to be biased upwards.

The rate of absence among the doctors at upazila hospital (at 10-00 pm to 2-00 am) may be seen at table-09. Average 23% doctors were not present at workplace during the visit. This figure is 1% more than the rate of absence of other officers at the upazila.

Table-09

Absenteeism of doctors

No.	Upazilas	Absenteeism of doctors		
		Posted	Absent	% of absentees
01	Daganbhuiyan	09	02	22
02	Madhabpur	09	02	22
03	Amtoli	06	02	33
04	Sonatala	05	01	20
05	Sreepur	07	01	14
06	Madhukhali	08	02	25
Total		44	10	23

Source-Field data

Table below shows (table-10) the average rate of absence of class III employees as 22% and class IV 28%.

Table-10

Absenteeism of Class-III and Class IV employees

No.	Upazilas	No. of offices surveyed	Total number of posted employees number of absentees					
			Class-III			Class-IV		
			Total	Absent	%	Total	Absent	%
01	Daganbhuiyan	09	59	17	29	34	10	29
02	Madhabpur	14	64	11	17	45	15	33
03	Amtoli	13	40	8	20	32	7	22
04	Sonatala	16	47	10	21	50	12	24
05	Sreepur	14	46	11	24	31	10	32
06	Madhukhali	12	35	7	20	47	13	27
Total		78	291	64	22	239	67	28

Source- Field data

It has been observed during the survey that officers of the upazila level spend some working days at their district office and other local offices for meetings, conference, visits and other purposes. But no data of days spent at district and other offices could be collected. However, some respondents stated that the number might be 4-5 working days in a month. Again they have at least 5-7 official visits to their subordinate offices in a month. Thus, an officer spends on an average 9-12 days (41%-56%) out of 22 working days in a month outside his/her own office. And he/she may serve his own office only from 10 to 13 days in a month.

Table-11 provides information on the place and residence of the upazila level office.

Table-11

Information about the residence of heads of the office

No	Upazilas	Head of the office resides at/in								No of Post		
		Workplace				Dhaka (With or without temporary residence at Workplace)		Other city				
		With Family		Without Family								
		No.	%	No.	%	No.	%	No.	%	Existing	Vacant	Total
01	Daganbhuiyan	05	23	08	36	03	14	06	27	22	07	29
02	Madhabpur	08	40	04	20	04	20	04	20	20	09	29
03	Amtoli	13	54	11	46	00	00	00	00	24	05	29
04	Sonatala	04	21	04	21	00	00	11	58	19	10	29
05	Sreepur	09	38	05	21	01	04	09	37	24	05	29
06	Madhukhali	10	42	05	21	03	12	06	25	24	05	29
Total		49	37	37	28	11	08	36	27	133	41	174

Source- Field data

According to table-11, out of 174 sanctioned posts in the six upazilas 41 posts were found vacant. 65% officers were found residing at the workplace and among them 37% were residing with their families and 28% residing without family. Families of 08% officers were reportedly residing in Dhaka and 27% in other cities. This table provides a significant relationship between absenteeism and having residence at the workplace. Cent percent officers of Amtoli upazila reside either single or with family at the workplace and the percentage of absenteeism at Amtoli is at the lowest. On the other hand, 41% officers of Daganbhuiyan reside outside the workplace and the percentage of absenteeism at Daganbhuiyan is at the highest.

The researcher found one public office (Upazila Women Affairs Office) closed during the survey as no officers and any staffs were present. There was no reasonable ground for keeping the office closed.

6.1.2 Analysis of data obtained from interviews

According to the first school of absenteeism, suitable residential accommodation or office accommodation, political stability and location of the workplace affect the presence of the employees at the workplace. The interviewees had difference of opinion on these issues. The opinion of the majority interviewees about the impact of accommodation at the work place, working environment, political stability, communication and location of the workplace on absenteeism has been summarized in the table-12.

Table-12

Data from the interview

Interviewees	Sample size	Accommodation is better at upazila		Working environment is better at upazila		Political stability has no impact		Communication has no impact		Location has no impact	
		No.	%	No.	%	No.	%	No.	%	No.	%
Officers	45	25	56	27	60	24	53	30	67	28	62
Elites	31	19	61	22	71	18	58	20	65	17	54
Officers' family member	33	15	45	17	52	13	39	15	45	18	55
Total	109	59	54	66	61	55	50	65	60	63	58

Source- Field data

- ☒ 59 persons (54%) are of the opinion that accommodation has no impact on absenteeism at the upazila level. They told the researcher that the accommodation

was better at the upazila level. Still some argued that the number of officer's quarters is not significant for accommodation of all officers.

- ☒ 61% of the interviewees believe that working environment at the upazila level is better than that of the headquarters.
- ☒ Majority of them think that political stability, communication and location of the workplace have no major impact on absenteeism. They are of the opinion that some remote and politically unstable upazila may have better rate of presence and the upazila having better communication and location may have poorer rate of presence.

According to the second school most of the successful candidates for the post of upazila level officers are graduates from educational institutions in urban areas where they develop a taste for urban life. In this regard, Chaudhary et al shows that local teachers are less absent, higher income areas have lower absence rate and teachers' absence are less where literacy rate of the parents are higher.

Table-13

Data from the interview

Interviewees	Sample size	Education of the officer in the urban area has no impact on absenteeism		Posting of officers at their own upazila has no impact on absenteeism		Per capita income and literacy rate has no impact on absenteeism	
		No.	%	No.	%	No.	%
Officers	45	25	56	24	53	32	71
Elites	31	26	84	27	87	17	55
Officers' family members	33	20	61	19	58	26	79
Total	109	71	65	70	64	75	69

Source- Field data

The researcher asked the interviewees about the impact of urban bias in development on absenteeism. Table-13 shows the opinion of the interviewees about the impact of the taste of the officers for urban life or urban bias development on absenteeism.

- ☒ 65% of the respondent believes that the officer having education in the urban area has no impact on absenteeism.
- ☒ About 64% think that posting of officer at his or her own upazila does not bear any positive result to reduce absenteeism.
- ☒ 69% are of the opinion that per capita income and literacy rate have no impact on absenteeism.

Table-14

Education of the 45 officers surveyed

Total	Bachelors		Masters		Total			
	Educated from		Educated from		Rural		Urban	
	Rural institutions	Urban institutions	Rural institutions	Urban institutions	No	%	No	%
45	11	01	00	33	11	24	34	76

Source- Field data

According to table-14 most of the officers at the upazila level are educated from urban educational institutions and majority of them have master's degree. Again it shows that among the present 45 officers, 76% are educated from the urban educational institutions.

In the present context most of the class-I and class-II employees of the upazila level public offices are not from the local area but the employees of class-IV are mostly from the local area. The absenteeism of class-I/II and class-III/IV employees has been shown in the table-07, 09 and 10. These tables indicate that absenteeism is more rampant among the locally appointed employee (class-IV employee).

Per capita incomes of the selected six upazilas are not available from any study or report during collection of secondary data. 2004, Statistical Yearbook of Bangladesh, BBS report published district level per capita income. According to this report GDP of respective districts of the selected upazilas has been given below-

Table-15

GDP of concerned district of the studied upazilas (Ministry of planning, 2004)

No.	Districts	GDP in Tk.(1999-2000)	Absenteeism rate of the studied upazilas
01	Feni	17053	27
02	Hobigonj	27901	20
03	Barguna	15847	17
04	Bogra	47536	21
05	Magura	13799	21
06	Faridpur	25040	25

Source- 2004, Statistical Yearbook of Bangladesh, BBS report.

Table-15 shows that there is no definite relationship between per capita income and absenteeism.

The literacy rate of the studied six upazilas has been given below-

Table-16

Literacy rate of the studied upazilas (Ministry of planning, 2003)

No.	Upazilas	Literacy rate	Absenteeism rate
01	Daganbhuiyan	53.17	27
02	Madhabpur	42.16	20
03	Amtoli	44.44	17
04	Sonatala	40.36	21
05	Sreepur	42.97	21
06	Madhukhali	42.79	25

Source- Population Census, 2001, National Report (Provisional), July, 2003.

There is no significant relationship between the rate of literacy and absenteeism (Table16). In fact, absentee rate is the highest in the upazila with the highest literacy rate.

The opinion of the interviewees about the impact of monitoring and disciplinary action on absenteeism are summarized in the tables-17, 18 and 19.

Table-17

Data from the interview

Interviewees	Sample size	Present monitoring system is enough		Monitoring by the govt. should be			Disciplinary action is sufficient	
		Yes	No	Locally	Centrally	Others	Yes	No
Officers	45	09	36	21	22	02	04	41
Elites	31	04	27	25	02	04	02	29
Officers' family members	33	18	15	15	18	-	08	25
Total	109	31	78	61	42	06	14	95

Source- Field data

Table-18

Data from the interview

No	Upazilas	No. of officers	Inspection/visit by the higher officers			
			Once a month	Twice a year	Once a year	Never in the last one year
01	Daganbhuiyan	09	02	05	01	01
02	Madhabpur	14	03	09	01	01
03	Amtoli	13	01	10	01	01
04	Sonatala	16	01	10	03	02
05	Sreepur	14	01	11	01	01
06	Madhukhali	12	03	06	02	01
Total		78	11(14%)	51(65%)	09(12%)	07(09%)

Source- Field data

Table-19

Data from the interview

No.	Upazilas	No. of officers	Talking over telephone/ mobile with the higher officer			
			Once a day	Once a week	Once a month	Never a month
01	Daganbhuiyan	09	03	03	02	01
02	Madhabpur	14	06	06	--	02
03	Amtoli	13	05	07	01	--
04	Sonatala	16	04	07	04	01
05	Sreepur	14	05	04	04	01
06	Madhukhali	12	05	03	03	01
Total		78	28(36%)	30(38%)	14(18%)	06 (08%)

Source- Field data

- ☒ About 78 (72%) officers believe that present monitoring system is not enough. Tables-18 & 19 suggests that there is no uniformity of monitoring in the upazila level offices.
- ☒ 61(56%) interviewees are of the opinion that local monitoring over the local level officers may be suitable to reduce absenteeism.
- ☒ Most of the interviewees (numbering 95, 87%) told that disciplinary action is not sufficient to combat absenteeism.
- ☒ About 14% office visited by higher officer at least once a month, 65 % visited twice in a year, 12% visited once in the last year and 09% never visited in the last year. 36% officers talk at least once a day to his higher officer over telephone or mobile, 38% talk once a week and 18% talk once a month and 08% have never talked in the last one year.

According to the study of Chaudhary et al. better-educated and older teacher absent himself/herself more than others. The present study analyzes the level of education and age of the 28 absentee officers of the selected upazilas. UNOs of concerned upazilas

helped the researcher in this regard. State of education and age of the 28 officers may help to verify the views of Chaudhary et al on absenteeism at the upazila level.

Table-20 supports the hypothesis that people with higher education tend to absent themselves more than the people with lower education. This may result from aversion to highly educated person for rural areas. However, contrary to findings of the study cited above, the percentage of the absentees among younger people (aged below 45) is higher than that of the older people (Table-21). This suggests that younger employees in Bangladesh have more attraction for urban areas than rural areas.

Table-20

Education of the officers

No. of officers absent	Education of absentee officers			
	Bachelor	%	Masters	%
28	08	29	20	71

Source- Field data

Table-21

Age of the officers

No. of officers absent	Age of absentee officers			
	Below 45	%	Above-45	%
28	16	57	12	43

Source- Field data

The effect of stress or fatigue, parental commitments to children and drug are analyzed in table-22. The majority of respondents do not consider these factors as relevant.

Table-22

Data from the interview

Interviewees	Sample size	Any impact on absenteeism							
		Stress		Fatigue		Parental commitments to children		Drug	
		yes	no	yes	no	yes	no	yes	no
Officers	45	09	36	22	23	21	24	19	26
Elites	31	04	27	11	20	16	15	16	15
Officers' family members	33	18	15	18	15	13	20	12	21
Total	109	31	78 (72%)	51	58(53%)	50	59 (54%)	47	62(57%)

Source- Field data

It is interesting to compare the attendance in the government to the NGO at upazila level. Data on NGOs attendance are collected from Daganbhuiyan and Madhabpur upazilas (Table-23). The percentage of the absentees in NGOs in these two upazilas is nine percent. The percentage of absenteeism in government office is 27 at Daganbhuiyan and 20 percent at Madhabpur. Qualitative evidence indicates that punishment for willful absenteeism is swift and severe. The attendance in the NGOs is much better because they follow the 'hire and fire' policy.

Table-23

Data on NGOs attendance

Upazilas	No. of visited NGO offices	% of absenteeism	Averaging
Daganbhuiyan	03	8.70%	9%
Madhabpur	03	9.11%	

Source- Field data

An analysis of the opinions of the family members of officials indicates the following reasons for their urban bias:

- ☒ 55 % family member prefers big towns to live. They are of the opinion that big towns have better scope for amusement and more regular power supply.
- ☒ The social is an important determinant of quality of life. All the upazilas excepting one have officers' club. There is no club for the women at any of the six upazilas. The officers' club is the source of amusement and entertainment of the officers.

6.2 Secondary data analysis

Secondary data on 362 upazilas have been collected from the upazila inspection reports (Cabinet Division, 2004). These provide information on the location of residence of 28 heads of office and absenteeism of doctors at the upazila level.

Table-24

Residential information of the officers (excluding Sadar and newly formed Upazila)

Residential information of the officers (excluding Sadar and newly formed Upazila)

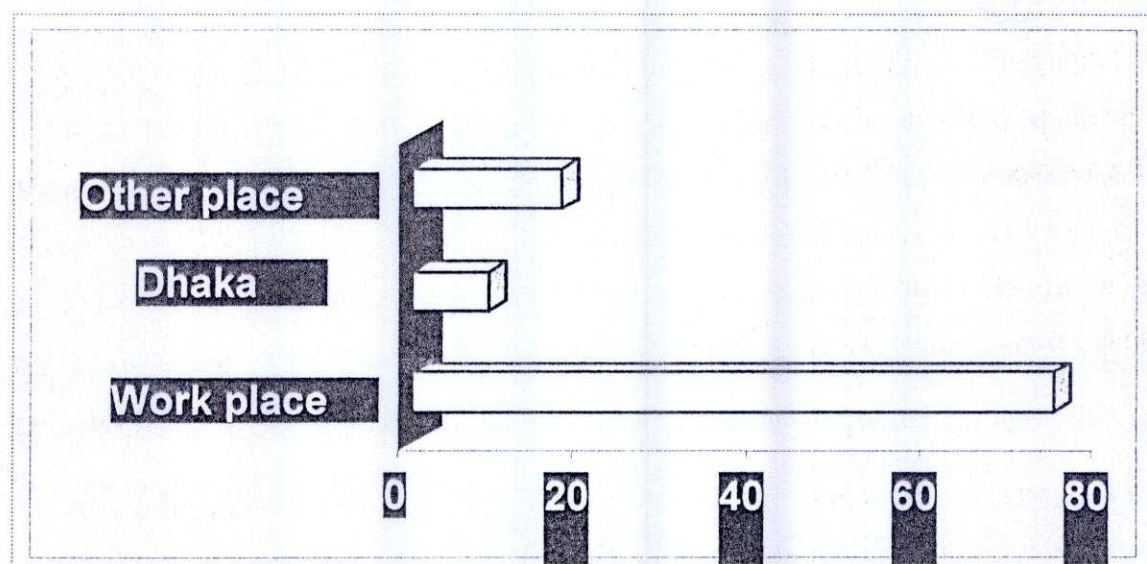
Name of the Divisions	No of Upazilas data available	Vacant posts		Officer residing at/in							
				Work place				Dhaka (With or without temporary residence at Workplace)		Other places	
				With family		Without family					
		No	%	No	%	No	%	No	%	No	%
Dhaka	88	474	19	550	28	807	41	444	22	189	09
Chittagong	67	471	25	389	28	657	47	131	09	228	16
Rajshahi	104	581	30	673	29	1072	46	31	1	555	24
Khulna	47	287	22	301	29	503	59	27	3	198	19
Basisal	31	216	25	236	36	315	49	27	04	74	11
Sylhet	25	203	29	162	33	216	43	51	10	68	14
Total	362	2232	22	2311	29	3570	45	711	09	1312	17
Total post-10136 (Vacant 2232 + Existing 7904). The govt. has the decision not to appoint officers against some posts of some of the upazila, like-UM, AC (Land), SR. These posts are counted at both the sides during the calculation of the percentage of vacant posts.											

Source- Upazila inspection reports of the Cabinet Division

Table-24 shows that 10,136 posts of heads of the office were sanctioned for 362 upazilas of Bangladesh. At the time of inspection 7,904 officers were found working. 2,232 posts (22%) were lying vacant, about 2,311 officers (29%) were residing at the workplace with family, 3,570 (45%) residing without family, 711 officers (09%) were residing in the capital city, Dhaka and 1,312 officers (17%) were residing at the District/Divisional head quarters other than Dhaka (Graph-02, detail analysis annex-04-09).

Graph-02

Location of residence of upazila level public servants



Again, the percentage of officers' living place against their designation has been given in annex-10 & 11. UNO, UAO, UHFPO, ULO and UFO are the cadre officers at the upazila and they have the most important responsibility at their workplace. But among them the tendency of UAO, UHFPO, ULO and UFO to live at the workplace is not satisfactory. It shows that 78% UNO (Upazila Nirbahi Officer) are residing at the workplace with family which is the highest and only 18% UAO (Upazila Agriculture Officer), 30% UHFPO (Upazila Health and Family Planning Officer), 31% ULO (Upazila Livestock Officer), and 27% UFO (Upazila Fisheries Officer) live at the

workplace with family. The percentage of other officers living with family in the workplace is as follows:

Upazila Engineer, 31%	OC (Officer in Charge), 51%
Upazila Education Officer, 31%	PIO (Project Implementation Officer), 20%
UFPO (Upazila Family Planning Officer), 27%	Sub Asstt. Engineer (Public Health), 29%
Resident Engineer (Power), 28%	Upazila Food Controller (UFC), 12%

All the officers mentioned above are very closely related to their stakeholders and their services may be needed at any time. So their presence at the upazila head quarters for all the time is essential. Among other officers 36% Upazila Education officers (Secondary) are residing at the workplace with family. Their percentage is better than that of the cadre officers like UAO, UHFPO, ULO and UFO. Only 12% of the Upazila Food Controller (UFC) lives in the upazila with family.

45% of the officers live at the station without family. Few of them are unmarried. The officers, whose family lives mainly in the district or divisional towns nearby, traveled in the weekend to meet their family. They leave at the early hour of the weekend and latecomers or not-coming at all on the 1st day of the next week.

Again table-24 shows that family of 711 (09%) officers resided in the capital city, Dhaka. The officers of Dhaka Division like more (444/ 22%) to live in the capital city (annex-04). 131 officers (09%) of the Chittagong division reside in Dhaka (annex-05). The officers of Rajshahi Division prefer less (31/01%) to live in Dhaka (annex-06). The family of the Upazila Accounts Officer (UAO) and OC (Officer in Charge) are the highest (57 & 60 respectively) in number of that category and about 49 family of sub-registrars and 46 of UHFPO, 41 of UNO and 43 of UE (Upazila Engineer) are resident of the capital, Dhaka (annex-10).

16% officers with family reside at some nearer big towns other than Dhaka. They are the commuters. Most of them come late at the office and leave office earlier. 34% of the

Upazila Food Controllers and 33% of the Sub-Asstt. Engineers (Education) and 02% UNOs reside at nearby big towns other than Dhaka (annex-11).

It has also been observed from the compilation report (Cabinet Division, 2004) that overall position of attendance at the upazila other than the sadar upazila is not well. Adamdighi of Bogra and Taragonj and Kaunia of Rangpur are in the worst position in respect of upazila level officers not residing at the workplace. The position of Sreepur of Gazipur, Nandigram and Sadullahpur of Bogra, Boalkhali of Chittagong, Chouddagram of Comilla and Khuksa and Kumarkhali of Kusthia are also very bad. On the other hand, the position in the remote upazila other than these in the Hill District is comparatively better (annex-01).

The researcher also collected data on doctors' absenteeism from the inspection reports as a secondary source. The average rate of absenteeism of doctors is 19%. Doctor's absence is the worst in Rajshahi division (21%). Table-25 shows the details.

Table-25

Number of doctors not present during inspection (excluding Sadar and newly formed upazila)

Name of the Division	Number of Districts	Inspected upazilas (no.), except Sadar Upazilas	Number of doctors posted	No. of doctors present	No. of absent doctors	%
Dhaka	17	102	752	616	136	18
Chittagong	11	81	481	389	97	20
Rajshahi	16	108	566	448	118	21
Khulna	10	49	301	247	54	18
Basisal	06	34	168	136	32	19
Sylhet	04	31	167	134	33	20
Total	64	405	2435	1965	470	19

Source- Upazila inspection reports of the Cabinet Division

On the basis of the inspection reports, the Cabinet Division requested concerned Ministry/Division to take disciplinary action against 442 absentee officers. Table-26 shows the data in brief. Ministry wise data may be seen in the annex-02.

Table-26

Disciplinary action for absenteeism

No. of Ministry/Division	No. of officers against whom disciplinary action has been suggested	No. of disposal (cases)	Pending cases	Punishment
16	442	256	186	07

Source- Secondary data

Among them 256 cases were disposed of till 31-03-2006. And only 07 cases under the Ministry of Home were disposed of with minor punishment. 249 were disposed of either by giving warning to the employee or by giving the opinion that the case was not proved. 186 cases were lying pending with the Ministries and Divisions. The highest number of pending cases (39) lies with the Local Government Division (annex-02). These data indicate that absenteeism of public servants at upazila level is rarely detected. Even if detected, it is hardly punished.

Chapter-VII

Findings and Recommendations

7.1 Findings

7.1.1 Comparison of the absenteeism of upazila level government officers of Bangladesh with that of others.

The present study estimates that the rate of absenteeism at the upazila level of Bangladesh is 22% for the officers and class-III employees (table-07, 10). It is a little bit higher (23%, table-09) among the doctors and at the highest (28%, table-10) at the level of class-IV employees. Again the rate of doctors' absenteeism in primary data (23%) is higher than that in the secondary data (19%, table-25). The secondary data was collected by giving prior notice to the officers at the upazila level. But the present survey was conducted without giving any notice. Again as some of the employees usually come from outside the workplace daily, the presence of the employee from 9-00 to 9-15 is very low (55%, table-08). Besides, the data suggest that an officer spends on an average 9-12 days (41%-56%) out of 22 working days in a month outside his own office. And he/she may serve only for 10 to 13 days in a month at his own office.

However, the rate of absenteeism estimated in this study is high. This high rate of absenteeism with 22% vacant post (table-09) is enough to make any office ineffective.

There is no authenticated standard of absenteeism for comparison that with the estimated absenteeism in Bangladesh. However, the USA Bureau of Labor Statistics has established a standard (NCBI, 2006). According to this standard, 4% or more absenteeism is considered as too high. So absenteeism of the officers, doctors and other employees of Bangladesh that have been found in the study are very high in comparison to the international standard.

In the developed countries, like the USA, absentee rate as in New York school education (in mid 1980s) was 5% (Chaudhary et al. 2004, p. 95). In Canada, the time lost through absenteeism was 5 days per employee, per year. Absenteeism, in a nationwide random survey in Sweden revealed a weekly rate of 7.9% of which 2.4% was attributed to occupational causes. But in some European nations the annual rate is around 20. So the estimated rate of absenteeism in Bangladesh is higher than that of the developed countries.

In comparison with the similar countries it is found that absenteeism rate among directly employed regular workers of Indian states during 2002 (annual survey of industries, 2002-03 Vol.II, recorded in 09 states) was more than 10%. It was the highest in Kerala (15.29%) followed by Delhi & Chandigarh (13.87% & 13.78 respectively). The percentage of absenteeism increased in comparison to that in 2001 (annex-19). This percentage is lower than that of Bangladesh. But in case of the primary teachers and health workers India's percentage is 25 & 40 where as Bangladesh's average is 16 & 35 percent respectively (table-02). It is 11 & 25 percent in Peru and 19 and 40 in Indonesia (Chaudhary et al. 2004, p. 92).

7.1.2 Empirical evidence on competing theories of absenteeism

According to one school of thought absenteeism is viewed as an effect of absence of adequate facilities at the workplace. This view is supported by Chaudhary et al. who concluded that working condition, communication and location of the school have an impact on absenteeism. But this theory is not supported by the data of the present study. All six upazilas (surveyed) have more or less similar infrastructure and similar working facilities. Daganbhuiyan, Madhabpur and Madhukhali upazila have better communications and at the same time these upazilas are closer to their respective district headquarters, but the absenteeism rate is higher in these upazilas (table-07). From the secondary data it has been found that officers of the remote upazila reside more in number at the upazila head quarters (annex-01) in comparison to other upazilas which have better communications (table-11). Again during the interviews most respondents

maintained that adequate facilities like accommodation, working environment, communication, location and political stability at the working place have no any significant impact on absenteeism (Table-12).

Another school considers absenteeism as a product of urban bias. In this regard present study collects data about the place of education of the officers and their absenteeism. Among the surveyed 45 employees about 11 (24%) officers are educated from educational institutions in rural areas and 34 (76%) are educated from educational institutions in urban areas (table-14). The number of officers educated in urban area is more in comparison with the other. The study observed that officers having bachelor's degree are mainly from the rural and the officers having master's degree are mainly from the urban educational institutions. Table-20 shows that the absenteeism is lower (29%) among the officers having bachelor's degree and it is higher (71%) among officers who have had education in urban educational institutions.

Chaudhary et al. observes that urban bias is associated with local teachers, income and the rate of literacy. The present study observes that, the rate of absenteeism of the class-I/class-II and class-III are same (22%), it is higher at class-IV level (28%). Class-I/class-II employees are not local. The employees of class-III are mainly from neighboring upazilas of the same district and the employees of class-IV are very much local. So, the observation of Chaudhary et al. about lower rate of absenteeism among the local level employees is not supported by the above data.

Again from table 15 and 16 it can be seen that there is no relation between absenteeism of upazila level government officers and per capita income of that area or literacy rate of the upazila.

On the other hand, it has been observed from the primary and secondary data (table-11 and 24) that a huge number the officers' family reside outside their workplace. They are of the opinion that though the rural area has less cost of living and less tuition fees of their children, yet standard of living and quality of education in rural areas is not

satisfactory. Still some argues that the educational institutions at upazila town are good and it will be better if children of the more officers come to study at upazila level. At the same time the standard of living of the upazila will improve. Still, it will take more study to prove the above argument.

Both primary and secondary data show that 26-35% officers reside in Dhaka and different district and divisional cities. The tendency of living in Dhaka and other cities with families are more popular among the OC, UAO, UHFPO, UNO and UE. Again about 28-45% officers reside at the workplace without family temporarily at the upazila dormitory or at their own arrangement. They have to maintain double establishments, one at the workplace and the other at the residence for his/her family, which is difficult for an officer in the present salary structure. They naturally need to meet their family every weekend or monthly or even at longer intervals. This hardship may lead to erosion of the social values like family ties. Again, though they have two days government holiday at the weekend, they overstay even after the expiry of the weekend. And this situation is worse in the first Thursday and Sunday of the month. The main reason for keeping family in large towns according to most of the local elites, is not the urban bias, rather because, the rent-seekers can afford to maintain a separate establishment for their families in urban areas.

So from the above observation it has been proved that there is no direct relation between absenteeism and urban bias and no relation between absenteeism and recruitment of local level officer, the literacy rate and per capita income of the upazila.

According to the third school, absenteeism is the outcome of weak administration and the inability to make the employees comply with their legal duties. Chaudhary et al. found in their study that disciplinary action for the absence is rare and the absentees are never fired. They found about 12% primary schools in India lack proper monitoring, and observed that local control over the employees helps to decrease absenteeism. In the present study it has been observed that out of 442 cases of disciplinary action for absenteeism 249 cases were acquitted and only 07 cases were disposed of with minor

punishment (table-26). During the interviews none of the 45 officers was found to have any disciplinary action for absentee. Some of them said that they had complained against some of their staff to the controlling authority to take action. But in almost every case the delinquents were acquitted. Sometimes the authority had transferred the employee/officer to a remote station without any disciplinary action.

Monitoring is not so strong at the upazila level. Inspection/visit by the inspecting authority is not adequate. One office was found close during survey. The reporter of some of the daily news paper identified certain office close during working day. About 09% upazila level offices had never inspected in the last one year, 12% were visited once by its high officials (table-18). Again only 36% officers talk at least once a day and 38% talks once in a week over telephone to their high officials (table-19). The visits of inspecting authority in most of the offices are not as frequent as prescribed by the rules. The routine inspection reports are perfunctory. Most of the officers have no regular communication with the controlling or subordinate offices.

Some local interviewed elites argued that absence of employee is higher where monitoring systems is weak. Proper monitoring system can help identifying the employees who are absent frequently. UNO is under direct control of the Deputy Commissioner and OC (PS) is under control of SP of the respective district. As their job is concerned with the law and order. DC and SP have close monitoring arrangement with their officers at the upazila level. The presence of the UNOs at the workplace is therefore higher than other officers. Most of other cadre officers like UAO, UHFPO, ULO and UFO do not maintain residence at the upazila level (annex-10). They have no such close monitoring system with their district level officers or with any of their hierarchy.

On the other hand, some officers and local elites suggested that local level democratic institutions are essential for efficient local level activities and the administrative supervision rather than political supervision over the local level officer will be more effective steps for reducing absenteeism (table-17).

Doctors are more absent (23%) than other officers (22%). It is well known that doctors in government service work outside government hospitals have lucrative earning opportunities at the private clinic. So, they give less attention to the government work. Sometimes doctors advise the patients to meet them at their private clinics not at the government hospital. Their supervisors also behave in the same fashion. Local elites think that lax administration encourages the rate of absenteeism.

Thus lax administration e.g lack of disciplinary action and weak monitoring system are the main reasons for absenteeism at the upazila level. Furthermore, proper monitoring system with rewards for good attendance and punishment for the absentees are necessary for promoting a healthy culture for attendance.

Chaudhary et al. found that higher-ranking employees are absent more than the lower ranking employees. The present study found that the absenteeism of class I/II and class-III are equal but it is higher at the level of class-IV employees. But the absenteeism of public school teachers is higher than that of private school teachers in the same area (Chaudhary et al. 2004). Similar conclusion is supported by the visit to two NGO offices at Daganbhuiyan and Madhabpur upazila. The percentages of absenteeism (average) in NGOs are about 09%. Among the absentee officers in the present study 29% of the bachelors and 71% of the masters are found absent (table-20). Again among the absentee employees 57% are below the age of 45 and 43% are above 45 (table-21). So, Chaudhary et al.s' observations, which suggest that better educated and older teacher is absent more are not fully substantiated in the present study. Beside this, the present study found that lower ranking employees are absent more in number than the employees of higher rank (table-07,09 and 10) which is reverse to Chaudhary et al's hypothesis.

Chaudhary et al. observed that in Bangladesh and Uganda, providers who live in primary health care center-provided housing (which is typically on primary health care centers' premises) have much lower absence. This study shows that though both UNO and THFPO have earmarked residence, 78 percent of the UNOs live in their stations while this percentage is only 30 with the THFPOs. The decision of the doctors at the

cosigned station is determined not by residential facilities but on the opportunity of private practice available to them.

The survey report of the employers of Scotland as mentioned in the literature review found that stress and fatigue, parental commitments to children and drug are responsible for absenteeism. From the response in the interviews it is found that 72% officers and 53% members of their family do not think that stress and fatigue at the upazila level officers have any impact on absenteeism. Most respondents think that parental commitments do not contribute to absenteeism (table-22). Drug is not a major problem with the employees in Bangladesh.

7.2 Recommendations

Absenteeism of public servants in Bangladesh is a deeply-rooted problem. There are strict laws and rules which prohibit absenteeism. However, enforcement of existing rules and regulations is very well. The first problem is that attendance of public employees is not strictly monitored. Several steps may be undertaken to improve the present system of monitoring.

Reviewing the attendance register timely and regularly and sudden inspection of lower level office will be helpful to reduce absenteeism. The government should introduce local monitoring system to implement its policy regarding absenteeism by giving the power of disciplinary action against absenteeism to any of the senior local level officer. An external form of surveillance armed with video camera may be established to detect absenteeism.

Attendance may be improved by providing reward, bonus and incentives for good attendance and punishment for the bad. The government residences at upazila shall be maintained properly. To make such residence easily available the number of officers' quarters should be increased and the rent of the quarters should be fixed keeping local private house rent into account. The government can provide earmarked residence to at

least all the heads of the office, and shall ensure that head of the offices reside at the assigned residence.

Absenteeism reduces the efficiency of an organization. It affects the quantity and quality of the output of the organization. On the other hand, close contacts with the stakeholders provide better understanding of the needs of the beneficiaries. So an efficient delivery of service of an organization starts with the attendance of its employee. The reduction of absenteeism should be one of the major objectives of public reforms in Bangladesh.

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Officers of the remote upzilas (other then Hill District) not residing at the working place

No	District	Upazila	No of officers not residing at the working place
01	Monpura	Bhula	01
02	Nasirnagar	Brahmanbaria	02
03	Sondhip	Chittagong	01
04	Meghna	Comilla	00
05	Hatia	Noakhali	02
06	Kutupdia	Coxsbazar	01
07	Moheskhali		03
08	Kutalipara	Gopalganj	04
09	Austagram	Kishoregonj	00
10	Itna		00
11	Mithamoin		00
12	Nikli		00
13	Daulatpur	Manikgonj	02
14	Dubaura	Mymenshing	02
15	Durgapur	Netrakhona	00
16	Kalmakanda		01
17	Khaliajuri		00
18	Madan		00
19	Sharankhula	Bagherhat	00
20	Dhakup	Khulna	04
21	Koira		00
22	Shamnagar	Satkhira	00
23	Rajibpur	Kurigram	03
24	Raumari		05
25	Atrai	Naugha	09
26	Chauhali	Sirajgonj	00
27	Azmirigonj	Hobigonj	00
28	Bhisumborpur	Sonamgonj	00
29	Dharmapasa		01
30	Sallah		02
31	Tahirpur		01
Total			44

Source-The upazila inspection report of the Cabinet Division of Bangladesh

Annex-02

Disciplinary action that have been taken by the different Ministries/Divisions on the basis of the request from the Cabinet Division of Bangladesh
(Up to 31-03-2006)

No	Ministry/Division	No of officers requested to take action against them	No of disposal (cases)	Pending cases	Punishment
1.	Home	21	07	14	07, minor punishment
2.	Primary & Mass Education	14	02	12	-
3.	Health & Family Planning	45	30	15	-
4.	Finance	55	47	08	-
5.	Local Government	45	06	39	-
6.	Rural Dev. & Cooperative	43	36	07	-
7.	Agriculture	18	13	05	-
8.	Youths & Sports	12	11	01	-
9.	Fisheries & Livestock	28	18	10	-
10.	Social Welfare	15	05	10	-
11.	Food & Disaster Management	32	14	18	-
12.	Women & Children Affaires	23	18	05	-
13.	Law, Justice & Parliament	27	11	16	-
14.	Planning	12	11	01	-
15.	Power	13	04	09	-
16.	Education	39	23	16	-
Total		442	256	186	07

Source-The upazila inspection report of the Cabinet Division of Bangladesh

Residential information of the officers (excluding Sader and newly formed upazila)

Name of the Division	No of Upazila which data is available	Vacant post		Officer resides at							
				Work place				Dhaka (With or without temporary residence at Workplace)		Other place	
		No	%	No	%	No	%	No	%	No	%
Dhaka	88	474	19	550	28	807	41	444	22	189	09
Chittagong	67	471	25	389	28	657	47	131	09	228	16
Rajshahi	104	581	30	673	29	1072	46	31	1	555	24
Khulna	47	287	22	301	29	503	59	27	3	198	19
Basisal	31	216	25	236	36	315	49	27	04	74	11
Sylhet	25	203	29	162	33	216	43	51	10	68	14
Total	362	2232	22	2311	29	3570	45	711	09	1312	17

Total post-10136 (Vacant 2232 + Existing 7904). The govt. has the decision not to appoint officers against some posts like-UM, AC(Land), SR at all of the Upazilas. These posts are counted at both the sides during the calculation of the percentage of vacant posts.

Source-The upazila inspection report of the Cabinet Division of Bangladesh

Residential information of the officers (excluding Sader and newly formed upazila)

Dhaka Division

Name of the District	No of Upazila which data is available	Vacant post		No. and % of officer residing at							
				Work place				Dhaka		Dist. town or others	
				With family		Without family		No	%	No	%
		No	%	No	%	No	%				
Norshingidi	03	12		28		16		23		05	
Jamalpur	06	37		33		62		09		27	
Rajbari	02	09		12		25		05		05	
Monshigonj	02	05		15		05		30		01	
Narayangonj	03	08		18		16		42		00	
Serpur	02	11		06		27		02		10	
Tangail	09	28		68		80		38		38	
Kishoregonj	12	79		66		141		45		05	
Mymensingh	10	39		58		109		38		36	
Faridpur	06	36		51		42		08		31	
Dhaka	05	12		51		20		57		00	
Sariatpur	05	40		17		59		18		06	
Gopalganj	03	24		23		24		07		06	
Madaripur	03	18		20		26		15		05	
Gazipur	03	09		26		22		25		02	
Netrokona	09	88		34		106		23		01	
Manikgonj	05	19		24		27		59		11	
Total	88	474	19	550	28	807	41	444	22	189	09

Total posts exist-2464-474=1990

Source-The upazila inspection report of the Cabinet Division of Bangladesh

Annex-05

Residential information of the officers (excluding Sader and newly formed upazila)

Chittagong Division

Chittagong Division

Name of the District	No of Upazila which data is available	Vacant post		No. and % of officer residing at							
				Work place				Dhaka		Dist. town or others	
				With family		Without family					
		No	%	No	%	No	%	No	%	No	%
Brahmanbaria	07	44		63		56		18		15	
Rangamati	07	70		19		81		11		15	
Bandarban	06	77		13		73		04		01	
Comilla	10	36		70		99		40		35	
Chandpur	04	15		26		34		12		25	
Khagrachori	07	57		25		82		13		20	
Laxmipur	03	16		26		32		05		05	
Noakhali	04	22		33		28		07		22	
Chittagong	08	38		62		70		03		52	
Cox'sbazar	06	59		21		65		08		16	
Feni	05	37		32		38		10		23	
Total	67	471	25	390	28	657	47	131	09	228	16

Total posts exist-1876-471=1405

Source-The upazila inspection report of the Cabinet Division of Bangladesh

Residential information of the officers (excluding Sader and newly formed upazila)

Rajshahi Division

Rajshahi Division

Name of the District	No of Upazila which data is available	Vacant post		No. and % of officer residing at							
				Work place				Dhaka		Dist. town or others	
				With family		Without family					
		No	%	No	%	No	%	No	%	No	%
Rajshahi	08	31		36		110		04		43	
Gaibandha	05	26		36		54		01		23	
Natore	05	21		38		48		04		29	
Bogora	10	40		67		106		04		63	
Dinajpur	12	72		66		119		05		74	
Rangpur	07	40		24		47		01		84	
Nilphamari	05	32		40		43		01		24	
Lalmonirhat	04	32		17		41		00		22	
Noughaon	10	64		70		111		00		35	
Punchaghor	04	28		30		49		00		05	
Kurigram	08	52		45		68		00		59	
Joipurhat	04	19		38		35		01		19	
Chap N.gonj	04	18		29		45		03		17	
Sirajgonj	08	43		68		90		06		17	
Thakurghaon	03	31		15		32		00		06	
Pabna	07	32		54		74		01		35	
Total	104	581	30	673	29	1072	46	31	1	555	24

Total posts exist -1912-581=2331

Source-The upazila inspection report of the Cabinet Division of Bangladesh

Annex-07

Residential information of the officers (excluding Sader and newly formed upazila)

Khulna Division

Khulna Division

Name of the District	No of Upazila which data is available	Vacant post		No. and % of officer residing at							
				Work place				Dhaka		Dist. town or others	
				With family		Without family					
		No	%	No	%	No	%	No	%	No	%
Kuisthia	04	21		28		18		04		41	
Satkhira	06	33		44		68		01		22	
Bagherhat	08	63		50		84		01		26	
Jessore	06	36		47		50		05		30	
Maghura	03	17		14		37		02		14	
Jhenidaha	04	20		33		40		04		15	
Khulna	09	46		47		145		04		10	
Choadhanga	03	16		12		35		00		21	
Norail	02	11		16		16		03		10	
Maherpur	02	24		10		10		03		09	
Total	47	287	22	301	29	503	59	27	3	198	19

Total posts exist -1316-287=1029

Source-The upazila inspection report of the Cabinet Division of Bangladesh

Annex-08

Residential information of the officers (excluding Sader and newly formed upazila)

Barisal Division

Barisal Division

Name of the District	No of Upazila which data is available	Vacant post		No. and % of officer residing at							
				Work place				Dhaka		Dist. town or others	
				With family		Without family					
		No	%	No	%	No	%	No	%	No	%
Borgona	04	30		25		45		03		09	
Barisal	08	56		68		74		05		21	
Bhula	06	52		50		50		10		06	
Pirojpur	04	25		24		44		01		18	
Jhalokati	03	18		18		40		02		06	
Potuakhali	06	35		51		62		06		14	
Total	31	216	25	236	36	315	49	27	04	74	11

Total posts exist -868-216=652

Source-The upazila inspection report of the Cabinet Division of Bangladesh

Annex-09

Residential information of the officers (excluding Sader and newly formed upazila)

Sylhet Division

Sylhet Division											
Name of the District	No of Upazila which data is available	Vacant post		No. and % of officer residing at							
				Work place				Dhaka		Dist. town or others	
				With family		Without family					
		No	%	No	%	No	%	No	%	No	%
Hobigonj	05	47		24		38		17		14	
Maulovibazer	05	39		54		32		05		11	
Sonamgonj	08	59		41		80		17		27	
Sylhet	07	58		43		66		12		17	
Total	25	203	29	162	33	216	43	51	10	68	14

Total posts exist – 700-203=497

Source-The upazila inspection report of the Cabinet Division of Bangladesh

Information regarding the resident of the heads of the office at the upazila level

No	Designation	No. of officers posted	No. and % of officers residing at the			
			Work place		Dhaka	
			No	%	No	%
01	Upazila Nirbahi Officer	358	278	78	41	11
02	Upazila Magistrate	14	12	78	02	14
03	Asstt. Commissioner (Land)	57	27	47	08	14
04	Upazila Agriculture Officer	357	63	18	39	11
05	Upazila Health & Family Planning Off.	356	108	30	46	13
06	Upazila Engineer	347	107	31	43	12
07	Upazila Livestock Officer	313	97	31	27	09
08	Upazila Fisheries Officer	307	84	27	15	05
09	Upazila Education Officer	308	97	31	15	05
10	Upazila Accounts Officer	348	58	17	57	16
11	Upazila Family Planning Officer	328	88	27	18	05
12	Upazila Rural Development Officer	329	67	20	18	05
13	Sub Register	296	43	15	49	17
14	Resident Engineer (power)	146	41	28	08	05
15	Upazila Youths Officer	353	114	32	29	08
16	Upazila Social Welfare Officer	308	68	22	22	07
17	Officer in Charge (PS)	357	182	51	60	17
18	Upazila Statistics Officer	208	84	40	11	05
19	Upazila ARDO (Poverty Reduction	285	98	34	13	05
20	Upazila Cooperative Officer	319	66	21	23	07
21	Upazila Women & Children Affairs Officer	256	86	33	26	10
22	Project Implementation Officer	320	63	20	35	11
23	Upazila Answer and VDP Officer	320	57	18	19	06
24	Sub Asstt. Engineer (Public Health)	330	95	29	11	03
25	Sub Asstt. Engineer (Education)	257	44	17	13	05
26	Upazila Food Controller	270	33	12	27	07
27	Upazila Project Officer (Female Stipend)	340	120	35	27	08
28	Sub Asstt. Engineer (BADC)	117	31	26	09	08
Total		7904	2311	29	711	09

Source-The upazila inspection report of the Cabinet Division of Bangladesh

Information regarding the residence of the heads of the office outside workplace other than Dhaka

No	Designation	No. of officers posted	Officers come office daily from outside	
			No	%
01	Upazila Nirbahi Officer	358	08	02
02	Upazila Magistrate	14	-	00
03	Asstt. Commissioner (Land)	57	03	05
04	Upazila Agriculture Officer	357	45	13
05	Upazila Health Administrator	356	46	13
06	Upazila Engineer	347	42	12
07	Upazila Livestock Officer	313	53	17
08	Upazila Fisheries Officer	307	50	16
09	Upazila Education Officer	308	35	11
10	Upazila Accounts Officer	348	61	18
11	Upazila Family Planning Officer	328	58	17
12	Upazila Rural Development Officer	329	37	11
13	Sub Register	296	81	27
14	Resident Engineer (power)	146	32	21
15	Upazila Youths Officer	353	45	13
16	Upazila Social Welfare Officer	308	56	18
17	Officer in Charge (PS)	357	09	03
18	Upazila Statistics Officer	208	54	25
19	Upazila ARDO (Poverty Reduction	285	23	08
20	Upazila Cooperative Officer	319	56	18
21	Upazila Women & Children Affairs Officer	256	59	23
22	Project Implementation Officer	320	64	20
23	Upazila Answer and VDP Officer	320	75	23
24	Sub Asstt. Engineer (Public Health)	330	74	22
25	Sub Asstt. Engineer (Education)	257	86	33
26	Upazila Food Controller	270	91	34
27	Upazila Project Officer (Female Stipend)	340	40	12
28	Sub Asstt. Engineer (BADC)	117	32	27
Total		7904	1312	16

Source-The upazila inspection report of the Cabinet Division of Bangladesh

Absentecism of Upazila level Government Officers in Bangladesh

A study of six different upazilas.

A Masters Thesis work

(All the information will be used for research)

Format for the assessment of absenteeism of the government departmental head of the visited upazila

(Researcher-NM Zeaul Alam, Participant, MGD Course, BRAC University, Dhaka)

Upazila-----

District-----

No	Designation of the officer	During Survey	Office close or open	Family reside at	The officer resides	
		Present ✓ Absent × Vacant -			With family	At work place
01	Upazila Nirbahi Officer					
02	Upazila Magistrate					
03	Asstt. Commissioner (Land)					
04	Upazila Agriculture Officer					
05	Upazila Health Administrator					
06	Upazila Engineer					
07	Upazila Livestock Officer					
08	Upazila Fisheries Officer					
09	Upazila Education Officer					
10	Upazila Accounts Officer					
11	Upazila Family Planning Officer					
12	Upazila Rural Development Officer					
13	Sub Register					
14	Resident Engineer					

	(power)					
15	Upazila Youths Officer					
16	Upazila Social Welfare Officer					
17	Officer in Charge (PS)					
18	Upazila Statistics Officer					
19	Upazila ARDO (Poverty Reduction					
20	Upazila Cooperative Officer					
21	Upazila Women & Children Affairs Officer					
22	Project Implementation Officer					
23	Upazila Answer and VDP Officer					
24	Sub Asstt. Engineer (Public Health)					
25	Sub Asstt. Engineer (Education)					
26	Upazila Food Controller					
27	Upazila Project Officer(Female Stipend)					
28	Sub Asstt. Engineer (BADC)					
29	Upazila Election Officer					

Signature of the Surveyor

Absenteeism of Upazila level Government Officers in Bangladesh
A study of six different upazilas.

A Masters Thesis work
 (All the information will be used for research)

Format for the assessment of absenteeism of the government staff of the visited Upazila
 (Researcher-NM Zeaul Alam, Participant, MGD Course, BRAC University, Dhaka)

Upazila-----

District-----

Name of the office	During survey number of staffs		
	Present	Absent	Vacant

Signature of the Surveyor

Absenteeism of Upazila level Government Officers in Bangladesh

A study of six different upazilas.

A Masters Thesis work

(All the information will be used for research)

Interview with the officers of the upazila (visited)

(Researcher-NM Zeaul Alam, Participant, MGD Course, BRAC University, Dhaka)

Upazila-----

District-----

A. Personal Information

1. Name of the officer-
2. Designation-
3. Basic pay-
4. Home district-
5. Age-
6. Permanent residence-
7. Present residence-
8. Name, occupation and residence of parents-

Parents	Name	Occupation	Residence
Father			
Mother			

9. Working duration in the present station-
10. Working duration in the previous station-
11. Last educational institution-
12. Academic results-

Course	Year	Board/University	Division/class	Awards
SSC				
HSC				
Bachelor's level				
Master's level				
Any more				

14. Spouse information

Name-

Age-

Home district-

Educational qualification-

15. Children

No	Name of the children	Age	Educational Institution
01			
02			
03			
04			

16. Do you think that education of the officer in the urban area has any impact on absenteeism? Yes/No

B. About service/cadre and work place

1. Do you satisfied with your job? Yes/No

2. Do you like field job? Yes/No

3. If so, why?

5. Do you think that your office, its infrastructure and working environment is better?

Yes/No

6. Do you satisfied with your work place? Yes/No

7. If so, why?

8. Do you reside at the work place? Yes/No

9. If no, where you reside? And why?

10. If yes, are you happy with residing at the working place? Yes/No

11. Reasons behind your answer?

12. Do you reside out side of the Upazila complex? Yes/No

13. If yes, the reason behind that?

16. Do you reside with your family? Yes/No

17. If no, why?
18. Do you think that the accommodation at the Upazila level is better? Yes/No
19. Have you any recommendation for the better accommodation of the officers at the field level?
20. Do you think that communication of the workplace has an impact on absenteeism?
Yes/No
21. Do you think that location of the workplace has an impact on absenteeism?
Yes/No
22. Do you present in your office timely and regularly? Yes/No
23. Do you face any disciplinary action for absent in the office? Yes/No
24. Do you think that present disciplinary action is sufficient against absenteeism?
Yes/No
25. If no why?
26. Do you think that residing at the Upazila headquarter improve stakeholders satisfaction?
Yes/No
27. Reasons behind your answer?
28. Do you think that the institutional facilities of education of the Upazila you served are well?
Yes/No
29. Reasons behind your answer?
30. Do you think that frequent transfer prevents the officers to reside at the working place?
Yes/No
31. If yes, why?
32. Have you face any visit or inspection of your higher officials? Yes/No
33. For how many times in the last year?
34. How many times you talk to your district officer over telephone or mobile?
Daily -----Times/ Weekly -----times/ Monthly -----times/ not at all.
35. How much days do you spend outside office in a month to meet with your higher officer at the district level? ----- Days.
36. How many days do you spend outside office in a month for personal ground? -days.

37. Is present monitoring system is enough to combat absenteeism? Yes/No
38. Are you associated with the activities of your service association? Yes/No
39. If yes, how?
40. Do you think that local administrative control over the officers will improve the attendance of the officer at the Upazila level? Yes/No
41. What control over the local officer will be better to reduce absenteeism?
Local control/ Central control/ Political control.
42. Do you think that political stability has an impact on absenteeism? Yes/No
43. Do you think that incentives for the field officers will increase the presence of the officers at the field level? Yes/No
44. Do you think that the centralization of decision-making and other authorities prevents an officer to be punctual in his working place? Yes/No
45. If yes, why?
46. Do you think that teamwork is now exists under the co-ordination of UNO? Yes/No
47. If no, how it can be established or improve?
48. Do you think that urban-based development is liable for high rate of absenteeism? Yes/No
49. Do you think that posting of officer at their own upazila will reduce absenteeism? Yes/No
50. Do you think that stress, fatigue, parental attitude to children and drug has any impact on absenteeism ?
- | | |
|-------------------------------|--------|
| Stress | Yes/No |
| Fatigue | Yes/No |
| Parental attitude to children | Yes/No |
| Drug | Yes/No |

Thank you for your cooperation.

Signature of the interviewee
(Not mandatory)

Signature of the interviewer

17. If not why?

18. Do you think that incentives for the field officers will increase the presence of the officers at the field level? Yes/No

19. What control over the local officer will be better to reduce absenteeism?

Local control/ Central control/ Political control.

20. Do you think that political stability has an impact on absenteeism? Yes/No

22. Do you think that the accommodation at the upazila level is better? Yes/No

23. Do you think that communication of the workplace has an impact on absenteeism? Yes/No

24. Do you think that location of the workplace has an impact on absenteeism?

Yes/No

25. Is present monitoring system is enough to combat absenteeism? Yes/No

26. If no, how it can be improved?

27. Are the low-income officers staying at the station more? Yes/No

28. Are the low-income officer presents in the office timely? Yes/No

29. Do you think that posting of officer at their own upazila will reduce absenteeism? Yes/No

30. Do you think that stress, fatigue, parental attitude to children and drug has any impact on absenteeism ?

Stress Yes/No

Fatigue Yes/No

Parental attitude to children Yes/No

Drug Yes/No

Thank you for your cooperation.

Signature of the interviewee

(Not mandatory)

Signature of the interviewer

Absentecism of Upazila level Government Officers in Bangladesh

A study of six different upazilas.

A Masters Thesis work

(All the information will be used for research)

Interview with the family members of the upazila officer (visited)

(Researcher-NM Zeaul Alam, Participant, MGD Course, BRAC University, Dhaka)

Upazila-----

District-----

1. Name-

2. a. Occupation-

b. Age-

3. Name and designation of the officer-

4. Relation with the officer-

5. Residence-

6. How long you residing here?

7. Any residence outside-

8. Do you know the office time of the public office?

9. Do you fill comfort residing at the Upazila level?

Yes/No

10. Reason behind that.

11. Is the residence well?

Yes/No

12. Do you like big town to live?

Yes/No

13. If yes why?

14. Do you think the standard of education at the Upazila is well?

Yes/No

15. Do you think that the staff quarters of the Upazila complex are sufficient for the officers at the Upazila level?

Yes/No

16. Do you think that all the office of the Upazila, their infrastructure, working environment is good?

Yes/No

17. If not why?

18. 17. Do you think that education of the officer in the urban area has any impact on absenteeism? Yes/No

19. Do you think that incentives for the field officers will increase the presence of the officers at the field level? Yes/No

20. What control over the local officer will be better to reduce absenteeism?

Local control/ Central control/ Political control.

21. Do you think that political stability has an impact on absenteeism? Yes/No

22. 21. Do you think that the accommodation at the upazila level is better? Yes/No

23. Do you think that communication of the workplace has an impact on absenteeism?

Yes/No

24. Do you think that location of the workplace has an impact on absenteeism?

Yes/No

25. Is present monitoring system is enough to combat absenteeism? Yes/No

26. Do you think that posting of officer at their own upazila will reduce absenteeism?

Yes/No

30. Do you think that stress, fatigue, parental attitude to children and drug has any impact on absenteeism ?

Stress Yes/No

Fatigue Yes/No

Parental attitude to children Yes/No

Drug Yes/No

Thank you for your cooperation.

Signature of the interviewee

(Not mandatory)

Signature of the interviewer

The list of 42 upazilas those inspection reports are not available for the secondary source of data

No	Upazila	District	Division
1.	Balabo	Norshingidi	Dhaka
2.	Sibpur		
3.	Punchsha	Rajbari	
4.	Gojaria	Monshigong	
5.	Sirajdikhan		
6.	Tongibari		
7.	Sonarghaon	Narayangonj	
8.	Nokla	Serpur	
9.	Nalitabari		
10.	Basail	Tangail	
11.	Moktaghasa	Mymenshing	
12.	Boalmari	Faridpur	
13.	Kotalipara	Gopalpur	
14.	Kaligonj	Gazipur	
15.	Singair	Manikgonj	
16.	Kawkhali	Rangamati	Chittagong
17.	Baghaichori		
18.	Barura	Comilla	
19.	Faridgonj	Chandpur	
20.	Haimchor		
21.	Shaharasti		
22.	Chatkhil	Noakhali	
23.	Baskhali	Chittagong	
24.	Fatikchori		
25.	Mirshori		
26.	Raujhan		
27.	Rangunia		
28.	Sitakundu		
29.	Shadullahpur	Gaibhanda	Rajshahi
30.	Khatlal	Joipurhat	
31.	Daulatpur	Kuistia	Khulna
32.	Jhikorghasa	Jessore	
33.	Moheshpur	Jhinaidhaha	
34.	Mahendigong	Barisal	Barisal
35.	Mothbaria	Pirujpur	
36.	Baniachong	Hobigonj	Sylhet
37.	Chonarughat		
38.	Jagannathpur	Sonamgonj	
39.	Tahirpur		
40.	Bianibazar	Sylhet	
41.	Jointapur		
42.	Jokigonj		

News of some national dailies.

বড়লেখা উপজেলা প্রশাসনে তালা আর তালা

২৬/০২/২০০৬

১৮মিঃ প্রথম পাতা
২৬/০২/২০০৬সাতার আজাদ, বড়লেখা (মৌলভীবাজার)
থেকে ফিরে

মৌলভীবাজারের বড়লেখা উপজেলা প্রশাসনের বেশির ভাগ কর্মকর্তা গতকাল বুধবার কার্যালয়ে উপস্থিত ছিলেন না। প্রশাসনপ্রধান উপজেলা নির্বাহী কর্মকর্তাও তার দপ্তরে ছিলেন না। প্রচণ্ড গরমে মাথার ঘাম পায়ে ফেলে নানা কাজে আসা লোকজন তাদের না পেলেও পেয়েছেন দুর্ভোগ।

মৌলভীবাজার আবহাওয়া অফিস সূত্র জানায়, বড়লেখায় গতকাল সর্বোচ্চ তাপমাত্রা ছিল ৩১ দশমিক ৪ ডিগ্রি সেন্টিগ্রেড। সেই সঙ্গে ছিল বিদ্যুতের লুকাচুরি। এ অবস্থায় উপজেলা কমপ্লেক্সে বেলা নাড়ে ১০টা থেকে তিন ঘণ্টা অবস্থান করে কর্মকর্তাদের এই অনুপস্থিতি দেখা যায়।

সকাল নাড়ে ১০টার দিকে উপজেলা নির্বাহী কর্মকর্তা হাবিবুর রহমানের কার্যালয়ে গিয়ে দেখা যায় দুজন কর্মচারী কাজ করছেন। তাদের একজন প্রধান অফিস সহকারী সয়ফুর রহমান বলেন, 'এমনিতেই গরম, তার ওপর সারি অনুস্থ। তাই বাসায় বিশ্রাম করছেন।' পাশেই উপজেলা প্রশাসন কোয়ার্টারে তার বাসায় গেলে লোকজন জানান, 'তিনি স্থানীয় সাংসদ এবাদুর রহমান চৌধুরীর সঙ্গে গেছেন।'

উপজেলা নির্বাচন অফিসে তালা খুলতে দেখা যায়। অফিস সহকারী আমজাদ বলেন, 'নির্বাচন কর্মকর্তার বাড়িতে আছেন সহকারী কমিশনার (ভূমি) জহিরুল ইসলাম খান। তিনি তার অফিসে আছেন।' সেখানে খোজ নিলে উপজেলা ভূমি অফিসের সহকারী বিশ্বজিৎ ভট্টাচার্য বলেন, 'স্যার সাংসদ এবাদুর রহমান চৌধুরীর সঙ্গে আছেন।'

মহিলাবিষয়ক কর্মকর্তা শাহিনা বেগমের কক্ষেও তালা খুলতে দেখা গেল। পাশের সমবায় অফিসের পিয়ন রমেন্দ্র বোদ্ধ এ বিষয়ে কিছুই জানাতে পারেননি না।

উপজেলা পরিসংখ্যান কর্মকর্তা নুরুল হককে তার দপ্তরে পাওয়া যায়নি। অফিস সহকারী হাবিবুর রহমান বলেন, 'স্যার মৌলভীবাজারে তার বাসায় গেছেন।' কবে আসবেন জানতে চাইলে তিনি বলেন, 'তিন-চার দিন থাকবেন বলেছেন।'

স্থানীয় সরকার প্রকৌশল অধিদপ্তরের প্রকৌশলী তরুণ ব্যানার্জিকে তার কক্ষে পাওয়া যায়নি। উপসহকারী প্রকৌশলী আব্দুল কাইয়ুম বলেন, 'স্যার মৌলভীবাজার সিটিংয়ে গেছেন।' সড়ক ও জনপথ বিভাগের উপসহকারী প্রকৌশলী (সিভিল) কার্যালয়েও ছিল তালা। বন কর্মকর্তা শেখর রায় চৌধুরীকে তার দপ্তরে পাওয়া যায়নি।

উপজেলা টিঅ্যাড্জট অফিসে উপসহকারী প্রকৌশলীকে পাওয়া যায়নি। অপারেটর জনিম উদ্দিন বলেন, 'স্যারের বাসা কলকাতায়। তিনি সেখানে আছেন।' তার নাম কী জানতে চাইলে তিনি বলেন, 'তার নাম এ মুহূর্তে মনে করতে পারছি না।'

উপজেলা সমাজসেবা কর্মকর্তা অরবিন্দ সেনগুপ্তের কক্ষে তালা খুলতে দেখা যায়। অফিস সহকারী শফিকুল ইসলাম বলেন, 'স্যার ছুটি গেছেন। তার বাসা সেখানে।' উপজেলা জনস্বাস্থ্য প্রকৌশলী আবুল হোসেন মিয়ার দরজায়ও তালা। অফিস সহকারী মোখলেছুর রহমান বলেন, 'স্যার রিলিফ বস্টন করতে গেছেন।'

উপজেলা মৎস্য কর্মকর্তার কক্ষে তালা খুলতে দেখা যায়। পাশের খাদ্য নিয়ন্ত্রক অফিস সহকারী বলেন, 'এই অফিসে মাসে দু-এক দিন একজন বয়স্ক লোক এনে বসেন। তার নাম জানি না।' উপজেলা কমপ্লেক্সের কেউই তার নাম খুলতে পারেননি।

উপজেলা হিসাবরক্ষণ কর্মকর্তা এ টি এম তাজুল ইসলামের কক্ষে তালা ছিল। অফিসের নিরীক্ষক রঞ্জিত কুমার বলেন, 'বিয়ানীবাজারের হিসাবরক্ষণ কর্মকর্তা এ টি এম তাজুল ইসলাম বড়লেখায় দুদিন অফিস করেন। আজ (বুধবার) তিনি বিয়ানীবাজার অফিস করবেন।' তবে বিয়ানীবাজার অফিসে বেলা দেড়টায় গিয়েও তার কক্ষে তালা খুলতে দেখা যায়। অফিস পিয়ন নামাদ আহমদ বলেন, 'স্যার ছিলেন, একটা আগে চলে গেছেন।'

উপজেলা মাধ্যমিক শিক্ষা কর্মকর্তা সমীর কান্তি দেব ও পল্লী উন্নয়ন বোর্ড কর্মকর্তা আবুল খসরুকে বেলা ১১টার দিকে পাওয়া গেলেও দুপুর নাড়ে ১২টার পর কার্যালয়ে পাওয়া যায়নি।

কর্মকর্তাদের অনুপস্থিতিতে নানা কাজে আসা লোকজনকে দুর্ভোগ পোহাতে হয়। দক্ষিণ শাহবাড়পুরের ময়নুল ইসলাম ওরফে পূর্ণা কাজে ইউএনও হাবিবুর রহমানের কাছে এসে তাকে না পেয়ে ফিরে যান। তিনি দাবি করেন, 'অফিসে এসে তাকে পাওয়া মুশকিল।'

বিকেল নাড়ে চারটায় মোবাইল ফোনে ইউএনও হাবিবুর রহমান দাবি করেন, 'আমার প্রশাসনের সব কর্মকর্তা নিয়মিত দায়িত্ব পালন করেন। আজ যাদের পাননি, তারা হয়তো বাইরে কোনো কাজে ব্যস্ত ছিলেন।'

News of some national dailies.

প্রাপ্তকালঃ
 তারিখঃ
 স্থানঃ

শ্রীদ্রাবিড় জ্ঞানচরিত্র
২৫-১-২০০৪

[illegible][illegible]

New Or some national daily.

‘কোথাও কেউ নেই’

মন মোদা, ডেরব (কিশোরগঞ্জ)

উপজেলা নির্বাহী কর্মকর্তা (ইউএনও) মো. হাবিবুর রহমানের কক্ষের বৈশিষ্ট্যপূর্ণ পর্দাটি ঘুরছিল। কক্ষটি নেই। তার দৃজন অফিস সহকারী ছাড়া অন্য কর্মকর্তা-কর্মচারীরাও অনুপস্থিত।

দুই অফিস সহকারী আজউর রহমান ও প্রবাল কুমার রায় জানান, ‘স্যার (ইউএনও) ছুটিতে আছেন। স্যার না থাকলে কাজকর্ম কম থাকে। এ জন্যই হয়তো অনায়াসেই আসেনি।’

সহকারী কমিশনার (ভূমি) অফিসে গিয়ে জানা গেল, এসি ল্যান্ডের পদটি দীর্ঘদিন ধরে শূন্য। ইউএনওই চালাচ্ছেন অতিরিক্ত দায়িত্ব হিসেবে। তিনি ছুটিতে থাকায় এ অফিসটিও অতিভাবকহীন।

উপজেলা শিক্ষা কর্মকর্তা শাহ আলমের কক্ষে তালা ঝুলছে। দুই সহকারী শিক্ষা কর্মকর্তা রেজাউল করিম এবং কমল রঞ্জন দানও অফিসে নেই। অফিসে আসা সহকারী শিক্ষা কর্মকর্তা ইমন আলী জানান, ‘স্যার এরপর পৃষ্ঠা ১৭ কলাম ৬

দিবসিক মুদ্রা ৬ আ
২০-৭-২০১৬

‘কোথাও কেউ নেই’

প্রথম পৃষ্ঠার পর

(শিক্ষা কর্মকর্তা) বাইরে আছেন, উপর দুই সহকারী শিক্ষা কর্মকর্তার মাধ্যমে একজন বাড়িতে গিয়ে অসুস্থ হয়ে পড়েছেন। তাই আসেননি।’

খাদ্য নিয়ন্ত্রণ কর্মকর্তা আবদুল গনির কার্য্যালয়ে পাওয়া গেল না। খাদ্য পরিদর্শক আবু তাহের জানান, তিনি (খাদ্য নিয়ন্ত্রণ কর্মকর্তা) এ মুহূর্তে বাইরে আছেন। প্রকল্প বাস্তবায়ন কর্মকর্তা আবদুল গনির কার্য্যালয়ে কেউ নেই। তার অফিসকক্ষে বসে আছেন পৌরসভার ৮ নম্বর ওয়ার্ড কমিশনার শাহদুল আলম। তিনি বলেন, ‘ওনার অপেক্ষায় বসে আছি।’

উপজেলা প্রকৌশল অফিসে গিয়ে কোনো প্রকৌশলীরই দেখা পাওয়া যায়নি। উপজেলা প্রকৌশলী রঞ্জিত দে, উপসহকারী প্রকৌশলী মুজিবুর শেখনহু অন্যরা কোথায় আছেন, সার্ভেয়ার মোজাম্মেল হক তুইয়া তা জানাতে পারেননি। উপজেলা মহিলাবিষয়ক কর্মকর্তা জেগুয়েছার অফিসটি ছিল একেবারে ফাঁকা।

সমাজসেবা কর্মকর্তা নাহবুল আলমের অনুপস্থিতির কারণ হিসেবে তার অফিস সহকারী আবু তাহের জানান, তিনি বাজিতপুর জহুরুল ইসলাম মেডিকেল কলেজ হাসপাতালে চিকিৎসা নিতে গেছেন। জনস্বাস্থ্য অধিদপ্তরের উপসহকারী প্রকৌশলী লোকমান মিয়া দুই দিনের ছুটি নিয়ে বাড়িতে রয়েছেন বলে অফিস সহকারী আনোয়ারুল হক জানান।

সংবাদ কর্মকর্তা মকবুল করিম খান জেলা সদরে একটি সভায় যোগ দিতে গেছেন। কৃষি কর্মকর্তা এ এইচ এম রহমত উল্লাহ ও কৃষি সম্প্রদায় কর্মকর্তা মো. ফজলুর রহমানকেও তাদের কক্ষে দেখা যায়নি। অফিসের এমএলএসএন মো. শাহজাহান জানান, ‘স্যার এ মুহূর্তে কক্ষে না থাকলেও তিনি অফিসে এসেছেন।’

উপজেলা পরিসংখ্যান কর্মকর্তার পদটি শূন্য থাকায় অতিরিক্ত দায়িত্ব পালন করছেন

কটিয়াদী উপজেলার পরিসংখ্যান কর্মকর্তা আহিদুজ্জামান আকন্দ। তিনি নাসে একবারের বেশি এখানে আসতে পারেন না। অফিসের চেইনম্যান আবদুর রহমান নাজির জানান, ‘বিশেষ প্রয়োজনে আমরাই কটিয়াদী গিয়ে কাজ করিয়ে আসি।’

শীর্ষ সব কর্মকর্তাশূন্য এই উপজেলাটি হলো কিশোরগঞ্জের কুলিয়ারচর উপজেলা। আর এই ‘কোথাও কেউ নেই’ চিত্রটি হলো গতকাল সোমবারের। বেলা ১১টা থেকে দুপুর ১টা পর্যন্ত এই প্রতিবেদক উপজেলা পরিষদের এসব শীর্ষ কর্মকর্তার কার্যালয়ে গিয়ে এই চিত্র দেখতে পায়। এই ২ ঘণ্টায় কেবল হিসাবরক্ষণ কর্মকর্তা সৃজিত কুমার সাহাকেই তার চেয়ারে পাওয়া যায়।

সহকারী কমিশনার (ভূমি) এবং খাদ্য কর্মকর্তা ছাড়া উপজেলা কম্পাউন্ডের দুটি তবনে এসব অফিসের অবস্থান।

এই গণ-অনুপস্থিতির বিষয়ে ইউএনও মো. হাবিবুর রহমানের সঙ্গে টেলিফোনে যোগাযোগ করা হলে তিনি বলেন, ‘আমি নিজে যেহেতু ছুটিতে আছি সুতরাং উপজেলার অফিসগুলোর ঠিক কী অবস্থা, এ মুহূর্তে তা বুঝতে পারছি না।’

জেলা প্রশাসক সি এম ইউসুফ হোসাইন বলেন, যদি ঘটনা সত্য হয়, অবশ্যই অতিযুক্ত কর্মকর্তা-কর্মচারীদের বিরুদ্ধে আইনানুগ ব্যবস্থা নেওয়া হবে।

উপজেলা বিএনপির সভাপতি শরীফুল আলম জানান, সরকারি কর্মকর্তারা ঠিকমতো দায়িত্ব পালন না করায় এলাকাবাসী বিভিন্ন সমস্যায় পড়ছেন। তাদের ঢালাও অনুপস্থিতির কারণে উপজেলাবাসীর ভোগাতি চলছে। পৌরসভার প্যানেল চেয়ারম্যান সৈয়দ নূরে আলম বলেন, ‘কুলিয়ারচর উপজেলার সরকারি অফিসগুলো কীভাবে চলছে আল্লাহ ছাড়া কেউ জানে না।’

News of some national dailies.

দিনিক

প্রথম পাতা

৭/৬/২০০৬

মিঠামইনের সরকারি কর্মকর্তারা 'একটু দেরি করে অফিসে আসেন'

শফিক আদানান, কামগঞ্জ (কিশোরগঞ্জ)

রোববার সকাল ১০টা ১০ মিনিট। সোনালী ব্যাংকের সব ছোয়ার খালি। শাখা ব্যাংকপক গোলাম রব্বানীসহ কোনো কর্মকর্তা তখনো ব্যাংকে আসেননি। অফিস সহকারী মজিবুল হা শেখ জানান, ব্যবস্থাপক নেত্রকোণা থেকে আসবেন, তাই দেরি হচ্ছে। ক্যাশিয়ার আবদুস সাভার কাথায় আছেন জানতে চাইলে তিনি বলেন, তারও চলে আসার সময় হলো। বেলা ১১টার পর ব্যাংকের লেনদেন শুরু হয়।

সোনালী ব্যাংকের উল্টো দিকে সদর ইউনিয়ন ভূমি অফিস ও পাশের কৃষি ব্যাংক তখনো তালা ঝুলছে।

অনেক দিন ধরে এভাবে চলছে কিশোরগঞ্জের মিঠামইন উপজেলা শাখা সোনালী ব্যাংক। শুধু এই ব্যাংক কর্মকর্তার নয়, অফিস চলাকালে উপজেলা প্রশাসনের অধিকাংশ কর্মকর্তাকেই তাদের অফিসে পাওয়া যায়। রোববার সকাল নয়টা থেকে বেলা দুইটা পর্যন্ত উপজেলা প্রশাসনের প্রতিটি অফিস ঘুরে এ হতাশাজনক চিত্র দেখা গেছে। যে কয়টি অফিস খোলা ছিল সেগুলোতে অফিস সহকারী বসে বসে গল্প করছেন।

অভিযোগ পাওয়া গেছে, দিনের পর দিন উপজেলা প্রশাসনের কাজকর্ম এভাবেই চলছে। উপজেলা নির্বাহী কর্মকর্তা (ইউএনও) বলেন, উপজেলাবাসী তাদের কাজকর্ম সায়েদ দুপুরে সদরে আসেন। এ কারণে কর্মকর্তারা একটু দেরিতে অফিসে আসেন।

সকাল সাড়ে ১০টার দিকে সাব-রেজিস্ট্রার অফিসে গিয়ে দেখা যায়, নকলনবিশ শুনত চন্দ্র দাস দলিলপত্র নাজুতাল করছেন। অন্য নকলনবিশ সাজেদুল ইসলাম মাত্র ঘুম থেকে উঠছেন। তিনি অফিসেই থাকেন। সারা জানান, সাব-রেজিস্ট্রার মোহাম্মদ আবদুল মোতালেব দিনের উপজেলার দায়িত্ব পালন করেন। বুধ ও বৃহস্পতিবার ছাড়া তাকে এরপর পূর্ণাঙ্গ ১৯ বলায় ৩

একটু দেরি করে অফিসে আসেন

শেষ পৃষ্ঠার পর

পাওয়া যায় না। এ এই ভবন ভূমি অফিস ও উপজেলা নির্বাহী প্রশাসনের কার্যালয়। দুটো অফিসে তখনো তালা ঝুলছে। বেশ কিছুক্ষণ অপেক্ষা করেও সেখানে কার্যকর দেখা যায়নি।

সকাল সাড়ে ১০টার দিকে উপজেলা পরিষদে গিয়ে দেখা যায়, উপজেলা আর্থনিক সেক্টর খান্দা নিয়ন্ত্রক ও মহিলাবিষয়ক কর্মকর্তার কার্যালয়ের দরজা তালা। উপজেলা কৃষি সম্প্রদায় কর্মকর্তা রোকনুল আলী, পরিবহন ও কর্মকর্তা আহমেদ হোসেন তালুকদার, উপজেলা একাডেমিক সুপার ইজার রামপদ বিশ্বাস ও ডেপুটি ম্যাজিস্ট্রেট জা. মো. জাবেদের কার্যালয়ে দুপুর নেই। পর্যন্ত তালা ঝুলতে দেখা যায়।

বেলা ১১টার দিকে মজিবুল হা শেখের দরজা খোলা দেখে ভেতরে ঢুকে দেখা যায়, অফিস সহকারী মোকসেস আলী ছাড়া কোনো কর্মকর্তা-কর্মচারী নেই। উপজেলা সমবায় কর্মকর্তা সিদ্দিক উল্লাহকে তার কার্যালয়ে গিয়ে পাওয়া যায়নি। উপকারী উপজেলা সমবায় কর্মকর্তা মাহবুবুল আমিন জানান, সমবায় কর্মকর্তা জেলা সদরে বৈঠক করতে গেছেন। অফিসে এ সময় তারা ছাড়া আরও তিনজন কর্মচারী উপস্থিত থাকার কথা থাকলেও তাদের দেখা যায়নি। আসার পর ভিজিটিং অফিস খোলা থাকলেও প্রশিক্ষক আহিলাজ বেগম ছাড়া আর কেউই ছিলেন না।

শিক্ষা কর্মকর্তা মোকিমুল ইসলাম নিকলী উপজেলায় মূল দায়িত্ব পালন করেন। এখানে আছেন অতিরিক্ত দায়িত্ব। তার কার্যালয়ও ফাঁকা।

দুপুর ১২টায় গিয়ে 'উপজেলা' প্রকল্প বাস্তবায়ন কর্মকর্তা (পিআইও) মবিনুর রহমানকে পাওয়া যায়নি। অফিস সহকারী জনিম উদ্দিন জানান, তিনি শিল্পী উপজেলার দায়িত্ব পালন করেন। উপজেলা প্রকৌশলী ভূদেব চন্দ্র দেবনাথকে দুপুর একটা পর্যন্ত অপেক্ষা করেও পাওয়া যায়নি। অফিস সহকারী আবদুর রহমান বলেন, সারারাত ধারায় আছেন, আমি জানি না। নির্মাজমেরা কর্মকর্তা সিদ্দিকুর রহমানও নেই। তিনি বাজিতপুর উপজেলারও দায়িত্ব পালন করেন। তিনি মাসে এক-দুইবার মিঠামইন আসেন। অফিস সহকারী আবুল হোসেন জানান, এ কারণে তাই অনেক কিছু সমুদ্র দিতে হয়।

ইউএনও সত্য় কুমার শীঘ্রীকেও তার কার্যালয়ে পাওয়া যায়নি। কার্যালয় থেকে জানানো হয়, তিনি মিঠামইন বন্ধের আছেন। গতকাল মোবাইল ফোনে তিনি উপজেলা প্রশাসনের কর্মকর্তাদের অনুপস্থিতির কথা অস্বীকার করে বলেন, রোববার বিকেলে কর্মকর্তাদের সঙ্গে তার বৈঠক হয়েছে।

তিনি আরও বলেন, এলাকার মানুষ দুপুরের পর কাজকর্ম করতে উপজেলা সদরে আসেন। কর্মকর্তারাও তাই একটু পরে কার্যালয়ে আসতে পারেন। এনি এও বলেন, যোগাযোগ ব্যবস্থা খারাপ হওয়ায় অনেক সময় কর্মকর্তাদের কর্মস্থলে আসতে দেরি হয়। অনেক কর্মকর্তাকে একাধিক উপজেলায় দায়িত্ব দেওয়া হয়েছে। এসব সামলাতে গিয়ে তাদের হিমশিম খেতে হয়। তিনি দাবি করেন, অন্যান্য ছাড়া উপজেলা থেকে তার উপজেলার কর্মকর্তারা ভালো কাজকর্ম করেন।

দিনিক প্রথম পাতা

৭-৬-২০০৬

News of some rational dailies.

ছুটি নয়, তবুও তালাবন্ধ অনেক কর্মকর্তার দপ্তর...

সাতার আফান, কানাইঘাট (সিলেট) থেকে ফিরে

কানাইঘাটের ছোট্ট গ্রামের মিয়াম বেগম গতকাল বৃহস্পতিবার উপজেলার মাইলবিহারে কর্মকর্তা হোসেন আরা তালুকদারের কাছে একটি কাজে এসেছিলেন। তার মন অসুস্থতার পরও তাকে না পেয়ে ফেভের সঙ্গে মিয়াম বললেন, 'আমি যেদিন আই ইউদিন অফিসের গাই না। অফিসের খবর পাওয়া যায় না, তাহলে অফিসে যাবিয়ার পর-পর কিতা লাভ।'

ওই মাইলবিহারে কর্মকর্তা হায়, কানাইঘাটের অধিকাংশ কর্মকর্তা গতকাল তাদের কার্যালয়ে অনুপস্থিত ছিলেন। ফলে মিয়ামের মতো অনেককে কাজ নিয়ে হ্রাসে কর্মকর্তাদের না পেয়ে দুর্ভোগ পোহাতে হয়েছে। গতকাল বেলা সাড়ে ১১টা থেকে দুইটা পর্যন্ত আড়াই ঘণ্টা উপজেলা কমপ্লেক্সে অবস্থান করে কর্মকর্তাদের অনুপস্থিতির এ চিত্র দেখা যায়।

উপজেলা নির্বাহী কর্মকর্তা (ইউএনও) তোফায়েল ইসলাম বলেন, অফিসে গিয়ে না পেয়ে জন্ম আমি আগেই সবাইকে সতর্ক করে দিয়েছি। এর পরও কর্মকর্তাদের অনুপস্থিত থাকার কথা নয়। এরপর তিনি নিজে কয়েকজন কর্মকর্তার দপ্তরে খোঁজ নিয়ে তাদের অনুপস্থিতি সম্পর্কে নিশ্চিত হন।

উপজেলা কমপ্লেক্স ঘুরে দেখা গেছে, শিক্ষা কর্মকর্তা বায়েজীদ খানের দপ্তরে তালু বুলছে। সহকারী শিক্ষা কর্মকর্তা এস এম জামান বলেন, সাতার আজ পাবেন না। তিনি ইফতার পাটিতে সিলেটে গেছেন। উপজেলার গাছবাড়ী এলাকার বাসবাড়ী গ্রামের আজউদ্দিন একটি আবেদনপত্র নিয়ে শিক্ষা কর্মকর্তার কাছে গতকাল নিয়ে যঠ দিনের মতো এসেও তাকে পাননি। তিনি বলেন, 'প্রতিদিন আমার ১০০ টাকা করে বাতায়ত বন্ধ হচ্ছে। তবুও অফিসারকে পাইছি না।'

সহকারী কর্মকর্তা খলিলুল নামদ চৌধুরীকে তার দপ্তরে পাওয়া যায়নি। অফিস সহকারী ইলিয়াস আলী বলেন, 'স্যার মেয়ের বাড়িতে ইফতারি নিয়ে গেছেন। তাকে সোমবার পাবেন।' উপজেলা সমবায় কর্মকর্তা (ভারপ্রাপ্ত) মহবুবুর রহমান থাকেন সিলেটে। গতকাল তার দপ্তরেও তালু বুলতে দেখা যায়। সমবায় অফিসের সহকারী পরিদর্শক আব্দুর রহমান বলেন, 'সাতার স্যারের আসার কথা ছিল, কিন্তু আসেননি।'

উপজেলা নেটেলমেট কর্মকর্তা শামসুল ইসলামের দপ্তরে তালু

বুলছে। অফিস সহকারী মোফাজ্জল হোসেন বলেন, 'জরুরি কাজ থাকলে স্যার আসেন, না হলে আসেন না। আজ স্যারের বাসায় ইফতার পাটি।' উপজেলা সাব-রেজিস্ট্রার জিয়াউল হককে তার দপ্তরে পাওয়া যায়নি। অফিস সহকারী চমত বলেন, 'স্যার আজ আসেননি। একইভাবে বিভাগিতির কর্মকর্তা আবু তাহের চৌধুরীর দপ্তরও বন্ধ ছিল। দপ্তরে একজন জানান, স্যার সিলেটে গেছেন।'

কমপ্লেক্স প্রকৌশল অধিদপ্তরের প্রকৌশলী শংকর কুমার করের দপ্তরও তালু বুলছে। স্যানিটারি মিস্ত্রি জাহাঙ্গীর হোসেন বলেন, 'স্যার তার পতুর বাড়িতে বেড়াতে গেছেন।' উপজেলা স্বাস্থ্য ও পরিবার পরিকল্পনা কর্মকর্তা আব্দুল মুনিম চৌধুরীর কক্ষও বন্ধ। উপজেলা স্বাস্থ্য কমপ্লেক্সের বার্ডি আব্দুল মজিদ বলেন, 'স্যার অসুস্থ, সিলেটের বাসায় আছেন।'

ভারপ্রাপ্ত কৃষি কর্মকর্তার কক্ষে বৈদ্যুতিক পাখা ঘুরছে কিন্তু কেউ নেই। কৃষি অফিসের উদ্ভিদ সংরক্ষণ কর্মকর্তা মোহাম্মদ আলী বলেন, 'স্যার অফিসে ছিলেন, হয়তো ইউএনওর কার্যালয়ে গেছেন। কিন্তু ইউএনওর কার্যালয়ে খোঁজ করেও তাকে পাওয়া যায়নি। কানাইঘাট টিআইটি ডিজিটাল টেলিফোন এক্সচেঞ্জের দায়িত্বে থাকা উপ-সহকারী প্রকৌশলী আব্দুর রব গতকাল আসেননি।'

উপজেলা আদালত ডিউটি কর্মকর্তা আব্দুল লতিফের (ভারপ্রাপ্ত) দপ্তরে তালু বুলতে দেখা যায়। অফিস সহকারী আব্দুল মালিক বলেন, 'স্যার সিলেটে গেছেন।' খানদানিয়তুল কর্মকর্তা মোনাদেকুল মাওলার দপ্তরও বন্ধ। তিনি বন্ধুর বাসায় ইফতারি নিয়ে সিলেটে গেছেন বলে ওই অফিসের প্রহরী বদরুল ইসলাম জানান। যুব উন্নয়ন কর্মকর্তার দপ্তরেও কার্যকর পাওয়া যায়নি। ওই দপ্তরেও তালু বুলছে।

বন কর্মকর্তা নাসির উদ্দিনের দপ্তরে তালু বুলছে। উপজেলা পরিদপ্তর কর্মকর্তার (ভারপ্রাপ্ত) দপ্তরে তালু বুলতে দেখা যায়। উপ-সহকারী প্রকৌশলীর (বিএডিসি) দপ্তরও বন্ধ।

এ প্রসঙ্গে ইউএনও বলেন, 'অফিস ফেলে মেয়ের বাড়িতে ইফতারি নিয়ে বাওয়ার বিষয়ে আমি কিছু জানি না। তবে আমি এখানে যোগদান করেই সব কর্মকর্তাকে নিয়ন্ত্রণে রাখি। অফিস করার জন্য বলে দিই। কর্মকর্তাদের অনুপস্থিতির বিষয়টি তদন্ত করে দেখা হবে।'

নির্মিত প্রথম
৩৩-১০-০৬

News of some national dailies

গণপ্রজাতন্ত্রী বাংলাদেশ
 সংবাদপত্রের নাম : জোবোব সংবাদ
 প্রকাশনস্থল : ঢাকা
 তারিখ : ১৫ ১০ ২০০৭
 ভবন নং-৯ (১) ও ৪
 ঢাকা

জোবোব সংবাদের বিশেষ অম্যান্য নলছিটির ১৪ কর্মকর্তা উপজেলার বাইরে বার্ষিক পরীক্ষা করছেন

নলছিটি (কালকোট) সংবাদপত্রের উপজেলার ১৪ জন কর্মকর্তা এই উপজেলা শহরে বার্ষিক পরীক্ষা করছেন না। তারা উপজেলার বাইরে থেকে সকাল ১০/১১টার দিকে আসেন। এসে আবার ৩টার মধ্যে চলে যান। এতে করে সরকারি কার্যালয়ের পাশাপাশি জনসংগত অফিসের কাজকর্ম বন্ধ হয়ে যায়।

জানা গেছে, উপজেলা নির্বাহী কর্মকর্তা এমএফ আরশাদ ভাটেরসহ কৃষি কর্মকর্তা আব্দুল আলী, প্রাথমিক শিক্ষা কর্মকর্তা আর এমদাদ, উপজেলা প্রকৌশলী (এলসিইডি) কবির মিয়া, সমসাময়িক কর্মকর্তা রুহত ওমর সরকার, হিসাবরক্ষণ কর্মকর্তা মোঃ শাহ আলম, মাধ্যমিক শিক্ষা কর্মকর্তা হাদিসা-মরশিদ, মহিলা কর্মকর্তা আর কাদিয়া, সমসাময়িক কর্মকর্তা মোঃ কবির শাহাদ, উপজেলা স্বাস্থ্য কর্মকর্তা ডা. মোঃ মাসুদ রাসিম, আবাসিক মেডিকেল অফিসার ডা. সত্যজিৎ উদাহর, ন নিয়ন্ত্রক মোহাম্মদ হোসেন, আবাসিক প্রকৌশলী (বিদ্যুৎ) মোঃ আলী অনুয়ার প্রকৌশলী মোঃ সেলিম মিয়া নলছিটি অবস্থান করেন না। উল্লিখিত সব কর্মকর্তাই কালকোট ও বরিশাদ থেকে আসাওয়া হয়। তারা অফিসে বসে কাজ করে। কাজকর্ম সঠিকভাবে সম্পন্ন হয় না।

উল্লেখ্য, কালকোটের জোবোব সংবাদ মোঃ আব্দুল হক মোস্তাফিজ : প্রতি এক সপ্তাহ সব কর্মকর্তাকে নলছিটিতে অবস্থান করে নিয়োগ দিয়েছেন।

Annual survey of industries, 2002-03 Vol.II report on absenteeism,
Labor turnover, Employment and Labor cost in sample sector

Absenteeism rates among directly employed regular workers by states during the year
2002

Sl. No.	State	No of factories reporting directly employed regular workers	% of factories reporting absenteeism	Mondays scheduled to work ('000)	Mondays lost due to absence ('000)	% of absenteeism during the year	
						2002	2001
1.	J & Kashmir	253	98.42	1490	132	8.88	8.06
2.	Himachol	408	99.02	2282	242	10.61	11.47
3.	Punjab	6300	94.38	29813	3142	10.54	11.05
4.	Chandigarh	233	99.57	1064	140	13.13	13.87
5.	Uttaranchal	534	98.31	2346	208	8.87	9.53
6.	Haryana	3276	98.38	17994	1955	10.87	12.87
7.	Delhi	2943	99.25	19862	2655	13.37	13.78
8.	Rajasthan	4298	95.07	23200	2423	10.40	9.88
9.	U. Pradesh	7037	98.28	42141	4128	9.80	9.51
10.	Bihar	954	99.69	3242	264	8.14	7.19
11.	Assam	734	99.59	7983	489	6.13	6.83
12.	W.Bengal	4504	97.71	26543	2387	8.99	8.92
13.	Jharkhand	861	99.88	6336	472	7.44	7.72
14.	Orissa	1275	97.57	6843	552	8.07	7.63
15.	Chhattisgarh	869	99.19	4824	204	4.23	4.37
16.	M. Pradesh	1963	99.95	12597	1015	8.05	8.10
17.	Gujarat	10600	98.75	56093	5208	9.28	9.60
18.	Daman & D	1208	99.83	7920	516	6.52	7.26
19.	D & N Hav.	805	100.00	5363	512	9.54	5.73
20.	Maharashtra	13303	98.70	77026	8851	11.49	11.31
21.	A. Pradesh	10313	94.31	94660	5855	6.19	6.17
22.	Karnataka	5054	98.52	38411	3533	9.20	4.36
23.	Goa	428	99.77	3523	373	10.59	11.83
24.	Kerala	3429	97.87	20529	2641	12.87	15.29
25.	Tamil Nadu	14012	95.11	123540	7649	6.19	6.92
26.	Pondicherry	413	99.03	3130	162	5.19	6.46
All India		96006	97.23	641754	58707	9.15	8.64
Public		899	99.78	6888	667	9.69	8.98
Joint		926	96.54	8933	811	9.08	15.54
Private		94181	87.21	625927	57221	9.14	8.55

State wise absenteeism rate in India

Cartoon

