



ATTENDANCE MANAGEMENT AND EMPLOYEE PERFORMANCE AMONG SELECTED COMMERCIAL BANKS IN THE KINGDOM OF BAHRAIN

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Abstract

Attendance management is a critical factor within any organization which has employees. Information gathered through attendance management reporting style helps in determining if an organization is on the right track as well as if it moving toward a successful future. The workforce is a key resource that a business should know the way to keep track of their attendance and time. Through monitoring attendance, it is easier for a company to determine which employees arrive on time, early or constantly late. Employees from different organizations are found to involve in fake leaves that cause negative impact on the performance of the organization. As a result, organization uses different types of management techniques to maintain the performance of their employees in various business organizations as well as in banking sectors. In order to determine the correlation between the two variables: attendance management and employee performance the paper used an online survey questionnaire to collect information about the research topic under investigation. The collected data is analysed using the Statistical Package for the Social Sciences using frequency descriptive tables. To test

the reliability of the collected data results a Pearson's correlation analysis test is used. To conclude, the paper provides several recommendations regarding the strategies that commercial banks within the Kingdom of Bahrain should be put in place to improve their employee attendance management.

Keywords: Attendance Management, Performance Management, Time management, Absenteeism, Accountability, Fake leave, Punctuality, Bahrain

INTRODUCTION

Employees' attendance is a major for all the business organizations as it has a direct impact on the performance of an individual as well as on the performance of the organization. Usually, employees of different organizations are found involve in fake leaves that hurt the performance of the organization. Different types of management techniques are used to maintain the performance of the employees in various business organizations as well as in banking sectors. In this regard, it is believed that the attendance management system has the potential to control the fake leaves and other issues related to the employee's attendance. Adding some transparency to the problem of the fake leaves in the corporate environment in the organization hierarchy is expected to be an effective way of reducing the negative effect of attendance (Adwan & Minwer, 2016).

In different banks and other sectors, the lack of attendance increased speedily. Different types of employees take fake leaves, which turn the performance of the banks towards the failure (Kocakulah, Kelley, Mitchell, & Ruggieri, 2016). Moreover, the rate of fake sick leaves is also increasing in different sectors that tend the organizations towards disappointment. According to make the business run in flow attendance management plays different types of roles. In a study, it is showed that if the employee takes fake sick leave then the burden of work will increase on the other workers which also causes the growth of the businesses.

In this modern age, the banking sectors of the Kingdom of Bahrain play an important role to support the economy of Bahrain. The first thing that runs the banking sectors is the performance of the management that how they perform to run the banks in an effective way (Suresh, 2016). The problem, which is faced by different Commercial banks in the Kingdom of Bahrain, is the absenteeism and lack of attendance of the employees in the banking sector. Through the lack of attention towards the employee's fake leaves, the performance of the banks is decreasing. To drive the banking sectors of the Kingdom of Bahrain towards success, the

management has to focus on the performance of the employees also on the attendance of the employees.

There are two banking systems available in the Kingdom of Bahrain, which are the Islamic banks and Conventional Banks. These banks are the largest components of the financial system (Adekunle & Onaolapo, 2015). This research is focused on to study the attendance management used by the two commercial banks of Bahrain. The National Bank of Bahrain is widely running its business in Bahrain as a commercial bank. Ahli United Bank is the second selected bank is the largest commercial bank in Bahrain; therefore, attendance management of the employees has immense importance for the bank.

The general purpose of the study is to assess the relationship between the attendance management and self-perceived employee's performance in the commercial banks of the Kingdom of Bahrain

1. To examine the status of the attendance management among the selected commercial banks of the Kingdom of Bahrain in terms of Time management, Absenteeism, Accountability, Fake leave, and Punctuality.
2. To identify the level of self-perceived employee performance in commercial banks of the Kingdom of Bahrain in terms of Time management, Absenteeism, Accountability, Fake leave, and Punctuality.
3. To analyze the relationship between the status of attendance management and self-perceived employee performance among the selected commercial banks in the Kingdom of Bahrain.
4. To bring out the problems encountered and recommendations regarding the attendance management in the selected commercial banks in the Kingdom of Bahrain.

Bunmi, (2016) study mentioned that, the attendance management is the method of stopping employee time theft by following employee working hours, login time, leavings, cessations, and time off. Organizations use many methods from stamping cards and worksheets to computerized attendance management systems and biometric strategies to attain employee attendance. Every organization has its method but it follows in all organizations to achieve good results. Some organizations use a web-based system that is controlled by team leaders. The identification through Identification card or biometric systems is also widely used in the contemporary world. No one can hide him or her through this method and it is also beneficial for attendance because this method is a verification method.

Favero & Nathan, (2014) study resulted that, Bahrain is Small Island near Arabian Gulf. Being a small autonomous state, it is very attractive for many countries due to its growing

economy. Concerning the performance of the national economy, the International Monetary Fund, in its periodic review of the economy of Bahrain, said that the country's economy is observing confident expansions and attained the fastest progress in 2017, maintained by the monetary and fiscal developments package. The banking sector plays an important role in determining the economic condition of any country.

Hawaldar IT, (2016) stated that, all statistics formerly explains the economic prosperity of Bahrain. This whole process is done by proper channels or banks. The whole economy of any country is managed by banks. So from an economic point of view, the banking sector of any country requires special attention to its system and especially discipline. Indiscipline, attendance management is a major factor. This research will examine the role of banks in the economic condition of Bahrain and the systems of banks. Attendance management and performance of any firm have a strong relationship.

Sankar, (2018) research concluded that suitable work time like a fixed work schedule, flexible work schedule and rotation work schedule has been taken for consideration to know the satisfaction level of employees relating to the quality of work life. Also, the respondents are comfortable and satisfied with the fixed work schedule than the flexible work schedule and rotating work schedule. Hospitals need to take initiatives to improve the quality of work efficiency, appreciation for good work, and time spent with family to the staff nurses for the quality of work-life and overall job satisfaction for the organization's performance.

Alsolami, (2018) research confirms that there is a strong relationship between employee's existence in office and bank performance. In Bahrain, the performance is judged by proper scientific methods. The recent study shows that the quality of banks has been improving in the last many years due to proper checks and balances. The most important factor in this check and balance is attendance. The common method is used to monitor the presence of employees is the human resource software system. It is a web-based software. The payroll management system and biometric systems are also used to manage attendance. Bahrain is also working on fixed based terminals which are consisted of special devices.

Adewole & Oloyede, (2014) research stated that the attendance of employees manually increases the fake leaves and more absentees of employees who are ultimately affected the development and performance of an organization. To avoid these fake leaves and absentees of employee's manual attendance is shifted towards the automatic electronic system of attendance that also records the joining time of employees through the recognition of fingerprints.

Duff & Angus, (2015) research cited that, the organizations introduced different software such as a web-based attendance management system which is an accurate and centralized approach that improves the performance of employees, stored the data, reduced the burden

from administration staff and increases the efficiency of the Human resource department respectively.

Mady & Hilles, (2017) study resulted that, as employees performing their services on time as following according to the management and be punctual then the organization move towards the development and achieve a sustainable position in the business world. Furthermore, due to the presence of an efficient attendance management system, all employees be fair with the organization, a fair system of evaluation of performance which develops a sense of satisfaction and trust among employees. This practice enhances the retention rate of employees as well as their work performance. On the other hand, the punctuality of employees also consistent and the performance of the organization are continuously improving day by day.

Makinde, (2016) study concluded that the ultimate goal of any country is to develop her at heights of the economic level because the economy is a major component in this capitalist world. According to the 2030 vision of Bahrain, the ultimate goal of the Kingdom is to create a worldwide economic and globally concentrated economic hub. The Banking industry is a worldwide industry with free admittance to a scientific expansion that pushes the trade and improved the level of competition in the global market. Thus, the open market contact confirms the better openness to the corporate requirements as well as to the customers' necessities. Furthermore, the enlarged level of market struggle leads to little rate deal contribution at the broader variety and the better consume varieties (Ahmed & Imtiaz, 2015).

RESEARCH METHODOLOGY

This study aimed to observe and describe the relationship between attendance management and the self-perceived employee performance among selected commercial banks in the Kingdom of Bahrain. The research design used for this research is descriptive as in this design the focused topic is described by explaining and discussing its related characteristics. In the research of this study, the research population of the commercial banks of the kingdom of Bahrain is consisting of the professionals of attendance management and the commercial banks of Bahrain. The employee respondents of 55 were selected from the 615 total employee of Ahil United Bank and the employee respondents of 51 were selected from the 570 total employees of the National Bank of Bahrain. In this research, the primary data is collected from a sample of 106 respondents. The sample size was identified using the published table (Bartlett, Kotrlik, & Higgins, 2001).

The researcher used the random sampling technique for the examination of the attendance management and the performance of the employees in the commercial bank of the Kingdom of Bahrain. The researcher has used the survey questionnaire, which will be distributed online. The questionnaire is based on 20 closed-ended questions and 5 demographic questions; also the questionnaire is segregated to be related to the dependent and independent variables and the terms under those variables. The questionnaire is divided into the 4 sub-parts in which the first part is based on the demographic questions, following the second part also contains close-ended questions about the “Status of the attendance management among the selected commercial banks of the kingdom of Bahrain.” The third part covers the close-ended questions regarding “Self-perceived employee performance in commercial banks of the kingdom of Bahrain” and the fourth part contains open-ended questions.

After the collection of data through the online survey, this data was analyzed in the statistical analyzing tool, which is named as the SPSS. The use of these tools is to tell more accurate result in understandable and precise manners. Different aspects are applied to analyze the data through SPSS in which the correlation analysis is used to describe the variable’s relationship; Cronbach’s Alpha is used to check the reliability. Status of attendance management and level of performance in the commercial banks in the kingdom of Bahrain-mean and standard deviation. Carl Pearson Coefficient Correlation was used to find the significant relationships between the status and level of performance of commercial banks in the Kingdom of Bahrain.

RESULTS AND DISCUSSIONS

The analysis and interpretation of results related to the relationship between the status of attendance management and self-perceived employee performance among the selected commercial banks in the Kingdom of Bahrain.

The male participants were 57, which is 53.8% of the total research population. On the other hand, the number of females was 49, which is 46.2% of the entire research populace. The number of study participants with less than five years of job experience was 47, which is equivalent to 44.3% of the whole research population. For respondents with job experience from five to ten years was 51, which is 48.1% of the total study populace. On the same note, the number of respondents with over ten year’s job experience was 8, which represents 7.5% of the entire participants’ populace. Respondents with academic qualifications of “qualified and above-average” were 15, which is 14.2% of the total population that was the understudy. The number of respondents with academic qualification of “highly qualified” was 67, which is equivalent to 63.2% of the whole participants that took part in the study.

Respondents with academic qualification of “postgraduate” were 24, which represents 22.6% of the total participant’s population. The respondents work role distribution. Based on the presented data it indicates that the number of respondents whom their work role was that of an employee in this study was 71, which is equal to 67% of the whole research population. Respondents with the work role as management were 35 representing 33% of the total study participants. This means that most respondents who took part in this study their work role was that of an employee while those with the management work role was the least. The highest number of respondents was from Ahli United Bank with 55.7%. On the other hand, the National Bank of Bahrain had the least number of respondents with 43.3%.

Status of the Attendance Management

Table 1 Status of the Attendance Management

Statement	\bar{x}	SD	%	Acceptance Level	Status of Attendance
Attendance Management	3.77	0.901	75.4	Agreed	Effective
A. Time management	4.04	0.891	80.8	Agreed	Effective
To improve attendance there is need to give more focus on time management	4.08	0.836	81.6	Agreed	Effective
Attendance management system allows effective time management	4.00	0.946	80.0	Agreed	Effective
B. Accountability	3.75	0.951	75.0	Agreed	Effective
For better accountability the login and log-off time should be monitored and reviewed in weekly basis	3.61	1.020	72.2	Agreed	Effective
Attendance management system improves accountability	3.88	0.881	77.6	Agreed	Effective
C. Punctuality	3.74	0.961	74.8	Agreed	Effective
Attendance management system improves employees’ punctuality	3.80	0.950	76.0	Agreed	Effective
Do you agree that installing an attendance management system is the effective way to improve employee’s punctuality?	3.68	0.971	73.6	Agreed	Effective

D. Absenteeism	3.81	0.832	76.2	Agreed	Effective
Attendance management system allows reducing absenteeism	3.75	0.906	75.0	Agreed	Effective
Do you agree that employee attendance system is effective in controlling absenteeism issue?	3.87	0.757	77.4	Agreed	Effective
E. Fake Leaves	3.51	0.872	70.2	Agreed	Effective
Attendance management system reduces fake leaves	3.46	0.807	69.2	Agreed	Effective
Do you agree that employee attendance management system is effective in cessation of fake leaves?	3.56	0.937	71.2	Agreed	Effective

Table 1...

The aforementioned table shows the attendance management of two banks in the Kingdom of Bahrain: National Bank of Bahrain and Ahli United Bank. Based on the table it shows that the total attendance management variable reached a mean of 3.77 and a standard deviation of 0.901 which indicates that attendance management among respondents from the selected banks in Bahrain. At the same time, the study participants found that to improve attendance among employees time management is key with a mean and standard deviation value of 4.04 and 0.891 respectively. On the other hand, respondents found that attendance management systems help to improve accountability because it was found to be above the standard terms with a mean score of 3.75 and a standard deviation value of 0.951.

Similarly, it was found that attendance management of employees in the banking sector in the Kingdom of Bahrain helps to improve their punctuality. Regarding punctuality, the participant's score was above the standard with a mean value of 3.74 and a standard deviation of 0.961. It was also evident that the attendance management system plays a major role in reducing absenteeism among employees working in the banking sectors in Bahrain. The total score regarding attendance management systems and its relation with absenteeism recorded a mean of 3.81 and a standard deviation of 0.832. Lastly, but not least respondents found that attendance management systems help to reduce fake leave among banking employees in the selected banks in Bahrain with a mean value of 3.51 and a standard deviation of 0.872.

Level of Self Perceived Employee Performance

Table 2 Level of Self Perceived Employee Performance

Statement	\bar{x}	SD	%	Acceptance Level	Employee Performance
Employee Performance	3.00	0.909	60	Neutral	Neither
A. Time Management	4.09	0.788	81.8	Agreed	Effective
Effective Time management improves employees' performance	4.06	0.766	81,2	Agreed	Effective
Time management allows to use the working hours in much better way with high productivity	4.11	0.809	82.2	Agreed	Effective
B. Accountability	3.82	0.892	76.4	Agreed	Effective
Accountability is key to improve employees' performance	3.81	0.863	76.2	Agreed	Effective
Do you believe that the high accountability results in better performance?	3.83	0.920	76.6	Agreed	Effective
C. Punctuality	3.73	0.813	74.6	Agreed	Effective
Punctuality positively influences employees' performance	3.80	0.798	76.0	Agreed	Effective
Do you agree that employees' punctuality has a direct relation with the employees' performance?	3.66	0.827	73.2	Agreed	Effective
D. Absenteeism	3.92	1.006	78.4	Agreed	Effective
Absenteeism cause negative impact on employees' performance	4.30	0.830	86.0	Strongly Agreed	Highly Effective
Absenteeism cause negative impact on the performance of individual as well as on the organizational performance	3.54	1.181	70.8	Agreed	Effective

E. Fake Leaves	3.15	1.045	63.0	Neutral	Neither
Employees' performance reduces due to fake leaves	3.15	1.067	63.0	Neutral	Neither
Do you agree that tracking the employees through E-finger prints application would be effective in reducing fake leaves?	3.15	1.022	63.0	Neutral	Neither

Table 2...

The table above also shows that there employee performance levels among employees working in the National Bank of Bahrain and Ahli United Bank, when the total mean value was calculated were found to be 3.00 and standard deviation 0.909. In terms of time management, a majority of the respondents said that effective time management improves the performance of employees and also improves productivity. Effective time management had a mean value of 4.06 and a standard deviation of 0.766 and time management allowing employees to use working hours in a much better way had a mean value of 4.11 and a standard deviation value of 0.809. In total the influence of time management toward employee performance had a mean value of 4.09 and a standard deviation value of 0.788. It was evident from the results that the most significant factors in relation to employee's performance among the selected banks in Bahrain were in the following order from the highest score to the lowest: time management 4.09, absenteeism 3.92, accountability 3.82, and punctuality, 3.73 and fake leaves 3.15. A fair system of evaluation of performance develops a sense of satisfaction and trust among employees. This practice enhances the retention rate of employees as well as their work performance. On the other hand, the punctuality of employees also consistent and the performance of the organization is continuously improving day by day (Mady & Hilles, 2017).

Regarding time management, most respondents found that employee's performance depends on effective time management among employees. Concerning absenteeism, the respondents noted that it hurts employee's performance which in the end also affects the performance of an organization. The respondents found that accountability plays a key role in improving employee's performance and highly accountable employees have better performance. The respondents also found that punctuality has a positive influence on employee performance and that the selected banks in Bahrain had an above-average score regarding the punctuality of their employees. Lastly, respondents found that fake leaves significantly reduce employee performance among commercial banks in Bahrain.

Pearson's Correlation Analysis

Correlation is a statistical approach that is used to show how strongly two variables are related to each other. The correlation evaluation is performed to help in understanding the link between two variables. In this regard, the correlation test aids in understanding the connection between attendance management and employee performance in the selected commercial banks in the kingdom of Bahrain.

Table 3 Correlations

		Attendance Management	Employee Performance
Attendance Management	Pearson	1	-.933**
	Correlation		
	Sig. (2-tailed)		.000
	N	106	106
Employee Performance	Pearson	-.933**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	106	106

** . Correlation is significant at the 0.05 level (2-tailed).

Based on the correlation test above Pearson's correlation was -.933 which shows a negative relationship between attendance management and employee performance. Economic point of view the banking sector of any country requires special attention to its system and especially discipline. Indiscipline attendance management is a major factor. This research will examine the role of banks in the economic condition of Bahrain and the systems of banks. Attendance management and performance of any firm have a strong relationship (Hawaldar IT, 2016).

Problems perceived by the respondents on attendance management in the selected commercial banks in the kingdom of Bahrain

Regarding the open questions, the respondents reported that some staff takes sick leaves most frequently because it is easy for them to get those leaves from hospitals. Therefore, they recommended that the commercial bank industry should implement stringent the provision of leaves particularly from certain hospitals to reduce the increase in sick leaves among employees using in house doctor examination before issuing sick leaves.

Many employees working in commercial banks in Bahrain are found of taking fake leave because they can easily access sick leaves from any hospitals. The banking sector in Bahrain has poor attendance management systems shown through the ease of access to fake leaves through any local hospitals. The majority of the banks in Bahrain have not embraced the biometric policy systems in managing the clock in and clock out time.

CONCLUSION

In regard to this research, it is concluded that attendance management has a direct relationship with employee performance. However, there are various issues that affect both attendance management and employee performance such as fake leaves, punctuality, time management, accountability, and absenteeism. Time management plays a vital role when it comes to enhancing the performance of employees. Companies that observe strict time management for their employees flourish more compared to those that do not have time management systems in place. Time management systems work to ensure that employee is at the right place at the right time hence there are issues of laxity among employees because every person activities are performed according to the scheduled time.

It was also noted that fake leave among commercial banks in the Kingdom of Bahrain was as a result of the absence of electronic fingerprint applications. The installation of e-fingerprints is an effective attendance management system because it shows those employees who have reported to work and those who have not automatically. Therefore, this helps in curbing absenteeism among lazy employees in the commercial bank organizations within the Kingdom of Bahrain. Also, to reduce the problem of fake leaves among bank employee's commercial banks in Bahrain should use specific healthcare service providers to avoid cases of easy access of sick leaves from any hospital facility. The study was conducted in the attendance management with performance management of selected commercial banks in the Kingdom of Bahrain; it would be more appropriate if the study may be conducted for all commercial banks including the Islamic banks in the Kingdom of Bahrain.

RECOMMENDATIONS

The presence of an employee management system supports the relationship between the organization and its workforce. Therefore, the focus of employee management is to allow an employee to work in collaboration on typical managerial duties with their employers. Therefore through paying attention to the research findings and my views about the study the following commendations are considered significant to the commercial banks that operate within the Kingdom of Bahrain.

The commercial banks in the Kingdom of Bahrain should install biometric time and attendance system. The use of time biometric systems will improve employee accountability. Biometrics for time creates attendance trails hence with the installation of this system employees will be forced to be accountable for the action they make. Biometrics for time allows easy identification of employees who take extended breaks, and misuse their time, hence this system will hold each employee accountable which in turn will increase productivity. The use of biometric clocks in the commercial bank sector will eliminate the need to manually keep time. Certainly, this will save workers time, decline staffing overhead and give an accurate picture of labor information to the payroll department. Indeed, this aid in effectively manage all organizational operations, which results in increased productivity.

The researcher would recommend that the commercial bank's sectors within the Kingdom of Bahrain embrace an attendance policy. The attendance policy tells the employee how exactly several issues like no shows, tardiness, and early outs as well as a range of leave types will be handled. Also, attendance policy highlights continued discipline policy for attendance infractions. As a result, employees will learn the need to adhere to attendance policies, which will turn improve on their behavioral character.

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