THE IMPACT OF ABSENTEEISM ON PRODUCTIVITY IN GIYANI POLICE STATION: A STUDY CONDUCTED AT GIYANI POLICE STATION

BY

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DECLARATION

I Magezi Judas Maluleke, student at the University of Venda hereby declare that the dissertation for the degree of Master of Public Management at the University of Venda, hereby submitted by me, has not been previously submitted for a degree at this or any another institution and that this is my own work in design and execution. All reference materials contained therein have been duly acknowledged.

Signature: _____ **Date:** 2012/02/15

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DEDICATION

I dedicate this work to my parents, the late Phahlela Ben Maluleke and Mrs. Nyanisi Maluleke, My wife Angelina and my children, Linneth, Tiyani and Graduate, your valuable contribution have born fruits.

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ABSTRACT

The study focussed on the impact of absenteeism on productivity, the causes of absenteeism as well as the strategies to manage and control absenteeism. The study was conducted by exploring the employees' opinions on the matter.

The study is quantitative in nature and descriptive designs were used. It was conducted at Giyani Police Station during July 2011. A questionnaire was used to collect data from a sample of 88 respondents selected through simple random sampling procedure.

The study revealed the following:

- Majority of the respondents were in the age group 41-50 years of age
- The organisation is still dominated by male employees with more than half.
- Nearly three quarter of the respondents were married.
- Half of the respondents managed to complete grade 12 or matric level.
- Majority of the respondents were holding the rank of constable and below.
- Nearly half of the respondents did not complete 10 years services in the south Africa police services
- Over one third of the respondents were doing crime prevention as their nature of work.
- More than half of the respondents were not working shifts.
- It was also revealed that absenteeism had a negative impact on productivity, in the organisation.
- The findings also revealed that, illness, injury, family responsibility, private commitments, official leave, maternity leave, health and safety, quality and nature of supervision, shift work, organisational control system and absence control policy, working conditions, substance abuse, unhappy work relation and others do contribute to employees' absence in Giyani Police Station.

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- However the findings revealed that the size of the group, overtime work, bad weather conditions, transportation problem and ventilation do not contribute to employees' absence in Giyani Police Station.
- The study also revealed that the following strategies can contribute to the management and control of absenteeism: stringent absence manage policies, reward for good attendance, to re-educate managers and supervisors to deal affectively with absence performance related pay, wellness being program, information system and absence control by the use of computers, human relation training for supervisors, job enrichment, employee assistant program, goal setting by both the supervisor and the employees, participative management system and others.

- The recommendation was made that the following strategies be
- implemented by the management of the South Africa Police Services
- including Giyani Police Station in order to manage and control absenteeism.
- Stringent absence management policies
- Reward for good attendance
- Re-educate managers and supervisors to deal effectively with absence.
- Performance related pay
- Wellness being program
- Information system and absence control system
- Human relation for supervisors
- Job enrichment
- Employees assistant program
- Goal setting by both the supervisors and the employee
- Participating management system

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CHAPTER 1: INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 INTRODUCTION

This is a descriptive study of the impact of absenteeism on productivity in the South African Police Service, Giyani. The study was conducted between March and July 2011.The study covers the whole staff of the station which includes Police Officers and Public Service Act Employees.

The chapter introduces the background of the study. The statement of the problem, aims and the objectives of the study are presented followed by list of hypothesis. The definitions of major concepts are also presented as well as the general research design.

1.2 BACKGROUND OF THE STUDY

Absenteeism is explained as a disruptive incident but more especially it can be seen as non attendance when employee is scheduled to work or failure of the workers to report to work, when they are schedules to do the work. This definition does not include non attendance due to vacation leave, military leave, block released leave, suspension etc (Van Der Merwe and Miller 1988:3).

Lokke and Eskildsen (2006:17) define absence as a lack of physical presence at given location and time when there is a social expectation for the employee to be there.

McHugh (2001:45) describes absence as an indication of employee's health and wellbeing from work. However he further indicated that there are many reasons why employees are absent from work which can be due to ill health or due to the problems emanating from work situation. In the case of high absence rate it is an indication of organisation's misbehaviour, which clearly indicates that employee are affected and managers need to do analysis to identify the problems in order

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to remedy the situation by taking appropriate steps.Mchugh (2001:45) further states that despite the causes of absenteeism as indicated above, absenteeism from work is considered to represent an enormous cost for the organisation. However he further states that absenteeism is a growing problem for the organisation in general and for local government in particular.

Macgregor et al (2008:607) acknowledge the cost of absenteeism in organisations to be high. Thomas (2006:31) states in his findings that beside absence resulting into high cost, it also amount to massive disruptions to the productivity of any business in that country.

Productivity is defined as effectiveness and efficiency of an employee in the public service performance. Effectiveness refers to the achievement of the predetermined objectives while efficiency refers to the achievement of the predetermined objectives with the minimum resources (Mafunisa 2010).

One of the basic principles of the public administration is to achieve efficiency and effectiveness. This implies that each public institution in the government is aimed to achieve the highest productivity at all levels. The productivity of the public service is determined by the performance of individuals or employees at the work place.

Therefore in an organisation with a high rate of absenteeism, productivity will not be achieved. However absence results in a shortage of employees to render services to the community (Mafunisa 2010).

Despite the fact that absence having a disruptive affect on the organisations, the good idea is that absenteeism is considered as treatable viral infection meaning that it can be managed, controlled and prevented (Mchugh 2002:722).
There are more researchers who have theorised on the ideas that absence can be managed, controlled and prevented(Maclean 2007: 399, Madden 2009:37,Rosk et al 2004:1202,Thomas 2006:32, Gardiner 2010:292 and Bennet 2003: 434).

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1.3 STATEMENT OF THE PROBLEM

According to the South African Police Service leave policy, National Instruction 2/2004, all employees are entitled for different categories of leave as follows:

- Annual Leave: Employees with less than ten years of service are entitled to 22 working days annual leave, while those who have completed ten years are entitled to 26 working days.
- Sick leave: Employees are entitled to 36 working days for a sick leave cycle of three years.
- Other categories include incapacity leave, Maternity leave, Family responsibility leave, Adoption, Special leave etc.

The policy makes it binding for the employees to utilize all their annual leave because the days are not accumulated or carried over to the following year and also not exchanged into cash, the left over is forfeited. The SAPS have also regulated that employees must plan their leaves to control absenteeism so as not to interrupt service delivery.

Despite the fact that employees are planning their leaves, the services require that employees become available during certain period e.g. festive season, Easter Holidays, policing of major events like elections, therefore it becomes impossible for employees to take their leaves as planned which results in that large numbers of employees taking their leaves at the same time e.g. June month for fear that their leave will be forfeited. The above situation makes the station to be affected by shortages due to absenteeism.

Further problem is that employees are taking sick leave at a high rate, the shift workers, community service centre employee topping the list in terms of the number of employees that book off sick and also the days that are utilised. In the community service centre, the employees are grouped into four shifts, with seven members each, if two employees are on annual leave and two members are on sick leave therefore only three members remain in the shift for services who must

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cover the work left by the other four members who are absent, which makes it difficult for the remaining staff to render services of good quality, they end up prioritising services which result in the other services not being rendered, therefore productivity fails.

According to the inspection report on the 17th of February 2010, the Provincial commissioner's office have indicated that work is not receiving the attention as it should be and the issue of absenteeism was a concern. Absenteeism is a National and Provincial problem in terms of the National and Provincial strategic planning for 2010/2014, as issues that need to be addressed to improve service delivery and productivity.

The police station Giyani strategic planning also includes absenteeism as one of its priorities to be addressed in order to improve productivity at the station for the period 2010/2014 financial year. In conclusion it may be stated that absenteeism is a problem in the South African Police Service and also in Giyani SAPS in particular, which need to be addressed in order to improve service delivery and productivity.

1.4 AIMS AND OBJECTIVES OF THE STUDY

The main aim of the study is to investigate the impact of absenteeism on productivity by exploring the knowledge, viewpoints or perceptions of the employees.

The objectives of the study are:

- To investigate the causes of Absenteeism.
- To investigate how complaints by members of the public caused by absence can be addressed.
- To determine the cost of absenteeism to the organisation.
- To determine how the workload caused by absenteeism can be resolved.

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- To determine how poor productivity caused by absenteeism can be stepped up.

1.5 SIGNIFICANCE OF THE STUDY

The study was intended to be part of the basic foundation of the South African experience on absenteeism. The findings of the study will improve an understanding of the phenomenon in order to make policies, decisions and also develop strategies to manage, prevent and control employee absenteeism at work situation.

1.6 DELIMITATION OF THE STUDY

The study focused on the investigation of the impact of absenteeism on productivity in Giyani Police Station.

1.7 LIMITATION OF THE STUDY

The threats that have been encountered in the study were as follows:

-Some of the identified respondents have refused to participate in the projects; others did not return back the questionnaire.
-Cleaners and Grounds man who were illiterate had difficulties in the completion of questionnaire.

1.8 HYPOTHESIS

- Absenteeism leads to a shortage of manpower.
- Employee absence results in the organisation having to address complaints by the public.
- Absence results in an increased work load to the remaining members of the staff.

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- Absenteeism results in a high cost to the organisation.
- High absenteeism cause poor productivity in the organisation.

1.9 DEFINITION OF OPERATIONAL CONCEPTS

The following concepts appear frequently in the study and are purposefully defined as follows:

Absenteeism: it implies an unplanned disruptive incident but more specifically in can be seen as non attendance when an employee is scheduled to work (Van Der Merwe and Miller 1998:3). Lokke et al (2006:17) define absence as the lack of physical appearance at a given location and time when there is a social expectation for employee to be there. Uys(1994:117) define absenteeism as the use of time for activities that are not work related during the time when a person is expected to be working.

Employee: according to Skills Development Act of 1998, employee is any person excluding an independent contractor who works for another person or for the state and who receives or is entitled to receive remuneration.

Employer: a person or a company that employs people (Basic Conditions of Employment Act no. 75 of 1997).

Environmental factors: this refers to environment within the work place and outside, the work place that can lead to absenteeism include working conditions, family environment, transport problem, whether conditions and environmental stressors such as access of temperature, noise, inadequate light and unhappy work associates (Mafunisa, 2010: 34).

Efficiency: it implies the how of the government action or the way in which functions and activities are carried out (Hanekom et al 1986:211). Mafunisa (2010) defined efficiency as the use of material, labour and other resources to the best advantage of the public and without shortage.

Effectiveness: refers to the achievement of the predetermined objectives (Hanekom et al 1986: 211).

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According to Mafunisa (2010) effectiveness refers to responsive to the real needs and justified expectations of the people to the extent that it was intended to be.

Job satisfaction: fulfilment gained from doing one's job.

Job situation: it includes job scope, work group size, leader style, co-worker relation and opportunity for advancement (Steers and Porters 1987).

Personal factors: this includes employee's age, gender, marital status, health status, income level, safety and occupation of individual employee (Van Der Merwe and Miller 1988:7).

Productivity: productivity implies effectiveness and efficiency in individual and public service performance. Effectiveness refers to the achievement of the predetermined objectives, while efficiency refers to the achievement of the predetermined objectives within minimum resources (Mafanisa 2010). Roux et al (1997: 208) define productivity as the best way of utilizing a source resources, such as public funds and human resources,with due allowance for the fact that need of greater number of inhabitants of the greatest as possible. Suter Meister (1976:5) defines productivity as an output per employee-hour, quality considered. Cascio (1991: 110) defines productivity as a measure of output of good and services relative to the input of the labour, capital, material and equipment.

Workplace: according to the Basic Conditions of Employment Act no.75, a work place is any place where employees work (Cascio 1991: 23).

Working conditions: refers to those unpleasant conditions within work place that can result to boredom, stress, auxiety and futique (Suter, 1976: 34).

Substance Abuse: covers a broad array of substances but usually includes the abuse of alcohol, prescriptions drugs and illegal drugs (Cascio, 1991: 23).

Public Service Act Employee: refers to civilian employees who are not trained as Police members e.g. cleaners, clerks etc (Public service act of 1994).

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1.10 BRIEF SUMMARY OF LITERATURE REVIEW

Mchugh (2002:722) comments that the economic impact of employee absenteeism is derived mainly from the costs of decreased productivity because of the absence from work, less experienced replacements and additional expense of hiring substitute labour.

Macgregor et al (2008:607) comment that the cost of absenteeism to organisation and society are believed to be substantial. Effective managing absence is a challenge for any organisation, big or small, in organisations where staffs are absent, productivity levels fall, affecting customer- service standards. The high absence level are not only affecting levels of productivity but also put increased strain on colleagues who are required to manage additional workloads to ensure that customer service level were being met(Human Resource Management International digest Vol. 17, no7,2009:12).

- **Theoretical approaches to Absenteeism**

Theory is defined as a statement of ideas which is used to explain a certain phenomenon (Cloete 995:75, Hanekom and Thomhill 983:48). Despite the fact that absenteeism is defined differently by the researchers, there are theories that can contribute in the understanding of the phenomenon absenteeism. There is a voluminous literature on absenteeism that may be viewed as the collection of empirical. The following three theories are discussed namely: met expectations, person-work relationship and work group norms theory.

- **Categories of Absenteeism**

According to the definition of the concept absenteeism it implies that absenteeism is unplanned disruptive incident, but more specifically it can be seen as non attendance when an employee is schedules to work. This implies that all the pre-planned leaves do not qualify for analysis in terms of the definition e.g. annual

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leave, military leave, block release leave and suspensions (Van Der Merwe and Hiller 1988:9).

- **Absenteeism: What it entails**

Absenteeism is defined as unplanned, disruptive incident, but more specifically it can be seen as non attendance when an employee is schedule to work (Van der Merwe and Miller 1988:3, Wooden1995:1315, Savery et al1997:313).
According to Roster et al (2004:1204) absenteeism is defined as the total number of work hours lost due to illness or doctor's visits over the past four weeks. Junor et al (2004:26) defines absenteeism as a form of individual misbehaviour.

Sanders (2003:138) distinguishes absenteeism into three categories namely: white, grey and black absenteeism. White absenteeism refers to the case where an employee is genuinely sick, e.g with fever or a broken leg. Grey absenteeism refers to the illness that is associated with Psychological or psychosomatic such as headache, stomach ache or tiredness. Black absenteeism refers to a situation where an employee report sick while in fact he or she is not sick, this is also known as illegal absenteeism.

- **Causes of Absenteeism**

Absence is a multifaceted phenomenon with no simple cause effect linkage and that the causes are varies (Van Der Merwe and Miller 1988:7, Stahl 1976:264). The problem is further compounded by the fact that absence is ill defined by the researchers; there is no exact clear definition of absence. The lack of uniformity with regard to the measurement of absence is also another factor which makes absence not to be predicted of its causes. The above complications with regard to absence result in the fact that the managers of the organisations deal with the symptoms of absence instead of dealing with the root causes (Van Der Merwe and Miller 1988:7).

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The discussion on the causes of absenteeism below is applicable to Giyani SAPS as one of the public institution which employs individuals, police officials and public servants, who manifest this behaviour attitude of absenteeism.

According to Van Der Merwe and Miller (1988: 7), factors that causes absence are classified into three categories as follows: Personal, Organisational and Attitudinal.

- **Absenteeism and Productivity**

Mchugh (2002: 722) states that the economic impact of employee absenteeism derives mainly from the cost of decreasing productivity, because of absence from work, less experience replacements and the additional expense of hiring substitute labour. The statement implies that the economic impact of employee's absence is attributed to decreasing productivity getting less experience employee to replace absent employees and also additional cost to higher new employees to substitute the absent employees.

McHugh (2002:723) further states that organisational problems and ill health are likely to affect adversely the ability of the organisation to cope effectively with the challenges presented by its environment. According to Human Resource Management International Digest (2009: 12) effective management of absence is a challenge to any organisation big or small, in organisation where staffs are absent productivity level fail affecting customer-service standards.

1.11 DIVISION OF THE STUDY

This study is divided into five chapters, each with a specific theme.

CHAPTER 1: Introduction and background of the study.

This chapter introduces issues with which the study is concerned. It presents the statement of the problem, aims, objectives, background of the study, motivation,

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significance of the study, definition of major concepts and with a brief discussion on general research design.

Chapter 2: Literature review

This chapter reviews the following themes: Discussing in details what absenteeism entails, Theoretical approach to absenteeism, measurement and categories of absence, causes of absenteeism, the impact of absenteeism and strategies to manage and control absenteeism as reflected by literature.

The requirements of productivity. Strategies to improve productivity and it was concluded by the discussion of the relation between Absenteeism and Productivity.

Chapter 3: Research Methodology

This chapter focuses on the general picture of how the study was conducted. The researcher discusses in detail the research design, population sample and data gathering and also limitation of the study.

Chapter 4: Presentation of data

This chapter focuses only on the facts as obtained from the respondents. The presentation of data is based on subsection of data gathering instrument. The data is presented in tables and percentages.

Chapter 5: Discussion and Interpretation of the findings.

This chapter focuses on discussion and interpretation of the findings. The researcher interpret the findings based on the facts obtained in Chapter 4. The researcher also makes recommendations to the management of South African Police Services, policy makers and future researchers.

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2.1 INTRODUCTION

Absence implies an unplanned disruptive, but more specifically it can be seen as non- attendance when an employee is schedule to work (Van Der Merwe and Miller 1998:3).

Mchugh (2002:722) comments that the economic impact of employee absenteeism is derived mainly from the costs of decreased productivity because of the absence from work, less experienced replacements and additional expense of hiring substitute labour.

Macgregor et al (2008:607) comment that the cost of absenteeism to organisation and society are believed to be substantial. Effective managing absence is a challenge for any organisation, big or small, in organisations where staffs are absent, productivity levels fall, affecting customer- service standards. The high absence level are not only affecting levels of productivity but also put increased strain on colleagues who are required to manage additional workloads to ensure that customer service level were being met(Human Resource Management International digest Vol. 17, no7,2009:12).

The three authors as indicated above discuss the negative impact that absenteeism have on the organisations, such as the costs, low productivity levels and strain on colleagues. The impact above is also applicable to Giyani Police Station as one of the public organisations, with a problem of employee absenteeism.

This chapter presents the debatable issues of employee absenteeism such as explanations of the concepts absenteeism, theoretical approach to absenteeism, measurements and causes of absenteeism, the impact of absenteeism, strategies to manage and control absenteeism, the explanation of strategies to improve productivity and the relation between absenteeism and productivity.

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2.2 ABSENTEEISM: WHAT IT ENTAILS

Absenteeism is defined as unplanned, disruptive incident, but more specifically it can be seen as non attendance when an employee is schedule to work (Van der Merwe and Miller 1988:3, Wooden1995:1315, Savery et al1997:313). According to Roster et al (2004:1204) absenteeism is defined as the total number of work hours lost due to illness or doctor's visits over the past four weeks. Junor et al (2004:26) defines absenteeism as a form of individual misbehaviour.

Sanders (2003:138) distinguishes absenteeism into three categories namely: white, grey and black absenteeism. White absenteeism refers to the case where an employee is genuinely sick, e.g with fever or a broken leg. Grey absenteeism refers to the illness that is associated with Psychological or psychosomatic such as headache, stomach ache or tiredness. Black absenteeism refers to a situation where an employee report sick while in fact he or she is not sick, this is also known as illegal absenteeism.

Uys (1994:117) defines absenteeism as the use of time for activities that are not work related during the time when a person is expected to be at work.

According to the above definitions of absenteeism it is clearly confirmed that the researchers of absenteeism do not reach an agreement as to the exact definition of the concept absenteeism; they define it according to how they perceive it. Failure to reach consensus with regard to the exact definition of absenteeism makes the measurement of absence become complicated, more specifically the concept of at-work absenteeism, where an employee may be at work but do not fully utilise their mental and physical abilities for the benefit of the organization.

The discussions above are relevant to the field of study, Giyani SAPS in order to understand and explain the concept absenteeism.

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2.3 THEORETICAL APPROACHES TO ABSENTEEISM

Theory is defined as a statement of ideas which is used to explain a certain phenomenon (Cloete 995:75, Hanekom and Thomhill 983:48). Despite the fact that absenteeism is defined differently by the researchers, there are theories that can contribute in the understanding of the phenomenon absenteeism. There is a voluminous literature on absenteeism that may be viewed as the collection of empirical. The following three theories are discussed namely: met expectations, person-work relationship and work group norms theory.

2.3.1 MET EXPECTATIONS

The concept met- expectations refers to the discrepancy between what a person encounter in the job, in the form of negative or positive experiences and what he expect to encounter. If an employee encounter what he expected in the job situation therefore his expectations are met and ultimately job satisfaction is enhanced. However if an employee does not meet what he or she expected, therefore the employee will be dissatisfied with the job however the impact of dissatisfaction will be likely to withdraw from the job, in the form of absenteeism (Van der Merwe and Miller 1988:4).

2.3.2 PERSON-WORK RELATIONSHIP

This theory refers to withdrawal of an employee from work as a reflection of the person work relationship. An employee got into the job with unique characteristics and past experience and also with his needs and aspirations which he need to satisfy.

The job itself has certain characteristics, nature and conditions as well as the level and style of supervision. If an employee meets with all the requirements of the job therefore there will be a relationship between the person and the job. The changes in the job which can affect the employee negatively can results in causing a withdrawal from work in the form of absenteeism. However changes that can affect the employee positively can enhance job satisfaction which can

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result in less absenteeism and more productivity improvement (Van der Merwe and Miller 1988:5).

2.3.3 WORK-GROUPS NORMS

According to Oxford South African concise English dictionary, norm is explained as the usual typical or acceptable standard, norms of good behaviour. Researchers have discovered that some absence have been influenced by the work group norms. It was also found that organisation are condoning some of the absence as legitimate due to the fact that they are practised by group of workers as norms of the organisation but in fact being unspoken norms as if they form part of their work contract. The setting of group norms becomes part of the absence culture. This culture results in case where employee who was employed in an organisation for long period learns to adjust their absence behaviour to the stresses of staying in a manner that is acceptable to the employer (Van Der Merwe and Miller 1988:6).

In conclusion the discussions on the theories of absenteeism do assist in the explanation of the phenomenon absenteeism which is occurring within the field of study, Giyani SAPS.

2.4 MEASUREMENT OF ABSENTEEISM

Mclean (2008:398) states that companies and organisations measure absence in a number of ways. This implies that there is no consensus with regard to how absenteeism can be measured. However it is acknowledged that measurement of absenteeism is important in order to determine the level and cost implication. Van Der Merwe and Miller (1988:13) state that measurement of absenteeism in an organisation is not only for the reduction of the levels of absence but to make sure that planned and utilised records can be used to diagnose the possible causes of employee's absence.

Mclean (2008:393) elaborates on the following three methods of absenteeism measuring:

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-The Bradford points system. This system of measurement acts as a means of warning to the employees who are repeatedly absenting from work situation.

The formula is as follows: SXSXD, where "S" is the number for occasion of absence or frequency, "D" is the number of days lost. For example an employee who absented from work for 5 times with 36 days lost is calculated as follows: 5x5x36=900. This system has a disadvantage because the calculation or measurements cannot differentiate whether the employee has a valid reason of becoming absent like sickness e.g. migraine or Asthma.

Mclean (2008:393) further describe the following two measurement tools of absence, percentage days lost and days lost per employee respectively:

$$\text{-Percentage days lost} = \frac{\text{Work days lost}}{\text{Possible days worked}}$$

$$\text{-Days lost per employee} = \frac{\text{Work days lost}}{\text{Average number of employee}}$$

According to Van der Merwe and Miller (1988:13) they describe two measurement methods of absenteeism, namely the Gross Absence Rate (GAR) which measures the extent of absence and the Absence Frequency Rate (AFR) which measure the incidence of absence-taking.

(GAR) Gross Absence Rate refers to or equivalent to time –lost index and time lost expressed as a percentage of total possible working time, it is calculated at the end of the month. The formula for GAR is as follows:

$$\text{GAR} = \frac{\text{Total days lost through absence}}{\text{Total possible man days}} \times 100$$

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The total possible working time (denominator) is arrived at by multiplying the average number in employment for that month, by the total working days in that period. The Gross Absence Rate is referred as just an absence rate.

In the case where employees are working shifts like in the police stations, therefore Gross Absence Rate is calculated as follows:

$$GAR = \frac{\text{Shift lost}}{\text{Total possible shift}}$$

The disadvantage with the GAR is that it is an overall figure, it does not indicate the type of absence nor reason or duration, and furthermore it tends to be distorted by a single long term illness particularly in smaller groups of less than fifty. In order to overcome the disadvantage above a second supplementary measuring tool is used namely, Absence Frequency Rate, the formula is as follows:

$$AFR = \frac{\text{Total number of absence incident over period}}{\text{Average in employment for that period}}$$

The purpose of Absence Frequency Rate is to express the number of absence incidents per person per month. A low index indicates few absence while a high index indicate many absences, it is in effect and index of how wide spread absence is. The calculations for both GAR and AFR above should be done separately for each category of absence e.g sick, authorised and unauthorised.

According to Van der Heuvel and Wooden (1995:1315) they elaborate on one measurement tor absenteeism namely, Individual Absence Rate(IAR) . The formula for IAR is as follows:

$$IAR = \frac{\text{Number of days lost per individual per month}}{\text{Total number of days to be worked for the period}}$$

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In conclusion the measurements of absenteeism as discussed above could assist in the management of absenteeism in Giyani SAPS by determining the level, cost and to ensure that planned and utilised records can be used to diagnose the possible causes of employee absence.

2.5 CATEGORIES OF ABSENTEEISM

According to the definition of the concept absenteeism it implies that absenteeism is unplanned disruptive incident, but more specifically it can be seen as non attendance when an employee is schedules to work. This implies that all the pre-planned leaves do not qualify for analysis in terms of the definition e.g. annual leave, military leave, block release leave and Suspensions (Van Der Merwe and Hiller 1988:9). The following categories of absence are discussed:

2.5.1 SICK LEAVE

Sick leave refers to the leave entitlement in case an employee gets sick, injured or incapacitated.

Stahl (1976:263) states that it is important, for every organisation to make provision for sick leave in case an employee gets sick. However the cost of an employee to report to work while sick is more than the abuse of sick leave, because the employee can contaminate the rest of the staff which will result in the whole organisation being sick and the services becoming standstill.

According to National Instruction (SAPS Policy 2 of 2004:3) it states that an Employee is entitled for 36 working days sick leave with full pay in a sick leave Cycle of three years. Sick leave is granted to an employee who is absent due to illness, incapacity, injury, any period of quarantine or isolation due to infections or contagious disease for alcohol substance dependency rehabilitation. In case where an employee is absent for three and more days a leave certificate must be submitted from the registered medical practitioner. However the commander may demand a certificate for a period less than three days and also where an

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employee absented himself or herself in two occasion before the expiry of eight weeks. Van der Merwe and Miller(1988:10)state that to detect a genuine illness from doctors sick note is not a simple issue, however abuse or delinquency can be identified from the employee's records. Withdrawal or delinquent (abuse) sick absence is identified by its repetitive Pattern, e.g on the same day of the week, or month, while a genuine illness is much more random. The following two sub categories of sick leaves are discussed:

-Temporary incapacity leave and permanent incapacity leave

Temporary and permanent incapacity leave is considered to be an extension of sick leave, it refers to sick leave entitlement after an employee has exhausted the 36 days regulated sick leave, and the employee is declare sick by the doctor and need further days to recover. Therefore the days less than 30 days are considered to be temporary incapacity while more than 30 days are considered to be permanent incapacity. Should the employee fail to recover within reasonable period the employer will look into issue of assisting the employee to retire through ill health or to give the employee an alternative position temporarily until the employee has fully recovered (SAPS Leave Policy, 2/2004:7, Basic Conditions of Employment Act no 75 of 1997).

2.5.2 AUTHORISED LEAVE

Van der Merwe and Miller (1988:11) define authorised absence as any absence where authority has been sought and granted, except the sick leave. In any organisation there are employee's who keep on asking permission to attend to private matters, or sometimes official matters outside the organisation e.g attend court as a state witness, learner drivers licence, relocation, education and going to the bank. In this regard abuse of authorised leave is eminent where the employee shows a repeatable pattern of absence.

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2.5.3 UNEXCUSED LEAVE

Unexcused leave refers to the leave where the reason for the absence is given or not accepted. This leave carries no sanction with no authority and it is regarded as delinquent. It is some times referred to as absence from duty without leave(Van der Merwe and Miller 1988:11). According to the disciplinary code for the Police Service, this nature of absence is misconduct. Employees' who manifest these kinds of behaviour are subjected to disciplinary actions.

2.5.4 LATE AND PART DAY ABSENCE

Late absence refers to reporting late for duty after the regulated time. Part of the day absence refers to an incident where an employee reports for duty in the morning and later during the day he report off duty or he disappear without authority. The commanders might be aware of the absence, such as sickness or authorised. However in some cases the commanders might not know the employee's where about, which is known as delinquent or abuse (Van der Merwe and Miller 1988:12).

2.5.5 OCCUPATIONAL INJURY AND DISEASE LEAVE

This leave is granted to an employee who got injured at work or contacts an occupational disease. Therefore the employee is granted the leave on the recommendation of the treating doctor till the period that he or she can recuperate and return to work (SAPS Leave Policy, 2/2004:8, Basic Conditions of Employment act, Act no 75 of 1997).

2.5.6 FAMILY RESPONSIBILITY LEAVE

This category of leave is granted to an employee if his or her spouse or life partner gives birth or if the employee's child, spouse or life partner get sick. It is also given when an employee's child, spouse or life partner dies or if the immediate family member of an employee dies. The days combined do not

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exceed five working days per year (SAPS Leave Policy, 2/2004:8, Basic Condition of Employment act, 1997).

2.5.7 MARTENITY LEAVE

Maternity leave is given to a female employee when giving birth, for a period of four consecutive, uninterrupted four calendar months with full pay for each confinement(Basic Conditions of Employment Act,1997,Act no 75 of 1997,(SAPS Leave Policy,2/2004:8).

2.5.8 ADOPTION LEAVE

This category of leave is granted to an employee who is adopting a child, if both spouse are working in the public service they will share the period of 45 working days (SAPS Leave Policy,2/2004:10,Basic Condition of Employment ACT, 1997, Act no 75 of 1997).

2.5.9 LEAVE FOR UNION ACTIVITIES

This leave is only granted to an appointed shop steward of a recognised labour organisation e.g. SAPU and POPCRU. The days do not exceed 10 working days per year to be utilised for their union activities (SAPS Leave Policy, 2/2004:10).

2.5.10 SPORT LEAVE

Employees affiliated to the recognised sporting code are entitled to this kind of leave in order to practice and compete (SAPS Leave Policy, 2/2004:210)

2.5.11 LEAVE FOR RESETTLEMENT

This category of leave is granted to an employee who is resettling in a new house due to a transfer. The days do not exceed 2 working days special leave in order

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supervise the parking and loading, and unpacking and unloading of his or her personal belongings (SAPS Leave Policy, 2/2004:10).

In conclusion all the categories of absenteeism as discussed above are applicable to the Giyani SAPS, in terms of the National Instruction 2/ 2004, policy on absenteeism for the South African Police Services(SAPS).

2.6 CAUSES OF ABSENTEEISM

Absence is a multifaceted phenomenon with no simple cause effect linkage and that the causes are varies (Van Der Merwe and Miller 1988:7, Stahl 1976:264). The problem is further compounded by the fact that absence is ill defined by the researchers; there is no exact clear definition of absence. The lack of uniformity with regard to the measurement of absence is also another factor which makes absence not to be predicted of its causes. The above complications with regard to absence result in the fact that the managers of the organisations deal with the symptoms of absence instead of dealing with the root causes (Van Der Merwe and Miller 1988:7).

The discussion on the causes of absenteeism below is applicable to Giyani SAPS as one of the public institution which employs individuals, police officials and public servants, who manifest this behaviour attitude of absenteeism.

According to Van Der Merwe and Miller (1988: 7), factors that causes absence are classified into three categories as follows: Personal, Organisational and Attitudinal.

2.6.1 PERSONAL FACTORS

Van Der Merwe and Miller (1988:7) state that factors that contribute to absenteeism are as follows: age of employee, sex, length of the service, marital status, income level, education, health, previous attendance record and personal value of non-work activities. They further report that the researchers on the above factors published some few inconsistent findings.

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However there is an opposite relation between age and length of the service and absence frequency. According to Lokke and Eskildsen (2006:26) their finding is that there is a conflicting results between age and absence across the different nordiac countries. However in Sweden young employees are more absent than old ones, while in Finland the opposite holds true.

2.6.2 ORGANISATIONAL FACTORS

Organisational factors that contribute to absence are as follows: size of organisation and nature of supervision, shift work, overtime, organisational control systems, absence control policies, incentive schemes and type of work (Van der Merwe and Miller 1988:7).

2.6.3 ATTITUDINAL FACTORS

Van Der Merwe and Miller (1988: 8) state that there is a relationship between unfavourable conditions at work and absence frequency. The met expectation theory confirms the relation between job satisfaction and low absence. They further report that the state of economy is the moderator between job satisfaction and absence. In the case of high unemployment rate and recession workers are committed to their jobs despite showing dissatisfaction fearing to lose their employment. Therefore there is inconsistency with regard to the relation between job satisfaction and absence (Van der Merwe and Miller 1988:8).

2.6.4 STRESS

Stress can be defined as a negative emotional experience or threat (internal or external) to which people react in certain manner. Stress is also referred as energy sapping negative emotional experience that usually follows a stimulus that is consciously or unconsciously interpreted as a threat and that lead to a response aimed at ending the experience. Stress is not caused by the stressor, but by the way individual's perception. Stress in an organisation can be caused by over or under loading of the employee's responsibilities. Overloading can be

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qualitative and quantitative e.g. having more responsibility to do than you can cope and having less skills or ability to do the job you have been tasked for. Stress in an organisation can result in the following manifestation, productivity decrease, careless mistakes, injuries, illness and absenteeism increase (Kroon 1988:444, UYS 1994:115, De Boer et al 2002:184).

According to Woo et al(1999:6) their finding in relationship between stress and absenteeism is that the overall stress levels of employees were related to minor illness that do not warrant absence and not to medical illness that warrant absenteeism. This implies that the employees are more likely to report that they had minor illnesses like headache and backaches when stress levels were high. This further implies that the stress level did not influence the rate of absenteeism taking or there is no relationship between stress and absenteeism at work place. However there is a relationship between stress and presentation while employee is sick.

2.6.5 ALCOHOL AND DRUG ABUSE

According to Modern approach alcoholism is regarded as an illness which requires special attention.
Alcoholism has a considerable impact on employee, his or her work and the employee's behaviour, including attendance. The quality and quantity of such employee's work will drop significantly. The researchers discovered that absenteeism affects the morale of the other employee in that they have to cover the job that was supposed to be done by the alcoholic employee. There is a similarity between drug abuse and alcoholism is that both are used to escape the unpleasant aspects of the tasks or work environments (Uys 1994: 117, Albert and Motlatl1996:99, Van der Westhuizen and Fourie1988:37).

According to Lauer (1992:91) a detail discussion of the physical effects of alcoholism and drug abuse in the human being have been stated, with specific kinds of illness associated with drug and alcohol addiction.

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2.6.6 OTHER FACTORS THAT CAUSE ABSENTEEISM

According to Fourie (1997:210) the following factors are contributing to the employee absenteeism:

- Quality of supervision: The style of supervision or leadership by the manager does have an impact on the behaviour of subordinates. The autocratic or authoritarian style of supervision is not recommended to be good in order to influence the subordinates to react positively in an organisation. However this usually causes employees to be demotivated at work situation which can result in employee booking off sick.

- Quality of training: In order for employees to be effective in the delivery of services, they have to be sufficiently trained for the jobs they are doing. Insufficient training with regard to the employees leads them to be frustrated and not to be able to do their jobs effectively. However employees result in withdrawal from their jobs, which also include booking off sick.

- Work circumstances: The environments in which employees operate play a major role in the organisation's productivity. In very hot environments like Giyani, Phalaborwa, Musina etc, employees office environment need to be equipped with air conditioners otherwise the environment will not be conducive to work in, it can cause people to be sick and ultimately be absent from work.

- Interpersonal relationships: Employees that are working together to achieve a common goal must display a good interpersonal relationship with them. In a situation where there are unresolved conflicts employee will be likely to withdraw from the work situation, which result in a negative impact to the organisation's productivity.

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- Lack of opportunity for promotion: Employees that stay in one position for a long time become demotivated. However demotivated workers will likely withdraw from work situation in the form of absenteeism.
- Incorrect placements: Placing employees in the positions that they do not have the capacity, can cause the employees to be stressed which can result in an employee withdrawal from the job.
- Boring work: Employees becomes motivated if they are doing the job which match with their capacities. If the employee's capacity is high in terms of training and instead of being allocated a challenging job compared with his or her capacity then the employee find the job to be boring which result in withdrawal and frustrations.
- Abuse of available sick leave: Most employees abuse the opportunity for sick leave by booking off sick for their personal interest while they are not actually sick. The abuse is recognised by certain trend, such as booking off every Friday or Monday, in order to extend the weekends and also booking sick when the employee is supposed to work night shift.
- Circumstances at home: Female employees with small children are mostly absent every often than employees without small children, the reason being that small children get sick every often and they must be taken to the medical practitioner for treatment.
- Too much overtime: Employees who work overtime most often than necessary experience stress which results in the employee having to book off sick.

2.7 THE IMPACT OF ABSENTEEISM

According to Oxford English Dictionary, the concept Impact is explained as an action of one object coming forcibly into contact with another or a marked effect or influence etc. Bennett (2002:430) states that absence from work has been

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widely been acknowledged to be a growing problem for organisations in general and for local government in particular. Van Der Merwe and Miller (1988:3) state that absence is explained as a disruptive incident.

All the above explanation implies that absence has a negative effect on the organisations in general in respect of whether it is a public or private organisation. The impact above also includes Giyani SAPS as one of the public organisations that has got a problem of absenteeism. The following impact is discussed.

2.7.1 HIGH COST TO THE ORGANISATION

McHugh (2001:45) states that absence from work is considered to represent an enormous cost for the organisation and is indicated of the deeply rooted organisational problems, which are symptomatic of organisational ill health.

McHugh (2002:722) states that the direct cost of absence to individual organisations and industries is high. The findings of McHugh's research are that the cost of absence to the UK economy is estimated to around 13 billion dollars, an average of 581dollars (45) per employee.

McHugh (2002:722) further reports in his findings that in Britain in 1998 around 200 million working days were lost through absenteeism, which is calculated to be an average of 8.5 working days per employee and represent 3.7 percent of working time. According to Kuzmits (1986: 277) absenteeism is the costliest personnel problems confronting organisations today. He further states that control and reduction of absenteeism should be a major goal of personnel practitioners. In order to determine the economic consequences of absenteeism he states that the following data are often studied.

Wages paid to absent employees.

- The cost of employee benefits (which are paid even though workers are absent).

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- Supervisory time spent on problem dealing with absenteeism (securing and training replacement employee, etc).
- Salaries of supervisors who spent time on absenteeism problems.
- Other" a catchall of incidental costs due to absenteeism for example overtime, production losses and quality problems that result from inexperienced workers performing the jobs of absent employees.

In conclusion the findings of researchers are that absenteeism is costly to the organisation. The above statement is corroborated by the following researchers: (Macgregor et al 2008:607,Maclean 2007:394,Human Resource Management International Digest 2009:12,Madden,2009:37, Thomas 2006:51, Dierendonck et al,2001:84, Bennet 2002:430).

2.7.2 A SHORTAGE OF MAN POWER AND INCREASING WORK LOAD

According to (McHugh 2011: 51) absenteeism has an effect on the co-workers of the absent employee. In order to maintain the level of service delivery, the co-workers of the absent employee may provide a cover for the work load left by the absence, therefore this create a pressure for the co-workers due to the high work load, ultimately they become stressed.

It is further found that issues associated with co-workers absence will contribute to resentment among the peers. In the case where it was perceived by the peers that absence was unnecessary and managers over looked it therefore co-workers of the absent employee will develop negative attitude, which will further have a negative effect on productivity. The remaining employees will accept that it is legitimate to book sick leave as well, which will further increase the shortage of personnel in the organisation.

According to McHugh (2001:51) negative effect of absence is related to the white collar workers and not the blue collar workers. It implies that,it affects workers in the offices or professionals and not manual labour. To provide cover for manual labour is easy unlike on the white collar workers. Furthermore to arrange cover

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for a senior staff is very much difficult. However if a senior officer is on sick leave his or her job remain unattended, therefore he or she will need to finalised all the outstanding work on arrival which will cause pressure and stress. This is the reason why most of the senior officers they do not book sick leave even if they are genuinely sick or return to work even if they have not fully recovered.

The reason being that they are fearing that the job might pile up and they cannot be able to finish in time which will result in more stress.

2.7.3 COMPLAINTS BY THE PUBLIC

Absence by an employee results in a lot of pressure on the Manager and Supervisors in an organisation, who must make sure they provide cover for the absent employees. Absence results in negative effect on service delivery and productivity, therefore they have to cope with the complaints from the public or customers.

These Managers and Supervisors result in experiencing a stress due to the absenteeism problem. Absence has a consequence that other services and task remain unattended which also influence managers to prioritise services and deadline are not reached (Mchugh 2001:51).

2.7.4 THE EFFECT OF ABSENCE ON THE PRODUCTIVITY OF THE ORGANISATION

McHugh (2002: 722) states that the economic impact of employee absenteeism derives mainly from the cost of decreasing productivity because absence from work less experience replacements and bring additional expense of hiring substitute labour.

This statement implies that the economic impact of employee absence is attributed to decreasing productivity, getting less experience employee to replace

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the absent employees and also additional cost to hire new employees to substitute the absent employees.

McHugh (2002:723) further states that organisational problems and ill health are likely to affect adversely the ability of the organisation to cope effectively with the challenges presented by its environment. According to Human Resource Management International Digest (2009:12). effective managing absence is a challenge to any organisation, where staff are absent, productivity level fall, affecting customer- service standards. High absence levels are not only affecting the level productivity, but it also put an increased strain on colleagues who are required to manage additional work loads to ensure the customer- service level is being met. The following researcher have confirmed with the above theme that absence has an impact on productivity in the organisations (Madden 2009:37, Thomas 2006:32, McHugh 2003:724, Fourie 1997:210).

2.8 MANAGEMENT AND CONTROL OF ABSENTEEISM

Absenteeism has a disruptive effect on management of the organisations. However managers must make sure that they develop strategies to deal with these problems. The following strategies have been identified as a means to manage and control attendance in the organisation namely:

- The formulation and publicising of rules and regulations governing attendance (policies).
- The installation of records and measurement and evaluation of attendance irregularities as a basis of further control.
- The adoption and administration of a program aiming at reduction of a poor attendance (Stahl 1976: 265, Mchugh 2001: 53, Van Der Merwe and Miller 1988:26).

The discussions on the strategies that follow are applicable to Giyani SAPS in particular due to the reason that they proved to have worked in the management of absenteeism in other organisations, therefore the idea is that they could also assist in the management and control of absenteeism in Giyani SAPS as well.

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2.8.1 ABSENCE MANAGEMENT POLICY

The literature on absenteeism is reasonably consistent in the view that stringent absence management policies can mitigate against the high level of absence. Organisations can reduce the extent of employee absenteeism by adopting policies which deter and not encourage absenteeism and these policies should not punish employees who are genuinely sick. The findings show that liberal policies lead to higher rates of absenteeism.

Researchers have also found that the requirement to report absence directly to the line manager and provide certified evidence of the reason for the absence is considered to be an important means of control for absenteeism.

Organizational absence rates may be highly related to control policies related to the absenteeism. Absence rates are much higher for more lenient policies (Uys 1994:117, Van Der Merwe and Miller 1988:26).

McHugh (2002:730) states that in order for the policy to be effective in management and control of absenteeism, it must meet the following requirements:

- It must be effectively be communicated to all employees.
- The absence management policy need to be consistently implemented within the organisation.

Inconsistency takes place where departmental managers are not adopting the same approach where others adopt strict measures while others a relaxed approach.

Inconsistency is also manifested where individual managers use their own discretion when dealing with individual cases.

2.8.2 REWARD FOR GOOD ATTENDANCE

The possible rewards for improved attendance may include one or more days of work for each six months of absence, free attendance bonus pay for absence

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free quarterly period, financial incentive program and contest or prize drawings for only absence free employees, to encourage them for good attendance.

Some organisations use financial incentives such as attendance bonus or disincentives such as not permitting such employee overtime until certain level of attendance has been reached. As a form of reward for good attendance one may employ a strategy of employed recognition program in which employee with good attendance record qualify for gifts or certificates (Van Der Merwe and Miller 1988:28).

2.8.3 EDUCATION AND SUPPORT

According to Thomas (2006:32) the most important issue to address in a company or organisation is to re-educate managers and supervisors on how to deal effectively with absence issues mostly to identify absence that are not genuine. Managers and supervisors need to be workshoped on the new program or policy and to be trained on how the new program works and how best to implement it to the work teams.

2.8.4 PERFORMANCE RELATED PAY (PRP)

According to Thomas (2006:32) Performance Related Pay is one of the strategies that can influence attendance in an organisation. The implementation of PRP depend on certain criteria that individual need to meet.

Thomas (2006:32) findings in Môn dial UK Company was that a criteria that an individual who was taking more than four occasions of sick absence received a fifty percent reduction in their PRP in 2005. The criteria was further amended to indicate that those who took four or more period of sickness could lose all their (PRP) Performance Related Pay.

According to the above criteria absence due to disability, discrimination Act and pregnancy related matters were automatically discounted. Due to the above

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strategy it was emphasised that all employees should be committed to achieve the lowest possible level of absence. However the strategy did not want to penalise individuals who were genuinely sick, but targeting high frequency absentees.

2.8.5 WELLNESS BEING PROGRAM

Thomas (2006:33) and Madden (2009: 37) indicate the program of wellness as being a means to reduce sickness, by living a good healthy life style and ultimately reducing the employee's absence.

2.8.6 INFORMATION SYSTEM AND ABSENCE CONTROL

Gardiner (2010 :292) states that computer information system are essential for collecting aggregating and processing of information in order to effectively monitor and control sick leave.

2.8.7 HUMAN RELATIONS TRAINING FOR SUPERVISORS

Supervisors and managers should show a greater concern for the employees in the work situation, this will improve supervisor employee relation and it will ultimately result in job satisfaction and good attendance to the employees. However supervisors need to be trained in order to achieve the above responsibility (Kuzmits 1986: 281).

2.8.8 JOB ENRICHMENT

Job enrichment refers to an attempt to make jobs simpler, easier and repetitive by increasing responsibility of the employee's job by management. This technique enables the employee to be motivated because the job allows for a greater autonomy, responsibility and also participation in decision making, and it ultimately improves attendance of employees (Kuzmits 1986: 281).

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2.8.9 EMPLOYEE ASSISTANT PROGRAM

An EAP refers to a formal program that identifies and rehabilitate troubled employees e.g. alcoholic employees etc. The EAP program incorporates supervisory training, counselling and rehabilitation services e.g. alcoholics (Kuzmits 1986: 281).

2.8.10 GOAL SETTING

This refers to the setting of specific absenteeism goals for supervisors to achieve, for example 2%, 4% etc, to be achieved annually or to achieve six days per average employee per year. At the end of the year then it will be evaluated if the target has been reached (Kuzmits 1986: 281).

2.8.11 REWARD SYSTEM

This is a strategy where employee will receive a reward for perfect or near perfect attendance, e.g. attendance additional time off, prize etc (Kuzmits 1986: 281).

2.8.12 PARTICIPATIVE MANAGEMENT

Participative management is also referred to as the democratic style of leadership, where a policy is laid down by means of group discussions and the leader acts only as facilitator and promotes interaction between the group (Uys 1994: 33).

In this type of management system employees are involved in making decisions concerning production planning of scheduling, quality control and so on. Participative management makes the job more attractive and meaningful and thus has a positive impact on the attendance (Kuzmits 1986: 281).

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2.8.13 POSITIVE DISCIPLINE

Positive discipline refers to a system of management where supervisors approach employees' problems in a mature problem-solving manner. Supervisors and manager's focus on positive discipline in order to address employees' problems and not to threaten and punish employees. The theory states that employers who are positively disciplined are motivated than those that are negatively disciplined e.g. punishment, ultimately their behaviour is permanently improved, which also include reduction of absenteeism (Kuzmits 1986: 282).

2.8.14 MANAGEMENT SANCTIONS

Management sanctions refer to the tightening up of the organisation's absenteeism policies and procedures. It involves a closer check on sick leave a reduction in allowable sick days or other absence days and stricter penalties for excessive absenteeism (Kuzmits 1986: 282).

2.9 THE REQUIREMENTS OF PRODUCTIVITY

Every group or individuals that are working towards achieving objectives, they attach different meanings on the concept productivity. In other words there is no agreement as to the exact meaning of the term productivity.

In the public service, including Giyani SAPS actions are directed at achieving policy objectives. It refers to the delivery of goods and services to the community. These goods and services to the community must meet the following requirements in order to achieve productivity;

- Must be delivered timeously to provide a recognised public need.
- Must be of prescribed good quality.
- Must be rendered at a reasonable cost.
- Must maintain the quality of officials work circumstances at satisfied level.

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Productivity in the public sector is defined as the best utilisation of resources such as money and human resources, in order to ensure that the needs of the community are satisfied to the greatest extent (Fourie 1997:207, Arungies et al 1992).

Kanawaly (1992: 3) defines productivity as follows:

$$\text{Productivity} = \frac{\text{Output}}{\text{Input}}$$

Cascio (1998:16) defines productivity as a measure of the output of goods and services related to the input of labour material and equipment. Suter-Meister (1976: 5) further defines productivity as an output per employee- hour, quality considered.

The above definitions clearly indicate the lack of consistency with regard to the definition of the term productivity by the scholars. The researchers define the term productivity according to their own perception.

2.9.1 EFFECTIVENESS AND EFFICIENCY

Each an every public organisation including the Giyani Police Station as an organisation, exists to achieve a single goal which is the promotion of the general welfare of the community (productivity).

The resources to be utilised to satisfy the needs of the community are limited (inputs). However these resources should be used to satisfy the needs of the public to the greatest possible extent (effectiveness).

The requirement of effectiveness and efficiency can be met if the functions constituting personnel administration are also carried out effectively and efficiently as well (Cloete 1985: 20, Cloete 1994:81, Hanekom et al1986: 211).

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2.10 IMPROVING PRODUCTIVITY

Fourie (1997:208) states that in order to improve productivity it is important to know exactly what the factors are that cause low productivity. However by addressing these problems that cause low productivity, then the organisation will be in the better position of improving productivity.

The principle for productivity is that productivity must be improved without additional resources, like adding more human resources, extra money etc.
The following strategies or methods for improving productivity are discussed.

2.10.1 PARTICIPATION

It refers to the involvement of the employees in the decision making process in an organisation, by giving inputs or recommendations before a final decision is taken. It is emphasised that lack of involvement of the employees in the management of the organisation will lead to frustrations and powerlessness.

However care should be taken not to over involve employees in the sense that they end up not doing their own job (Fourie 1997:2096).
Cascio (1998: 16) states that the quality or productivity improvement programs only work if every one from Chief Executive Officer to hourly employee is involved.

2.10.2 COMMUNICATION

Communication refers to the transfer of information related to the work situation from one person to another, within or outside the organisation. Communication is of utmost important in the effective running of an organisation, without communication employees cannot share ideas, communicate thoughts and information.

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The transfer of information to the employees by the manager related to the aims and objectives and is important in ensuring that the objectives of the organisation are achieved (Fourie 1997: 209).

2.10.3 ESTABLISHMENT OF STANDARDS

Standards refer to the yard stick or level of quality that the employee should meet in order to meet the requirement of productivity. This enables the employee's to know if they are in the right tract. If the employee's achievements are evaluated objectively, then the employees become happy and motivated, ultimately productivity improves (Fourie 1997:209).

2.10.4 WORK CLIMATE

The working environment plays a role in productivity either negatively or positively, e.g. in a hot environment employee will need to have air conditioners, in order to cool themselves, otherwise the environment cannot be conducive for good working environment and it can affect performance and productivity (Fourie1997:209).

2.10.5 TRAINING AND DEVELOPMENT

The employees need to be better qualified and skilled in order to be able to do their jobs perfectly, and to produce goods and services of good quality. This can be done by enabling them to under go academic training and also attend in service training programmes. The employees will develop job satisfaction and job satisfaction and this reduces absenteeism. Consequently productivity will be improved (Fourie 1997:2010, Cascio 1991:113).

2.10.6 REDUCING ABSENTEEISM

According to Human Resource Management International Digest (Vol 17, no 7, 2009) the high absence level does not only affect the level of productivity, but

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also puts an increased strain on colleagues who are required to manage additional work loads to ensure that the customer- service levels are being met. Absenteeism is described as a form of temporary withdrawal by the staff members who fail to report to work when they are scheduled to work. According to the above information, high levels of absence affect productivity and have effect on the colleagues of the absence. In order to reduce the level of absenteeism, the causes that result in absenteeism or factors must be considered. Managers and Supervisors must deal with the causes and not absenteeism as the symptoms of personnel problem (Fourie 1997:2010).

In conclusion, the discussion on the strategies to improve productivity is also applicable to Giyani SAPS as an organisation that is geared towards improving service delivery and productivity to the members of the public.

2.11 THE RELATIONSHIP BETWEEN ABSENTEEISM AND PRODUCTIVITY

Mchugh (2002: 722) states that the economic impact of employee absenteeism derives mainly from the cost of decreasing productivity, because of absence from work, less experience replacements and the additional expense of hiring substitute labour. The statement implies that the economic impact of employee's absence is attributed to decreasing productivity getting less experience employee to replace absent employees and also additional cost to higher new employees to substitute the absent employees.

McHugh (2002:723) further states that organisational problems and ill health are likely to affect adversely the ability of the organisation to cope effectively with the challenges presented by its environment. According to Human Resource Management International Digest (2009: 12) effective management of absence is a challenge to any organisation big or small, in organisation where staffs are absent productivity level fail affecting customer-service standards.

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McHugh (2002: 723) further states that high absence levels do not only affecting levels of productivity, but also putt an increased strain on colleagues who are required to manage additional workloads to ensure that customers-service level are being met. Madden,(2009: 37)'s findings is that the implementation of the absence management system helped to reduce absence by 10-000 days in the first six month, reduced the average duration of absence from seven days to four and resulted in direct financial savings per employee.

Thomas (2006: 51) states that the department wants to ensure that all employees are committed to achieving the lowest possible level of absence. Mondial is by no means penalising individuals who are genuinely ill, but by targeting high frequency absence, the company can manage the pressures its staff face and enhance productivity.

McHugh (2001: 45) states that given the pressures being placed upon organisations to achieve and enhance the level of performance it would seem essential life such as absenteeism which is likely exert a detrimental effect to its existence and well being should receive the focus of attention. Fourie (1997: 2010) states that one of the strategies to improve productivity in the public service is by reduction of absenteeism.

According to the above information there is a relation between employee absenteeism and productivity, the higher the absenteeism rate the lower the productivity and the lower the absenteeism rate the higher the productivity level. The relationship between absenteeism and productivity as discussed above is also applicable to the field of study, Giyani SAPS as an organisation that is aimed at lowering absenteeism in order to achieve maximum productivity.

2.12 CONCLUSION

In conclusion this chapter was aimed at discussing the two concepts absenteeism and productivity, theories, causes, measurements, impact and management of absence. With regard to strategies to improve attendance and to

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improve productivity, the relations between the two concepts were highlighted. From the discussion above, it was identified that there is a relationship between absenteeism and productivity, the higher the absenteeism rate the lower the productivity and the lower the absenteeism rate the higher the productivity level.

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CHAPTER 3: RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter focuses on general picture of how the study was conducted. The following have been presented in this chapter: nature of the study, research design, population, sampling procedure, data collection method, presentation and analysis of findings. According to Marius and Pauw (1996: 29) Methodology is defined as the study of scientific methods. It concerned with how do we attain knowledge and how do we ensure we reach our goals.

3.2 THE NATURE OF THE STUDY

The study is quantitative in nature. Devos (1998:15) states that quantitative approach is that approach of research in social sciences which is more highly formalized as well as more explicitly controlled with a range that is exactly defined and which involves of study subjects and broader understanding.

Quantitative approach is appropriate because we already know much about employee absenteeism and it seems to be a straight forward phenomenon. In addition to the above it describes with precision the characteristics, certain properties, the similarities, differences and causal relations that exist within the population. This approach is considered to be the best because it involves the reactions of many people to a limited set of questions, thus facilitating comparison and statistical aggregation of data. This gives a broad generalizable set of findings in the population.

3.3 RESEARCH DESIGN

The researcher used the descriptive research design. Hysamen (1994:10) defines research design as a plan or blue print according to which data are to be collected to investigate the research questions in most economic manner.

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According to Rubin and Babbie (1993:134) the importance of definition for descriptive research should be clear. Descriptive design is suitable because it aims at revealing potential relationship between variables.

3.4 STUDY POPULATION AND SAMPLING

Welman et al (2008:52) define population as the total collection of all units of analysis about which the researcher wishes to make specific conclusion. Babbie(1995:194) defines study population as the aggression of elements from which the sample is actually selected. A sample comprises elements of the population considered for actual inclusion in the study or it can be viewed as a subset of measurement drawn from the population in which the researcher is infested to the study Devos et al (2009:194).

The population of this study consists of 360 employees who included police members and public service act employees of the SAPS station, Giyani from which a sample was selected. The sample size comprised of 25% of the total, population of the station which amounted to 88. A simple random sampling method was used in order to select the sample of 88 respondents. According to Welman et al (2008:59) random sampling enables each member of the population a chance to be included in a sample.

3.5 RESEARCH INSTRUMENT

The instruments that have been used for the collection of data are a questionnaire and documentary evidence concerning absenteeism from Human Resource Management. The questionnaire was distributed to all employees that have been drawn from the population i.e. sample. The aim was to collect primary data from the respondents.

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The questionnaire contained questions that required the respondents to answer yes or no, and there were also questions that required the respondents to indicate their level of agreement or disagreement.

The questionnaire was grouped as follows:

Part 1: Demographic questions. This part was to investigate the participant's race, gender, age group, educational level, job level and nature of the job.

Part 2: The second part was aimed to investigate all the hypothesis statements. The researcher's aim was to get the respondents opinions on the statements presented.

3.6 PILOTING QUESTIONAIRE

The questionnaire was piloted amongst the ten employees of the management and employees within the station that were selected.

3.7 DATA COLLECTION

The questionnaires were distributed amongst the employees that were selected, after authority was granted from the Station Commander to conduct research. The completed questionnaires were returned back to the researcher as agreed. Respondents who completed and returned the questionnaire volunteered to do so, they were not forced or intimidated.

3.8 DATA ANALYSIS

The researcher presented and analysed the data by using tables, figures and percentages. According to Mouton (1996:161) analysis is explained as the stage in the research process where researchers, through the application of various statistics and mathematical techniques focused separately on specific variables in the data set. Interpretation or presentation refers to the stage in the research

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process where the researcher tries to bring it all together either by relating the various individual findings to an existing theory or hypothesis or by formulating a new hypothesis that would be the best accountable for the data (Mouton 1996:161).

3.9 ETHICAL CONSIDERATIONS

Ethics is defined as a set of moral principles which are suggested by an individual or group, is subsequently widely accepted and which offers rules and behavioural expectations about the most correct conduct towards experimental subjects and respondents, employers, sponsors, other researchers, assistants and students (Devos 2009: 57). The following have been considered in the research process:

- All information that has been collected for this research is being treated as confidential as possible.
- If it is necessary to share information with a person outside the research consent will be obtained from the participants.

In the questionnaire respondents were not allowed to write their names nor any personality identification. This enabled the respondents to remain anonymous and was not linked to any of the responses in the questionnaire. The participation in this project was voluntary, no one was forced to participate nor prejudiced for refusal to participate. The participants were informed of the purpose of the research. Participants were informed that should they feel uncomfortable during the process of the study, they may withdraw without any negative consequences.

3.10 CONCLUSION

This chapter had explained how the information about the study was gathered. It presented valuable information on answering questions like what, how, which and why. It also contained the nature of the study and research design.

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4.1 INTRODUCTION

This chapter presents, interprets and analyses the data gathered during the study. The data is presented according to the subsections that are reflected in the research instrument used in data gathering.

The data is presented in tables and it represents information gathered from a sample of 88 respondents composed of police officers and support staff of Giyani police station.

4.2 PERSONAL INFORMATION OF THE RESPONDENTS

This section presents and interprets the data about the personal information of the respondents in the study, Ages, Genders, marital status, highest qualifications, job level or rank, length of the services and the type of the work.

4.2.1 AGE

TABLE 4.1 Age

AGE GROUP	FREQUENCY	PERCENTAGE
18-30 Years	12	13.6
31-40 Years	25	28.4
41-50 Years	36	40.9
51+ Years	15	17,0
TOTAL	88	100

Table 4.1 reveals that 51 respondents which constituted 57.9% of the total sample were in the group 41-50 years, while 37 respondents which constitutes 42% of the total sample were between 18 and 40 years, this suggests that the majority of the respondents are older than 30 years and therefore absenteeism could be rated high taking note of the health and the age of the respondents.

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4.2.2 GENDER

TABLE 4.2 Gender

	Frequency	Pecentage %
Male	50	56.8
Female	38	43.2
TOTAL	88	100

Table 4.2 shows that the study had more males than females. 50 are males which constituted 56.8% of the total sample while 38 respondents were females who constituted 43.2% of the total sample. Males are likely to drink and smoke as such absenteeism could be rated high, as the majority of the respondents were male.

4.2.3 MARITAL STATUS

TABLE 4.3 Marital status

Marital status	Frequency	Percentage %
SINGLE	19	21.6
MARRIED	65	73.9
SEPARATED	1	1.1
DIVORCED	1	1.1
WIDOWED	2	2.3
TOTAL	88	100

Table 4.3 above indicates that majority of the respondents were married. 65 respondents which constituted 73.9% of the total samples were married against 19 respondents which constituted 21.6% of the total samples were single. In essence the majority of the respondents were married although we have less percentage of divorcees and widows. Married people are likely to have

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challenges at home e.g. taking children to hospitals if they are sick. Therefore absenteeism is rated high due to the said challenges

4.2.4 LEVEL OF EDUCATION

TABLE 4.4 Level of education

Qualification	Frequency	Percentage %
Below grade 7/ std 5	4	4.5
Grade 7/std 5	1	1.1
Grade 10/std 8	5	5.7
Grade 12/std 10	44	50.0
Tertiary level	34	38
TOTAL	88	100

Table 4.4 above shows that half of the respondents have passed standard 10 or grade 12, this is revealed by 44 respondents who constituted 50% of the of the total sample, followed by 34 respondents who constituted 38% of the total sample. The majority of the respondents have passed grade 12 and are likely to further their studies and attend workshops, absenteeism is likely to take place, taking note of the possibility of employees' development.

4.2.5 POSITION / RANK/ SALARY/ LEVEL

TABLE 4.5 Position/rank/salary level

Position/Rank/Salary levels	frequency	Percentage %
Constable and below/level and below	41	47.1
Sergeant/level 6	6	6.9
Warrant Officer/ level 7	27	31.0
Lieutent/Captain/level 8	4	4.6
Majority/Lt Col/level 10	4	4.6

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Colonel level 11	4	4.6
Brigadier and above	1	1.1
TOTAL	88	100

Table 4.5 reveals that the majority of the respondents were constable or below or level 5 and below, this is clearly indicated by 41 respondents who constituted 47.1% of the total sample and once more 6 respondents who constituted 6.9% of the total sample, the remaining categories are 4 respondents who constituted 4.6% of the total sample, although we have 1 brigadier who constituted 1.1% and 27 respondents who constituted 31% of the total sample representing warrant officers. Absenteeism is possible as the majority of the respondents would like to further their studies or attend courses.

4.2.6 THE PERIOD OF SERVICE OF RESPONDENTS

TABLE 4.6 The period of service of respondents

	Frequency	Percentage%
Less than 10 yrs	39	44.3
Between 10-20 yrs	15	17
Between 21-30 yrs	32	36.4
31 yrs and above	2	2.3
TOTAL	88	100

Table 4.6 above shows that nearly half of the respondents are newly appointments who have not yet completed 10 years service, this is revealed by 39 respondents who constituted 44.3% of the total sample. 32 respondents who constituted 36.4% of the total sample range from 21-30 years. Majority of the respondents do not have experience and moreover they are young. There is a possibility of absenteeism taking note of their experience and age.

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4.2.7 TYPE OF WORK OF THE RESPONDENT

TABLE 4.7 Type of work of the respondent

Type of work	frequency	Percentage %
Crime prevention	29	33.0
Community service centre	12	13.6
Detectives	7	8.0
Human Resources	12	13.6
Financial Resources	6	6.8
Supply Chain Management	2	2.3
Auxiliary Services	15	17.0
Other	5	5.7
TOTAL	88	100

The majority of the respondents were working at crime prevention unit, this is revealed by 29 respondents who constituted 33% of the total sample. The remaining percentages work in the community service centre, detectives, finance, human resources, supply chain management and auxiliary services. Taking note of the crime rate in South Africa, majority of the respondents are likely to be stressed. The death of police members on duty is high, this is likely to demoralize the majority of the members, therefore absenteeism cannot be avoided.

4.2.8 SHIFT WORKERS

TABLE 4.8 Is the respondent a shift worker?

	Frequency	Percentage
Yes	34	39.1
No	54	60.9
TOTAL	88	100

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Table 4.8 indicates that majority of the respondents are non shift workers with 60.9% of the total sample while the shift workers constituted 39.1%. In reality majority of the respondents work in a crime prevention unit and this unit has been presumed to be the most dangerous unit in South Africa, as the police are being killed every day. This is going to affect the employees' attendance since absenteeism cannot be avoided.

4.3 THE IMPACT OF ABSENTEEISM ON PRODUCTIVITY

This section presents and interprets the data on the impact of absenteeism on productivity according to the opinions of the respondents.

4.3.1 Absenteeism results in a shortage of manpower.

TABLE 4.9 Absenteeism results in a shortage of manpower

	Frequency	Percentage
Strongly agree	45	51.1
Agree	24	27.3
Neutral	0	0
Strongly disagree	6	6.8
Disagree	13	14.8
TOTAL	88	100

Table 4.9 reveals that 69 respondents who constituted 78.4% of the total sample agreed while 19 respondents who constituted 21.6% of the total respondents disagreed that absenteeism results in a shortage of manpower. In deed absenteeism could result in a shortage of manpower, as many members would be absent, the majority of the respondents who disagreed could be based on lack of information.

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4.3.2 Employee absence resulted in the organization having to address complaints by the public.

TABLE 4.10: COMPLAINTS BY THE PUBLIC.

	Frequency	Percentage
Strongly agree	22	25.0
Agree	39	44.3
Neutral	0	0
Strongly disagree	14	15.9
Disagree	13	14.8
Total	88	100

Table 4.10 indicates that 61 respondents who constituted 69.3% of the total sample agreed that there are complaints by the public while 27 respondents who constituted 30.7% of the total sample disagreed that there are complaints. The fact that the majority of the respondents agreed clearly indicates that there is a problem of absenteeism.

4.3.3 Absence results in an increased workload to the remaining staff members.

TABLE 4.11 INCREASED WORK LOAD TO THE REMAINING STAFF MEMBER

	Frequency	Percentage %
Strongly agree	43	48.9
Agree	28	31.8
Neutral	0	0
Strongly disagree	9	10.2
Disagree	8	9.1
TOTAL	88	100

Table 4.11 reveals that 71 respondents who constituted 80.7% of the total sample agreed that there is an increased work load to the remaining staff members, this could be possible for the absence of other members, absence

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causes workload to the other members. The disagreement of 17 respondents who constituted 19.3% of the total sample could be based on misinformation.

4.3.4 HIGH COST TO THE ORGANISATION

TABLE 4.12 high cost to the organisation

	Frequency	Percentage
Strongly agree	34	38.6
Agree	31	35.2
Neutral	0	0
Strongly disagree	11	12.5
Disagree	12	13.6

Table 4.12 reveals that high cost to the organisation is possible due to absenteeism, this is corroborated by 65 respondents who constituted 78% of the total sample. 20 respondents who constituted 26.1% of the total sample disagreed that there are high cost to the organisation, the notion could be based on the lack of knowledge of the respondents concerned.

4.3.5. HIGH ABSENTEEISM RESULTS IN A POOR PRODUCTIVITY IN THE ORGANIZATION.

TABLE 4.13 High absenteeism results in a poor productivity in the organisation.

	Frequency	Percentage
Strongly agree	44	51.2
agree	26	30.2
Neutral	0	0
Strongly disagree	6	7.0
Disagree	10	11.6
TOTAL	88	100

Table 4.13 reveals that 70 respondents who constituted 81.4% of the total sample agreed that higher absenteeism results in poor productivity to the

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organisation. This could be possible for few members who are likely to be unproductive in the organisation. The fact that 16 respondents who constituted 18% of the total sample disagreed that higher absenteeism results in poor productivity could be based on lack of knowledge.

4.4 THE CAUSES OF ABSENTEEISM

This section presents and interprets the data on causes of absenteeism according to the views of the respondents.

4.4.1 ILLNESS

Table 4.14 Illness contribute to Absenteeism

	Frequency	Percentage
Strongly agree	36	41.4
Agree	42	48.3
Neutral	0	0
Strongly disagree	5	5.7
Disagree	4	4.6
TOTAL	88	100

Illness is a problem in any organisation, this is revealed by 78 of the respondents who constituted 89.7% of the total sample who agreed that illness contribute to absenteeism. 9 respondents who constituted 10.3% of the total sample disagreed that illness contribute to absenteeism, something which could be impossible as illness is protected by legislation, though it is absenteeism.

4.4.2 INJURY

Table 2.15 Injury contribute to Absenteeism

	Frequency	Percentage
Strongly agree	17	19.5

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Agree	39	44.8
Neutral	0	0
Strongly disagree	11	12.6
Disagree	20	23.0
TOTAL	88	100

According to table 4.15, 56 respondents who constituted 64.3% of the total sample agreed that injury contributes to absenteeism, while 31 respondents who constituted 35.6% of the total sample disagreed that injury contributes to absenteeism. By law an employee is supposed to be absent if he or she is affected by illness, the fact that majority of the respondents agreed is a clear indication that indeed injury contributes to absenteeism.

4.4.3 FAMILY RESPONSIBILITY

Table 4.16. Family Responsibility contribute Absenteeism

	Frequency	Percentage
Strongly agree	28	32.2
Agree	45	51.7
Neutral	0	0
Strongly disagree	8	9.2
Disagree	7	6.9
TOTAL	88	100

According to Basic Conditions of Employment Act, employees are allowed to be absent due to family responsibility, this is likely to cause absenteeism, this is corroborated by 73 of the respondents who constituted 83.9% of the total sample. The 15 respondents who constituted 17.1% of the total sample disagreed that family responsibility contributes to absenteeism, the notion that can be based on the ignorance of the respondents.

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4.4.4 PRIVATE COMMITMENTS

Table 4.17 Private commitments contribute to Absenteeism

	Frequency	Percentage
Strongly agree	20	23.0
Agree	34	39.1
Neutral	0	0
Strongly disagree	15	16.1
Disagree	19	21.8
TOTAL	88	100

Table 4.17 indicates that 39.1% of the respondents indicated in their responses that they agreed that private commitment contributed to the employee's absenteeism in Giyani Police Station, followed by those who indicated that they strongly agreed with 23%. Therefore a combine total of 62.1% responded positively that private commitment contributed to employee's absenteeism in Giyani Police Station. This is possible as private commitment are likely to rob official hours of the organisation.

4.4.5 OFFICIAL LEAVE

Table 4.18 Official leave contribute to Absenteeism

	Frequency	Percentage
Strongly agree	33	37.9
Agree	37	42.5
Neutral	0	0
Strongly disagree	7	8.0
Disagree	10	11.5
TOTAL	88	100

Table 4.18 indicates that a total of 42.5% respondents indicated that they agreed that official leave contributed to the employee absenteeism in Giyani Police Station, those who responded that they strongly agreed that official leave

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contributed to employee absenteeism constitute 37.9% of the respondents. Therefore a combined total of those who responded that they agreed and strongly agreed amounted to 80.4% of the respondents. In essence respondents are allowed to be absent by law therefore absenteeism is possible.

4.4.6 MATERNITY LEAVE

Table 4.19 Maternity leave contribute to Absenteeism

	Frequency	Percentage
Strongly agree	27	31.6
Agree	32	37.6
Neutral	0	0
Strongly disagree	9	10.6
Disagree	17	20.0
TOTAL	88	100

Table 4.19 indicates that 37.6% of the respondents indicated that maternity leave contributed to employee absence in Giyani Police Station, those who indicated that they strongly agreed constituted 31.6% of the respondents. Overall a total of 69.2% of the respondents responded positively that maternity leave contributed to employee absenteeism in Giyani Police Station. Though females are compelled to go on leave for maternity so they are bound to be absent by law which somehow affect the organisation. This legalization of absenteeism negatively affects the organisation.

4.4.7 HEALTH AND SAFETY

Table 4.20 Health and Safety contribute to absenteeism

	Frequency	Percentage
Strongly agree	17	20.0
Agree	36	42.2
Neutral	0	0

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Strongly disagree	8	9.4
Disagree	24	28.2
Total	88	100

Table 4.20 indicates that 42.4% of the respondents stated in their responses that they agreed that Health and Safety contributed to employee absenteeism in Giyani police station, while 20% stated that they strongly agreed that health and safety contributed to employees' absence, as well. Therefore a total of 62.4% responded positively that health and safety contributed to the employees' absence in Giyani Police Station. It is true that health and safety contribute to absenteeism, absenteeism is unavoidable.

4.4.8 QUALITY AND NATURE OF SUPERVISION

Table 4.21 Quality and nature of supervision contribute to absenteeism

	Frequency	Percentage
Strongly agree	25	28.7
Agree	29	33.3
Neutral	0	0
Strongly disagree	10	11.5
Disagree	23	26.4
Total	88	100

Table 4.21 above indicates that 33.3% of the respondents had indicated that they agree, that quality and nature of supervision did contribute to employee's absence in Giyani Police Station, However 28.7% strongly agreed as well. Overall a total of 62% of the respondents responded positively that quality and nature of supervision did contribute to the employees' absence in Giyani Police Station. Quality and nature of supervision is likely to contribute to absenteeism, if the supervisors are not strict, employees are likely to be absent.

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4.4.9 SIZE OF THE GROUP

Table 4.22 Size of the group contribute to absenteeism

	Frequency	Percentage
Strongly agree	10	11.5
Agree	30	34.5
Neutral	0	0
Strongly disagree	8	9.2
Disagree	40	44.8
Total	88	100

In table 4.22 above it indicates that a total of 44.8% of the respondents indicated in their responses that they disagreed that the size of the group contributed to employee absenteeism in Giyani Police Station. A total of 9.2% of the respondents indicated that they strongly disagreed that the size of the Group contributed to employees' absence. Overall a total of 54.0% respondents negatively responded that the size of the group contributed to employees' absence in Giyani Police Station. The size contributes to absenteeism, you are not likely to supervise a bigger group properly, this is likely to contribute to absenteeism.

4.4.10 OVERTIME

Table 4.23 Overtime contribute to absenteeism

	Frequency	Percentage
Strongly agree	13	14.9
Agree	20	23.0
Neutral	0	0
Strongly disagree	17	18.4
Disagree	38	43.7
Total	88	100

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Table 4.23 indicates that a total of 62.1% indicated in their responses that they did not believe that overtime work contributed to employee absence in Giyani Police Station. Overtime is equated with financial benefits therefore overtime in Giyani police station does not contribute to absenteeism.

4.4.11 SHIFT WORK

Table 4.24 Shift work contribute to absenteeism

	Frequency	Percentage
Strongly agree	19	21.8
Agree	32	35.6
Neutral	0	0
Strongly disagree	15	17.2
Disagree	22	25.3
Total	88	100

Table 4.24 above indicates that a total of 57.4% respondents responded positively that shift work contributed to employee absence in Giyani Police Station, which consisted of 35.6% who indicated that they agreed and 21.8% who responded that they strongly agreed. In essence shift work contributes to absenteeism in Giyani Police Station.

4.4.12 ORGANISATIONAL CONTROL SYSTEM AND ABSENCE CONTROL POLICY

Table 4.25 Organisational control system and absence control policy contribute to absenteeism.

	Frequency	Percentage
Strongly agree	19	23.2
Agree	29	35.4
Neutral	0	0
Strongly disagree	12	14.6

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Disagree	22	26.8
Total	88	100

The 4.25 above indicates that a total of 58.6% of the respondents responded positively that organisational control system and absence control policy contributed to employees' absence. In contrast a total of 41.4% of the respondents responded that they did not agree that organisational control system and absence control policy contributed to employee absence in Giyani Police Station. It would be possible that organisational control and absence control policy contribute to absenteeism.

4.4.13 WORKING CONDITIONS

Table 4.26 Working condition do contribute to absenteeism

	Frequency	Percentage
Strongly agree	28	32.9
Agree	25	29.4
Neutral	0	0
Strongly disagree	10	11.8
Disagree	22	25.9
Total	88	100

Table 4.26 reveals that 53 of the respondents who constituted 62.3% of the total sample agreed that working conditions do contribute to absenteeism while 32 of the respondents who constituted 37.7% of the total respondents disagreed. This is based on the notion that employees may be affected in one way or another by working conditions which eventually contributes to absenteeism, e.g. time to report for work sometimes affects employees, hence absenteeism takes place. The disagreement on one section of the respondents could be based on the misinformation.

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4.4.14 SUBSTANCE ABUSE

Table 4.27 Substance abuse does contribute to absenteeism

	Frequency	Percentage
Strongly agree	18	20.7
Agree	27	31.0
Neutral	0	0
Strongly disagree	21	24.1
Disagree	21	24.1
Total	88	100

In table 4.27 above indicates that 31% of the respondents have indicated in their responses that they agreed that substance abuse contributed to employee absenteeism in Giyani Police Station, however 20.7% of the respondents indicated that they strongly agree that substance abuse contributed to employee absenteeism. A total of 51.7% which is slightly more that a half of the respondents responded positively that substance abuse forms part of the contributing factors to absenteeism in Giyani Police Station. However 48.2% responded negatively that substance abuse was not a contributing factor to employees' absence in Giyani Police Station. The fact that majority of the respondents agreed is a clear indication that alcoholism and drug abuse contribute considerably to absenteeism.

4.4. 15 BAD WEATHER CONDITIONS

Table 4.28 Bad weather condition do contribute to absenteeism

	Frequency	Percentage
Strongly agree	13	14.9
Agree	20	23.0
Neutral	0	0
Strongly disagree	21	24.1
Disagree	33	37.9

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Total	88	100

Table 4.28 confirms that 54 of the respondents who constituted 62% of the total sample disagreed that bad weather condition do contribute to absenteeism. This could be the reason that the condition in Giyani Police Station are not extremely unfavourable which could affect employees' attendance, but 33 respondents who constituted 37.9% of the total sample agreed, something which can be based on misinformation.

4.4.16 TRANSPORTATION PROBLEM

Table 4.29 Transportation problem contribute to absenteeism

	Frequency	Percentage
Strongly agree	21	24.1
Agree	20	23.0
Neutral	0	0
Strongly disagree	11	12.6
Disagree	35	40.2
Total	88	100

In the table 4.29 indicates that a total of 52.8% of the respondents responded negatively that transportation problem was not a contributing factor to employees' absenteeism in Giyani Police Station. However a total of 47.1% positively responded that transportation problem contributed to employees' absenteeism in Giyani Police Station. The difference between the two responses was of small percentage. In view of the above, transportation problem is minimal except for those who come for night shift as taxis rarely operate at night.

4.4.17 VENTILATION

Table 4.30 Ventilation is a contributing factor to Absenteeism

	Frequency	Percentage

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Strongly agree	20	23.5
Agree	17	20.0
Neutral	0	0
Strongly disagree	12	14.1
Disagree	36	42.4
Total	88	100

Table 4.30 indicates that a total of 56.4% of the respondents responded negatively that they did not believe that ventilation is a casual factor in the absence of employees in Giyani Police Station. However a total of 43.5% positively responded that ventilation contributed to employee absence in Giyani Police Station. It is clear from the respondents that there is no problem of ventilation in Giyani Police Station, as such employees' absenteeism is not caused by ventilation.

4.4.18 UNHAPPY WORK RELATIONS

Table 4.31 Unhappy work relations do contribute to employee absence

	Frequency	Percentage
Strongly agree	29	33.3
Agree	28	30.6
Neutral	0	0
Strongly disagree	10	11.1
Disagree	23	25.0
Total	88	100

Table 4.31 indicates that a total of 63.9% of the respondents positively responded that unhappy work relation did contribute to the employee absenteeism in Giyani Police Station, while 33 of the respondents who constituted 36.1% of the total sample disagreed. The fact that majority of the respondents agreed indicates that indeed there is a problem of labour relations in Giyani Police Station which need further investigation.

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4.5 STRATEGIES TO MANAGE AND CONTROL ABSENTEEISM

This section presents, interpret and analyses data on the views of the respondents with regard to the strategies that can manage and control absenteeism in the organisation, Giyani Police Station.

4.5.1 STRINGENT ABSENCE MANAGEMENT POLICIES

Table 4.32 Stringent absence management policies contribute to management and control of absenteeism.

	Frequency	Percentage
Strongly agree	33	38.8
Agree	37	43.5
Neutral	0	0
Strongly disagree	4	1.2
Disagree	14	16.5
Total	88	100

Table 4.32 indicates that a total of 82.3% of the respondents positively responded that stringent absence management policies did contribute in the management and control of absenteeism. The above figures constitute 38.8% for those who indicated that they strongly agreed and 43.5% for those who indicated that they agreed. Stringent absence policy will hence forth deter employees to be absent from work, as absenteeism will be minimized in Giyani Police Station.

4.5.2 REWARD FOR GOOD ATTENDANCE

Table 4.33 Reward for good attendance can contribute to the reduction and control of absenteeism

	Frequency	Percentage
Strongly agree	29	31.0
Agree	39	44.8
Neutral	0	0
Strongly disagree	6	6.9

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Disagree	15	17.2
Total	88	100

Table 4.33 indicates that 44.8% of the respondents indicated that they agree that reward for good attendance can contribute to the reduction and control of absenteeism in Giyani Police Station. In addition a total of 31% of the respondents indicated that they strongly agree that reward for good attendance can contribute to the reduction and control of absenteeism in Giyani Police Station. This could be possible taking note that employees will prefer to be present in order to get rewards, so this will minimize absenteeism.

4.5.3 TO RE-EDUCATE MANAGERS AND SUPERVISORS TO DEAL EFFECTIVELY WITH ABSENCE

TABLE 4.34 To reeducate managers and supervisors to effectively deal with absence can contribute in the management and control of absenteeism

	Frequency	Percentage
Strongly agree	33	36.8
Agree	36	41.4
Neutral	0	0
Strongly disagree	13	14.9
Disagree	6	6.9
Total	88	100

Table 4.34 indicates that a total of 78.2% respondents positively responded that to re-educate managers and supervisors to deal effectively with absence do help to manage and control absenteeism. The above percentage constituted respondents who responded that they agreed and those who said they strongly agreed with, 41.4% and 36.8% respectively. It is indeed possible that training could be another mechanism to minimize absenteeism, as managers would be much more conversant with all the dynamics of labour relations, hence absenteeism would be minimized.

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4.5.4 PERFORMANCE RELATED PAY

TABLE 4.35 Performance related pay can contribute to the reduction and control of absenteeism

	Frequency	Percentage
Strongly agree	23	25.3
Agree	43	49.4
Neutral	0	0
Strongly disagree	6	6.9
Disagree	16	18.4
Total	88	100

Table 4.35 above indicates that a total of 74.7% respondents positively responded that performance related pay strategy could contribute in the reduction and control of absence. This total includes 49.4% and 25.3% who responded that they agree and those that said they strongly agree respectively. Employees need money, Performance Related Pay could be possible if employees are present daily, so the majority of the employees would opt to be present daily in order to get performance pay.

4.5.5 WELLNESS BEING PROGRAM E.G. PHYSICAL TRAINING AND EXERCISES

Table 4.36 Wellness being program contributes to absenteeism

	Frequency	Percentage
Strongly agree	16	18.4
Agree	39	43.7
Neutral	0	0
Strongly disagree	11	12.6
Disagree	22	25.3
Total	88	100

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Table 4.39 above indicates that a total of 62.1% of the respondents responded positively that wellness being program could contribute to the reduction of absenteeism. The total percentage above embraces 43.7% for those who responded that they agreed and 18.4% for those who said they strongly agreed. From the statement above it is possible that wellness being program could be a very strong factor in motivating employees, so absenteeism would be minimized if wellness is promoted.

4.5.6 INFORMATION SYSTEM AND ABSENCE CONTROL BY THE USE OF COMPUTERS.

TABLE 4.37 Information system and absence control by the use of computers, contribute to the management and control of absenteeism

	Frequency	Percentages
Strongly agree	18	20.7
Agree	40	46.0
Neutral	0	0
Strongly disagree	11	12.6
Disagree	19	20.7
TOTAL	88	100

Table 4.37 indicates that a total of 66.7% of the respondents positively responded that information system and absence control by the use of the computers do contribute to effective management and control of absenteeism. The total percentage above included those that had responded that they agreed and those that had indicated that they strongly agree. No employee will prefer to have a bad record of absenteeism, so no one would like to be recorded in the computer as this record would be for ever, so this would minimize absenteeism

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4.5.7 HUMAN RELATION TRAINING FOR SUPERVISORS.

TABLE 4.38 Human relations training for supervisors do contribute to the reduction and control of absenteeism

	Frequency	Percentages
Strongly agree	29	32.2
Agree	43	49.4
Neutral	0	0
Strongly disagree	7	8.0
Disagree	9	10.3
TOTAL	88	100

Table 4.38 above indicates that a total of 81.6% of the respondents positively responded that human relation training for supervisors do contribute to effective management and control of absenteeism at work place. This figure included 49.4% for those respondents who indicated that they agree and 32.2% for those who indicated that they strongly agree. Human relation is integral in any organisation, if supervisors are harsh, employees will opt to be absent so good human relation minimises absenteeism.

4.5.8 JOB ENRICHMENT

TABLE 4.39 Job enrichment contribute to the management and control of absenteeism

	Frequency	Percentages
Strongly agree	32	35.6
Agree	40	46.0
Neutral	0	0
Strongly disagree	6	6.9
Disagree	10	11.5
TOTAL	88	100

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Table 4.39 indicates that a total of 46% respondents indicated that they agree that job enrichment could contribute to the reduction of absenteeism, however 35.6% of the respondents indicated in their responses that they strongly agreed that job enrichment could contribute to management and control of absenteeism. Overall a total of 81.6% respondents positively responded that job enrichment could contribute to the management and control of absenteeism. In deed job enrichment is one of the mechanism to minimise absenteeism, as employees would prefer to have their jobs be upgraded and get higher salaries on the same level with more responsibility. This would motivate employees and absenteeism would be minimised.

4.5.9 EMPLOYEE ASSISTANCE PROGRAM E.G ASSISTING EMPLOYEES WITH PROBLEMS.

TABLE 4.40 Employee assistance program does contribute to the management and control of absenteeism

	Frequency	Percentages
Strongly agree	37	41.4
Agree	38	43.7
Neutral	0	0
Strongly disagree	6	6.9
Disagree	7	8.0
TOTAL	88	100

Table 4.40 indicates that a total of 85.1% of the respondents positively responded that employee assistance program do contribute in the management and control of absenteeism. The total percentage above included those who indicated in their response that they agreed with 43.7% and those who responded that they strongly agreed with 41.4%. In deed employees' assistance program is important, the problems of employees are addressed. Therefore employees become happy and motivated, absenteeism is minimised.

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4.5.10 GOAL SETTING BY BOTH THE SUPERVISOR AND THE EMPLOYEE.

TABLE 4.41 Goal setting by both the supervisor and the employee contribute to management and control of absenteeism

	Frequency	Percentages
Strongly agree	35	40.5
Agree	38	42.9
Neutral	0	0
Strongly disagree	5	6.0
Disagree	9	10.7
TOTAL	88	100

Table 4.41 above indicates that a total of 83.3% of the respondents have positively responded that goal setting by both the supervisor and the employee could contribute to effective management and control of absenteeism. The total percentage above included 42.9% for those who responded that they agree, and 40.5% for those who responded that they strongly agree. In deed goal setting is important in minimising absenteeism. Where employees know their goal they would prefer to work towards that goal and that would minimise absenteeism.

4.5.11 PARTICIPATIVE MANAGEMENT SYSTEM

TABLE 4.42 Participative management system contribute to the management and control of absence

	Frequency	Percentages
Strongly agree	40	42.2
Agree	36	43.4
Neutral	0	0
Strongly disagree	5	6.0
Disagree	7	8.0
TOTAL	88	100

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Table 4.42 indicates that a total of 85.6% of the respondents have positively responded that participative management style of leadership does contribute to the effective management and control of absenteeism. The percentage above included 43.4% for those who responded that they agree and 42.2% for those who responded that they strongly agree with the statement. Participative management improves joined decision making process, where managers and employees decide together, they develop ownership of responsibilities, so everybody prefers to be present to achieve the set objectives.

4.6 CONCLUSION

This chapter presented and interpreted the data to be utilized on the recommendations of the findings on the next chapter (chapter 5). I only focused on the facts and what have been found directly from the respondents.

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5.1 INTRODUCTION

This chapter discusses the findings and finally makes recommendations. The findings were discussed in line with aims, objectives and also issues related to absenteeism outlined in chapter 4 of the study.

5.2. MAJOR FINDINGS

Given the illustrations in chapter 4 of this study the following results were found:

- Majority of the respondents were in the age group 41-50 years, with a total of 40.9%
- The organisation is still dominated by male employees with 56.8% of the respondents.
- Nearly three quarter of the respondents were married with 73.95%.
- Half of the respondents managed to complete grade 12 or standard 10 with 50% of the respondents.
- Nearly half of the respondents were holding the rank of constable and below or level 5 and below with 47.1% of the total respondents.
- Nearly half of the respondents with 44.3% did not complete 10 years service in the South African Police Service.
- More than a quarter of the respondents were doing crime prevention as their nature work with 33% of the total respondents.
- Majority of the respondents were not working shifts with 60.9% who responded no.
- Absenteeism results in a shortage of manpower with a total of 78.4% of the respondents who positively responded.
- Employee absence results in the organisation having to address complaints by the public, which was confirmed by a total of 69.3% of respondents who responded positively.

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- Absence results in an increased work load to the remaining staff members with a total of 80.7% of the respondents who responded positively to the statement.
- Absenteeism results in a high cost to the organisation; the statement was confirmed by a total of 73.8% of the respondents who responded positively.
- High absenteeism results in a poor productivity in the organisation, a total of 81.4% respondents confirmed with the statement.
- The study also found that absenteeism s caused by the following factors, illness, injury, family responsibility, private commitments, official leave, maternity leave and other personal factors.
- The organisational factors that contribute to absenteeism are as follows: health safety, quality and nature of the supervision, shift work, organisational control system and absence control policy and other factors.
- However the findings discovered that the size of the group and overtime work do not contribute to absenteeism.
- The environmental factors that contribute to absenteeism are as follows: working condition, substance abuse, however bad weather conditions, transportation problem and ventilation are not contributing factors to absenteeism in Giyani Police Station.
- The study revealed that the following strategies can contribute to the management and control of absenteeism: stringent absence management policies, reward for good attendance, to re-educate managers and supervisors to deal effectively with absence, performance related pay, wellness being program, information system and absence control by the use of computers, human relation training for supervisors, job enrichment, employee assistant program, goal setting by both the supervisor and the employee, participative management system and others.

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5.3 RECOMMENDATIONS

Based on the findings in this study the researcher came up with the following recommendations:

5.3.1 Recommendations for the management of the South African Police Service and Giyani Police Station.

The researchers hereby wish to recommend that the following strategies be implemented:

- **Stringent absence management policy**: The policy on absenteeism be reviewed so that it must not open opportunities for abuse by the employees.
- Reward for good attendance. Employees who have a good record of attendance to be rewarded either financially or by other benefits.
- Re-educate managers and supervisors to deal effectively with absence: Managers and supervisors to be trained or to be work-shopped on their role to deal with absenteeism at work place.
- Performance related pay. Employees to be allocated a certain bonus each year and to be paid only if the employee has shown a clean record in terms of sick leave absence. If the employee utilised the whole 36 days in a cycle he or she forfeited the whole bonus pay for the cycle.
- Wellness being program to be intensified.
- Information system and absence control system to be sustained as well.
- Job enrichment to be implemented in all levels of the jobs.

Employee assistant program:

- Employee Health and Wellness (EHW) officers to be appointed in all accounting stations where there are not in place in order to implement these programs.
- Goal setting by both the supervisor and the employees about absenteeism targets to be encouraged as well.

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- *Participative management style of leadership to be implemented fully from* top level of the management to the lower level of management.

5.3.2 Recommendations for further research.

Another research should be conducted on the same area and focusing on the views of the employees on the wider scope, e.g. cluster stations or province. The study in this nature must be conducted in more than one place for better generalisation of the findings.

5.4 CONCLUSION

In conclusion this study managed to answer the questions that it was intended for, for instance what, how, which and why. The findings revealed that absenteeism results in a negative impact to the organisation's productivity, the main causes of absenteeism were identified as illness, injury, family responsibility, private commitments, official leave, maternity leave, health and safety organisational control system and absence control policy, working conditions substance abuse, unhappy work relations and others.

Recommendations were made to the management of South African Police Service in order to implement the strategies that were identified by the study which can contribute to effective management and control of absence and recommendations for further research were also made in this chapter.

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APPENDIX A

P.O.Box 1445
Giyani
0826

QUESTIONNAIRE

Dear Respondent

The researcher is a MASTERS OF PUBLIC MANAGEMENT student at the University of Venda.

My topic is: THE IMPACT OF ABSENTEEISM ON PRODUCTIVITY IN GIYANI SAPS

The researcher seeks to evaluate the impact of absenteeism on productivity. The study is being conducted for academic purposes.

All the information you provide will be kept strictly confidential and you will not be identified in any way.

You are however requested to provide an honest information as possible.

Your co-operation will be highly appreciated.

Yours Faithfully

M.J Maluleke

Telephone : 015 811 5002
Cell Number : 082 468 8662
Student Number : 11595642

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APPENDIX B

RESEARCH INSTRUMENT

QUESTIONNAIRE

INSTRUCTION

- Answer all questions
- There is no correct or incorrect answer.
- All information provided is going to be kept confidential.
- Choose the answer that applies to you.

A. PERSONAL INFORMATION

Mark the appropriate space with a cross.

1. AGE

18 - 30 yrs	
31 - 40 yrs	
41 - 50 yrs	
51+ yrs	

2. GENDER

Male	
Female	

3. Marital Status

Single	

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Married	
Separated	
Divorced	
Widowed	
Other	

4. What are your highest qualifications?

Below Grade 7 / Std 5	
Grade 7 / Std 5	
Grade 10 / Std 8	
Grade 12 / Std 10	
Tertiary Level	

5. What is your position / rank / salary level?

Constable and below / level 5 and below	
Sergeant / Level 6	
Warrant Officer / level 7	
Lieutenant / Captain / Level 8	
Major / Lt. Col. / Level 10	
Colonel / Level 11	
Brigadier and above	

6. How long are you in the service?

Less than 10yrs	

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Between 10 - 20 yrs	
Between 21 - 30 yrs	
31 yrs and above	

7. What type of work do you do?

Crime Prevention	
Community Service Centre	
Detectives	
Human Resources	
Financial Services	
Supply Chain Management	
Auxiliary Services	
Other	

8. Do you work shifts?

Yes	
No	

B. IMPACT OF ABSENTEEISM ON PRODUCTIVITY

Indicate your level of agreement or disagreement in respect to the following statements

	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree
Absenteeism results in a shortage of manpower.					

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Employee absence result in the organisation having to address complaints by the public.					
Absence results in an increased work load to the remaining staff members.					
Absenteeism results in high cost to the organisation					
High absenteeism results in a poor productivity in the organisation.					

C. CAUSES OF ABSENTEEISM

5The following personal factors contribute to the employee absence in Giyani SAPS.

Personal Factors	**Strongly agree**	**Agree**	**Neutral**	**Strongly disagree**	**Disagree**
Illness					
Injury					
Family responsibilities					
Private commitments					
Official Leave					
Maternity Leave					
Other, Specify					

2. The following organisational factors contribute to the employee absence in Giyani SAPS.

Organisational factors	**Strongly agree**	**Agree**	**Neutral**	**Strongly disagree**	**Disagree**
Health and safety					
Quality and nature of supervision					
Size of the group					
Overtime					
Shift work					
Organisational control system and absence control policy					

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Other, specify					

3. The following environmental factors contribute to the employee absenteeism in Giyani SAPS.

Environmental factors	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
Working conditions					
Substance abuse					
Bad weather conditions					
Transportation problem					
Ventilation					
Unhappy work relationships					
Other, specify					

D. STRATEGIES TO MANAGE AND CONTROL ABSENTEEISM

The following strategies contribute to the management and control of absenteeism:

Strategies	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
Stringent absence management policies					
Reward for good attendance					
To re-educate managers and supervisors to deal effectively with absence					
Performance related pay (PRP)					
Wellness being program e.g. physical training and exercises					
Information system and absence control by the use of computers					
Human relations training for supervisors					
Job enrichment					

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Employee assistance program e.g. assisting employees with problems					
Goal setting by both the supervisor and the employee					
Participative management system					
Other, Specify					

END.

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APPENDIX C

SUID-AFRIKAANSE POLISIEDIENS SOUTH AFRICAN POLICE SERVICE

Verwysing Reference	**Verwysing Reference**
Navrae Enquiries	**MAKHUBELE GE**
Telefoon Telephone	**015-8115003 / 5019**
Faksnommer Fax number	**015-8115071**

GIYANI ACCOUNTING STATION
HUMAN RESOURCES MANAGEMENT
MOPANI AREA
PRIVATE BAG X1985
GIYANI
0826

The Provincial Commissioner

Attention : CAPT. Burger

Personnel Services
POLOKWANE
0700

YEARLY RETURN: ABSENTEEISM : GIYANI SAPS :

1.1 YEARLY RETURN FOR THE PERIOD: 01 JANUARY TO 31 DECEMBER 2008

Employee on salary level	Number of employees who took annual leave	Total number of days annual leave taken	Percentage of total number of employee who took vacation	Average number of days annual leave taken per employee
Low skilled (Levels 1-2)	03	48		
Skilled (Levels 3-5)	70	2561		
Highly skilled production (Levels 6-8)	120	4120		
Highly skilled supervision (levels 9-12)	04	89		
Senior Management (Levels 13-16)	02	30		
TOTAL	199	6848		

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2.2. SICK LEAVE FOR THE PERIOD :

Salary band	Total number of days sick leave taken	Percentage of days sick leave with medical certificate	Number of employees who took sick leave	Percentage of total number of employee who took sick leave	Average number of days sick leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)	21		03			
Skilled (Levels 3-5)	215		87			
Highly skilled production (Levels 6-8)	198		105			
Highly skilled supervision (levels 9-12)	13		02			
Senior Management (Levels 13-16)	05		1			
TOTAL	452		198			

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2.3 INCAPACITY LEAVE (TEMPORARY INCAPACITY LEAVE - SHORT PERIOD) FOR THE PERIOD:

Salary band	Total number of days incapacity (short period) leave taken	Percentage of days incapacity (short period) leave with medical certificate	Number of employees who took incapacity (short period) leave	Percentage of total number of employee who took incapacity (long period) leave	Average number of days incapacity (short period) leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)	52		07			

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Highly skilled production (Levels 6-8)	89		11			
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL	141		18			

2.4 INCAPACITY LEAVE (TEMPORARY INCAPACITY LEAVE - LONG PERIOD) FOR THE PERIOD:

Salary band	Total number of days incapacity (long period) leave taken	Percentage of days incapacity (long period) leave with medical certificate	Number of employees who took incapacity (long period) leave	Percentage of total number of employee who took incapacity (long period) leave	Average number of days incapacity (long period) leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)						
Highly skilled production (Levels 6-8)	98		03			
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL	98		03			

2.5 DISABILITY LEAVE (PERMANENT INCAPACITY LEAVE) FOR THE PERIOD:

Salary band	Total number of days disability leave taken	Percentage of days disability leave	Number of employees who took disability leave	Percentage of total number of employee who took disability leave	Average number of days disability leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)						
Highly skilled production (Levels 6-8)						
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL						

2.6 VACATION LEAVE - WITHOUT PAY FOR THE PERIOD:

Salary band	Total number of days vacation leave without pay taken	Percentage of days vacation leave	Number of employees who took vacation leave without pay	Percentage of total number of employee who took vacation leave without pay	Average number of days vacation leave without pay taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)	06		01			

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Highly skilled production (Levels 6-8)	05		01			
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL	11		02			

2.7 OCCUPATIONAL INJURIES / DISEASES FOR THE PERIOD:

Salary band	Total number of days occupational injuries leave taken	Percentage of days occupational injuries leave with medical certificate	Number of employees who took occupational injuries leave	Percentage of total number of employee who took occupational injuries leave	Average number of days occupational injuries leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)						
Highly skilled production (Levels 6-8)						
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL						

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8 MATERNITY LEAVE FOR THE PERIOD:

Salary band	Total number of days maternity leave taken	Percentage of days maternity leave	Number of employees who took maternity leave	Percentage of total number of employee who took maternity leave	Average number of days maternity leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)	480		03			
Highly skilled production (Levels 6-8)						
Highly skilled supervision (levels 9-12)						
Senior Managemen t (Levels 13-16)						
TOTAL	480		03			

2.9 ADOPTION LEAVE FOR THE PERIOD:

Salary band	Total number of days adoption leave taken	Percentage of days adoption leave	Number of employees who took adoption leave	Percentage of total number of employee who took sick leave	Average number of days sick leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)						
Highly skilled production (Levels 6-8)						

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Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL						

2.10 FAMILY RESPONSIBILITY LEAVE FOR THE PERIOD:

Salary band	Total number of days family responsibility leave taken	Percentage of days family responsibility leave	Number of employees who took family responsibility leave	Percentage of total number of employee who took family responsibility leave	Average number of days family responsibility leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)	**06**		**02**			
Skilled (Levels 3-5)	**15**		**04**			
Highly skilled production (Levels 6-8)	**34**		**09**			
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL	**55**		**15**			

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2.11 SHOP STEWARDS / OFFICE BEARER FOR THE PERIOD:

Salary band	Total number of days shop stewards leave taken	Percentage of days office bearer leave	Number of employees who took office bearer leave	Percentage of total number of employee who took office bearer leave	Average number of days shop stewards leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)	19		02			
Highly skilled production (Levels 6-8)						
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL	19		02			

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2.12 SPECIAL LEAVE FOR THE PERIOD:

Salary band	Total number of days special leave taken	Percentage of days special leave taken	Number of employees who took special leave	Percentage of total number of employee who took special leave	Average number of days special leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)	25		05			
Highly skilled production (Levels 6-8)	36		09			
Highly skilled supervision (levels 9-12)	09		01			

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Senior Management (Levels 13-16)						
TOTAL	70		15			

2.13 CAPPED LEAVE AS ON

Salary band	Total number of days capped leave current available	Average number of days capped leave available per employee as on 31st December 2005	Average number of days capped leave per employee as on 31 December 2005
Low skilled (Levels 1-2)			
Skilled (Levels 3-5)			
Highly skilled production (Levels 6-8)			
Highly skilled supervision (levels 9-12)			
Senior Management (Levels 13-16)			
TOTAL			

2.14 LEAVE PAYOUT:

Reason	Total amount (R ' 000)	Number of employees	Average payment per employee
Leave payout for 2004/2005 due to non utilization of leave for the previous cycle			
Capped and current leave payout on termination of service for 2005/2006			
TOTAL			

COMPLIED BY : 05408148 SPO
Makhubela G.E

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APPENDIX D

SUID-AFRIKAANSE POLISIEDIENS SOUTH AFRICAN POLICE SERVICE

Verwysing Reference	**Verwysing Reference**
Navrae Enquiries	**MAKHUBELE GE**
Telefoon Telephone	**015-8115003 / 5019**
Faksnommer Fax number	**015-8115071**

GIYANI ACCOUNTING STATION
HUMAN RESOURCES MANAGEMENT
MOPANI AREA
PRIVATE BAG X1985
GIYANI
0826

The Provincial Commissioner

Attention : CAPT. Burger

Personnel Services
POLOKWANE
0700

YEARLY RETURN: ABSENTEEISM : GIYANI SAPS :

1.1 YEARLY LEAVE FOR THE PERIOD: 01 JANUARY TO 31 DECEMBER 2009

Employee on salary level	Number of employees who took annual leave	Total number of days annual leave taken	Percentage of total number of employee who took vacation	Average number of days annual leave taken per employee
Low skilled (Levels 1-2)	03	24		
Skilled (Levels 3-5)	89	1989		
Highly skilled production (Levels 6-8)	109	2015		
Highly skilled supervision (levels 9-12)	04	94		
Senior Management (Levels 13-16)	02	34		
TOTAL	207	4156		

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2.2. SICK LEAVE FOR THE PERIOD:

Salary band	Total number of days sick leave taken	Percentage of days sick leave with medical certificate	Number of employees who took sick leave	Percentage of total number of employee who took sick leave	Average number of days sick leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)	13		01			
Skilled (Levels 3-5)	191		66			
Highly skilled production (Levels 6-8)	209		94			
Highly skilled supervision (levels 9-12)	90		03			
Senior Management (Levels 13-16)	06		01			
TOTAL	509		165			

2.3 INCAPACITY LEAVE (TEMPORARY INCAPACITY LEAVE - SHORT PERIOD) FOR THE PERIOD:

Salary band	Total number of days incapacity (short period) leave taken	Percentage of days incapacity (short period) leave with medical certificate	Number of employees who took incapacity (short period) leave	Percentage of total number of employee who took incapacity (long period) leave	Average number of days incapacity (short period) leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)						

Highly skilled production (Levels 6-8)	49		08			
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL	49	-	08			

2.4 INCAPACITY LEAVE (TEMPORARY INCAPACITY LEAVE - LONG PERIOD) FOR THE PERIOD:

Salary band	Total number of days incapacity (long period) leave taken	Percentage of days incapacity (long period) leave with medical certificate	Number of employees who took incapacity (long period) leave	Percentage of total number of employee who took incapacity (long period) leave	Average number of days incapacity (long period) leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)						
Highly skilled production (Levels 6-8)	108		04			
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL	108		04			

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2.5 DISABILITY LEAVE (PERMANENT INCAPACITY LEAVE) FOR THE PERIOD:

Salary band	Total number of days disability leave taken	Percentage of days disability leave	Number of employees who took disability leave	Percentage of total number of employee who took disability leave	Average number of days disability leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)						
Highly skilled production (Levels 6-8)						
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL						

2.6 VACATION LEAVE - WITHOUT PAY FOR THE PERIOD:

Salary band	Total number of days vacation leave without pay taken	Percentage of days vacation leave	Number of employees who took vacation leave without pay	Percentage of total number of employee who took vacation leave without pay	Average number of days vacation leave without pay taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)	04		02			

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Highly skilled production (Levels 6-8)	01		02			
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL	05		04			

2.7 OCCUPATIONAL INJURIES / DISEASES FOR THE PERIOD:

Salary band	Total number of days occupational injuries leave taken	Percentage of days occupational injuries leave with medical certificate	Number of employees who took occupational injuries leave	Percentage of total number of employee who took occupational injuries leave	Average number of days occupational injuries leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)						
Highly skilled production (Levels 6-8)						
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL						

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8 MATERNITY LEAVE FOR THE PERIOD:

Salary band	Total number of days maternity leave taken	Percentage of days maternity leave	Number of employees who took maternity leave	Percentage of total number of employee who took maternity leave	Average number of days maternity leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)	240		02			
Highly skilled production (Levels 6-8)	120		01			
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL	360		03			

2.9 ADOPTION LEAVE FOR THE PERIOD:

Salary band	Total number of days adoption leave taken	Percentage of days adoption leave	Number of employees who took adoption leave	Percentage of total number of employee who took sick leave	Average number of days sick leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)						
Highly skilled production (Levels 6-8)						

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Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL						

2.10 FAMILY RESPONSIBILITY LEAVE FOR THE PERIOD:

Salary band	Total number of days family responsibility leave taken	Percentage of days family responsibility leave	Number of employees who took family responsibility leave	Percentage of total number of employee who took family responsibility leave	Average number of days family responsibility leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)	16		04			
Highly skilled production (Levels 6-8)	34		08			
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL	50		12			

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2.11 SHOP STEWARDS / OFFICE BEARER FOR THE PERIOD:

Salary band	Total number of days shop stewards leave taken	Percentage of days office bearer leave	Number of employees who took office bearer leave	Percentage of total number of employee who took office bearer leave	Average number of days shop stewards leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)	32		01			
Highly skilled production (Levels 6-8)						
Highly skilled supervision (levels 9-12)						
Senior Managemen t (Levels 13-16)						
TOTAL	32		03			

2.12 SPECIAL LEAVE FOR THE PERIOD:

Salary band	Total number of days special leave taken	Percentage of days special leave taken	Number of employees who took special leave	Percentage of total number of employee who took special leave	Average number of days special leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)	12		02			
Skilled (Levels 3-5)	30		05			
Highly skilled production (Levels 6-8)	25		04			

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Highly skilled supervision (levels 9-12)	05		01			
Senior Management (Levels 13-16)						
TOTAL	72		12			

2.13 CAPPED LEAVE AS ON

Salary band	Total number of days capped leave current available	Average number of days capped leave available per employee as on 31st December 2005	Average number of days capped leave per employee as on 31 December 2005
Low skilled (Levels 1-2)			
Skilled (Levels 3-5)			
Highly skilled production (Levels 6-8)			
Highly skilled supervision (levels 9-12)			
Senior Management (Levels 13-16)			
TOTAL			

2.14 LEAVE PAYOUT:

Reason	Total amount (R ' 000)	Number of employees	Average payment per employee
Leave payout for 2004/2005 due to non utilization of leave for the previous cycle			
Capped and current leave payout on termination of service for 2005/2006			
TOTAL			

COMPLIED BY : 0540814 SPO

Makhuba

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APPENDIX E

SUID-AFRIKAANSE POLISIEDIENS SOUTH AFRICAN POLICE SERVICE

Verwysing Reference	**Verwysing Reference**
Navrae Enquiries	**MAKHUBELE GE**
Telefoon Telephone	**015-8115003 / 5019**
Faksnommer Fax number	**015-8115071**

GIYANI ACCOUNTING STATION
HUMAN RESOURCES MANAGEMENT
MOPANI AREA
PRIVATE BAG X1985
GIYANI
0826

The Provincial Commissioner
Personnel Services
POLOKWANE
0700

Attention: CAPT. Burger

YEARLY RETURN: ABSENTEEISM: GIYANI SAPS:

1.1YEARLY RETURN FOR THE PERIOD: 01 JANUARY TO 31 DECEMBER 2010

Employee on salary level	Number of employees who took annual leave	Total number of days annual leave taken	Percentage of total number of employee who took vacation	Average number of days annual leave taken per employee
Low skilled (Levels 1-2)	03	48		
Skilled (Levels 3-5)	70	2561		
Highly skilled production (Levels 6-8)	120	4120		
Highly skilled supervision (levels 9-12)	04	89		
Senior Management (Levels 13-16)	02	30		

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TOTAL	199	6848		

2.2. SICK LEAVE FOR THE PERIOD:

Salary band	Total number of days sick leave taken	Percentage of days sick leave with medical certificate	Number of employees who took sick leave	Percentage of total number of employee who took sick leave	Average number of days sick leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)	21		03			
Skilled (Levels 3-5)	215		87			
Highly skilled production (Levels 6-8)	198		105			
Highly skilled supervision (levels 9-12)	13		02			
Senior Management (Levels 13-16)	05		1			
TOTAL	452		198			

2.3 INCAPACITY LEAVE (TEMPORARY INCAPACITY LEAVE - SHORT PERIOD) FOR THE PERIOD:

Salary band	Total number of days incapacity (short period) leave taken	Percentage of days incapacity (short period) leave with medical certificate	Number of employees who took incapacity (short period) leave	Percentage of total number of employee who took incapacity (long period) leave	Average number of days incapacity (short period) leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)	52		07			

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Highly skilled production (Levels 6-8)	89		11			
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL	141		18			

2.4 INCAPACITY LEAVE (TEMPORARY INCAPACITY LEAVE - LONG PERIOD) FOR THE PERIOD:

Salary band	Total number of days incapacity (long period) leave taken	Percentage of days incapacity (long period) leave with medical certificate	Number of employees who took incapacity (long period) leave	Percentage of total number of employee who took incapacity (long period) leave	Average number of days incapacity (long period) leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)						
Highly skilled production (Levels 6-8)	98		03			
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL	98		03			

2.5 DISABILITY LEAVE (PERMANENT INCAPACITY LEAVE) FOR THE PERIOD:

Salary band	Total number of days disability leave taken	Percentage of days disability leave	Number of employees who took disability leave	Percentage of total number of employee who took disability leave	Average number of days disability leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)						
Highly skilled production (Levels 6-8)						
Highly skilled supervision (levels 9-12)						
Senior Managemen t (Levels 13-16)						
TOTAL						

2.6 VACATION LEAVE - WITHOUT PAY FOR THE PERIOD:

Salary band	Total number of days vacation leave without pay taken	Percentage of days vacation leave	Number of employees who took vacation leave without pay	Percentage of total number of employee who took vacation leave without pay	Average number of days vacation leave without pay taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)	06		01			

Highly skilled production (Levels 6-8)	05		01			
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL	11		02			

2.7 OCCUPATIONAL INJURIES / DISEASES FOR THE PERIOD:

Salary band	Total number of days occupational injuries leave taken	Percentage of days occupational injuries leave with medical certificate	Number of employees who took occupational injuries leave	Percentage of total number of employee who took occupational injuries leave	Average number of days occupational injuries leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)						
Highly skilled production (Levels 6-8)						
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL						

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8 MATERNITY LEAVE FOR THE PERIOD:

Salary band	Total number of days maternity leave taken	Percentage of days maternity leave	Number of employees who took maternity leave	Percentage of total number of employee who took maternity leave	Average number of days maternity leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)	480		03			
Highly skilled production (Levels 6-8)						
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL	480		03			

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2.9 ADOPTION LEAVE FOR THE PERIOD:

Salary band	Total number of days adoption leave taken	Percentage of days adoption leave	Number of employees who took adoption leave	Percentage of total number of employee who took sick leave	Average number of days sick leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)						
Highly skilled production (Levels 6-8)						

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Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL						

2.10 FAMILY RESPONSIBILITY LEAVE FOR THE PERIOD:

Salary band	Total number of days family responsibility leave taken	Percentage of days family responsibility leave	Number of employees who took family responsibility leave	Percentage of total number of employee who took family responsibility leave	Average number of days family responsibility leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)	06		02			
Skilled (Levels 3-5)	15		04			
Highly skilled production (Levels 6-8)	34		09			
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL	55		15			

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2.11 SHOP STEWARDS / OFFICE BEARER FOR THE PERIOD:

Salary band	Total number of days shop stewards leave taken	Percentage of days office bearer leave	Number of employees who took office bearer leave	Percentage of total number of employee who took office bearer leave	Average number of days shop stewards leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)	19		02			
Highly skilled production (Levels 6-8)						
Highly skilled supervision (levels 9-12)						
Senior Management (Levels 13-16)						
TOTAL	19		02			

2.12 SPECIAL LEAVE FOR THE PERIOD:

Salary band	Total number of days special leave taken	Percentage of days special leave taken	Number of employees who took special leave	Percentage of total number of employee who took special leave	Average number of days special leave taken per employee	Estimated cost R' 000)
Low skilled (Levels 1-2)						
Skilled (Levels 3-5)	25		05			
Highly skilled production (Levels 6-8)	36		09			

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Highly skilled supervision (levels 9-12)	**09**		**01**			
Senior Management (Levels 13-16)						
TOTAL	**70**		**15**			

2.13 CAPPED LEAVE AS ON

Salary band	Total number of days capped leave current available	Average number of days capped leave available per employee as on 31st December 2005	Average number of days capped leave per employee as on 31 December 2005
Low skilled (Levels 1-2)			
Skilled (Levels 3-5)			
Highly skilled production (Levels 6-8)			
Highly skilled supervision (levels 9-12)			
Senior Management (Levels 13-16)			
TOTAL			

2.14 LEAVE PAYOUT:

Reason	Total amount (R ' 000)	Number of employees	Average payment per employee
Leave payout for 2004/2005 due to non utilization of leave for the previous cycle			
Capped and current leave payout on termination of service for 2005/2006			
TOTAL			

COMPLIED BY: 05408148 _____ SPO

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