



**THE IMPACT OF TIME LOST THROUGH ABSENTEEISM ON SERVICE DELIVERY  
IN THE SOUTH AFRICAN POLICE SERVICES (SAPS), THE AREA KUILSRIVER  
CLUSTER, CAPE TOWN, WESTERN CAPE.**

By

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University of Technology**

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## DECLARATION

I Andre Cornelius, hereby declare that the content of this dissertation signifies my own effort, and that the document has not previously been submitted for academic examination towards any qualification.

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Signed

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Date

## **ABSTRACT**

Absenteeism in the South African Police Service is without doubt one of the most difficult aspects to manage. It is therefore important for the organisation to have measures in place to reduce absenteeism. More focus is put on the cost of absenteeism without realising the enormous adverse effect it has on service delivery in the South African Police Service.

By reducing the absenteeism rate by just one day per employee, organisations can boost productivity, improve morale and improve their profit margins significantly (Nel, 2013:1).

This research project examined the impact on service delivery of time lost through absenteeism in the South African Police Service with specific reference to the Kuils River cluster Cape Town, Western Cape, South Africa. Problems relating to absenteeism as well as the main contributors to absenteeism were identified by the researcher and recommendations were made.

A quantitative research approach was followed with a survey amongst staff members. The data analysis from the questionnaire was compiled by the in-house statistician that was recommended by Cape Peninsula University of Technology. The research project makes recommendations that address the problems highlighted in this empirical study, as well as a recommendation for further studies.

## ACKNOWLEDGEMENTS

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- Professor Dirk van Schalkwyk, CPUT's in-house statistician for his valuable contribution on developing and analyzing the statistical data.

## **DEDICATION**

Dedicated in memory of my mother, Dorethea Cornelius Fortuin.

## **GLOSSARY**

<b>SAPS</b>	South African Police Services
<b>SDIP</b>	Service Delivery Improvement Programme
<b>PSC</b>	Public Service Commission
<b>SIU</b>	Special Investigation Unit
<b>NCPS</b>	National Crime Prevention Strategy
<b>FF</b>	Freedom Front
<b>CPF</b>	Community Policing Forum
<b>CPO</b>	Community Police Officers
<b>EAP</b>	Employee Assistance Programme

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# **CHAPTER ONE**

## **INTRODUCTION AND BACKGROUND TO STUDY**

### **1.1 INTRODUCTION**

The 2010 – 2014 Strategic Plan for the South African Police Service states that the South African Police Service (SAPS) is firmly committed to providing a quality police service to the people of South Africa. This quality service is, however, not always possible due to the increasing incidence of time lost through absenteeism. Since service delivery by SAPS is constantly in the public eye as a result of the media, it is imperative that concerted action be taken to address the problem of time lost through absenteeism within the organisation. This research project sketches a brief background to the problem of time lost through absenteeism and its root causes. The research follows a quantitative approach in the form of a survey by means of a questionnaire amongst staff. It is envisioned that the research will generate information that management within the Kuils River cluster of SAPS can use with a view of decreasing the incidence of absenteeism.

### **1.2 BACKGROUND**

The SAPS receives its mandate from the Constitution of the Republic of South Africa, 1996. Chapter 11 of the Constitution stipulates that it is there to meet the safety and security requirements of all people in the country. Amongst the requirements laid down for services are that they will be acceptable, efficient and effective. This service has, however, been plagued by the phenomenon of absenteeism in the workplace.

Van Zyl (2003:50) states that absenteeism is caused by a myriad of factors, and that its cost is enormous for the institution. According to Moreli (2012:67) absenteeism is disruptive on the work environment, has a negative effect on the community, employee morale, and quality of service.

According to Van Zyl, (2003:50) the following are the strategic aims of the SAPS:

- To monitor the conduct of the SAPS and to assess the effectiveness of visible policing;
- To monitor effectiveness and efficiency of the SAPS;
- To help and stimulate a healthy relationship between the police and the community; and
- To interact with the Minister of Police with respect to crime and policing.

The SAPS also undertakes to use a systematic approach towards the legal obligation of monitoring the service delivery and conduct of police officials. Emphasis is placed on compliance with the Batho Pele principles in order to improve service delivery and the image of the public service.

The Constitution of the Republic of South Africa, 1996, identifies community policing as the style of policing to be adopted by the SAPS to meet the safety and security requirements of all people in the country.

### **1.3 RESEARCH PROBLEM**

Against the above background, there is general concern within the Kuils River Cluster of the SAPS about the time lost through absenteeism.

### **1.4 RESEARCH OBJECTIVES**

The research project attempts to:

- Define absenteeism.
- Explain the root causes of absenteeism.
- Explain the factors affecting absenteeism.
- Describe the impact of absenteeism on quality service delivery.
- Describe the implementation of the Batho Pele principles relating to the SAPS.

- Explain the Service Delivery Improvement Programme (SDIP) that will have an impact on SAPS members.
- Conduct an empirical study into absenteeism within the Kuils River cluster of SAPS – (quantitative analysis).
- Describe solutions to absenteeism.

## **1.5 RESEARCH QUESTION**

How much time is lost through absenteeism within the Kuils River Cluster SAPS, and how can absenteeism be reduced?

## **1.6 PRELIMINARY LITERATURE REVIEW**

### **1.6.1 Absenteeism definition**

The definition of absenteeism can be explained as involuntary and voluntary absence, as well as absence frequency and absence duration. Involuntary absence represents factors beyond the control of the individual, such as long-term illness. Voluntary absence reflects a conscious behaviour by the employee not to attend work because of reasons that are within his or her control. The distinction between the two components is often whether the employee had an approved excuse for being absent or not. 'We are skeptical about labels such as "voluntary" and "involuntary" because those attributions can be made only on solid estimates of the proportions of observed variances due to latent voluntary or involuntary factors' (Martocchio and Harrison, 1993:264).

According to Van Zyl (2003:50) not all absenteeism occurs as a result of genuine sickness and injury. In fact, Van Zyl (2003:50) states that the majority of cases are caused by a myriad of other factors, hence the immense frustration. No one will blame an employee for being absent from work for health reasons, which are beyond his/her control.

Van Zyl (2003:50) further states that it is ironic that 90% of the blame of unacceptable levels of absenteeism can be laid at the door of management. He further states that absenteeism should be managed in such a way that it has less influence on work performance.

#### **1.6.1.1      *The cost of absenteeism***

Van Zyl (2003:50) points out that the cost of absenteeism is enormous. The direct cost, i.e. the cost of wages paid to an employee on the day(s) of absence, is not the main cost driver.

The indirect cost amounts to several times more. Loss of productivity, lower morale as a result of higher workloads, hiring of temporary staff, possible payment of overtime and additional administrative costs are the real cost drivers and moreover these cannot be calculated precisely.

Van Zyl (2003:51) estimates that it can be accepted that the total financial implication of one first level employee missing a single day amounts to between R2000 – R3000. He, however, further states that the direct and indirect costs together still do not represent the real cost. Granted that absenteeism is not the only cause of the current state of affairs within SAPS, there are other reasons such as lack of people development, crime, HIV and AIDS. Absenteeism, however, is an inseparable and significant part of the bigger problem of an economy growing at a snail's pace.

#### **1.6.1.2      *What to do about absenteeism***

According to Van Zyl (2003:51) looking for a solution, a policy based on rules, discipline and zero tolerance is not the way to go. Some of the steps implemented in the past, have worsened the already hopeless situation and includes the following:

- Forcing employees to produce medical certificates for each and every period of absence;
- Checking up on employees at their places of residence to ensure that they are indeed sick and at home;
- Cancelling official days of rest; and
- Refusing permission to leave one's residence during sick leave.

Van Zyl (2003:51) feels that the above are all steps backwards, because they fail to address the root causes. Instead, they target the symptoms. People like challenges, especially those with the potential to provide fun. The strong-arm approach provides them with a golden opportunity to prove that the system can be beaten.

### **1.6.1.3      *Root causes of absenteeism***

Van Zyl (2003:51) identifies the following three reasons for absenteeism:

- Personal reasons;
- Job-related reasons; and
- Organisational-related reasons.

***Personal reasons*** can in turn be sub-divided into a number of different causes resulting in absenteeism such as the following:

- *Generating additional income*  
This phenomenon which is on the increase is of great concern within the SAPS. In many other government departments, the number of employees involved in moonlighting is probably past the critical tipping point. Moonlighting can be defined as paid work that you do in addition to your normal job especially without telling your employer. Much more insight will be required to arrive at a solution for this problem.
- *Lack of commitment to a career*



Statistics show that especially younger employees display a lack of commitment and responsibility towards their jobs. The fact that they usually have no family to support is a contributing factor. Lack of commitment, must at least in part be laid at the door of haphazard recruitment methods relating to training, development, induction and deployment.

- *Family responsibility*

Caring for a child or for a widowed mother or father definitely has an influence on work attendance and has to be considered.

- *Personal problems*

Today, people have lifestyles that sooner or later will cause them to run into trouble, be it financial, marital, premature parenthood or substance abuse.

It is nearly impossible to live without problems and the fact is that personal problems, whoever may be responsible, give rise to absenteeism.

- *Thinking patterns*

Some people feel that they are entitled to take sick leave. It is part of their remuneration package and they view it with a “use or lose it” mentality.

According to Van Zyl (2003:51) ***Job-related reasons represent the following causes for absenteeism:***

- *Low job content*

The deeply embedded South African penchant for dividing work into steps rather than processes is the main culprit. The losses that this inflicts on our economy are incalculable. People have expectations and aspirations, which cannot be satisfied by performing inhibitory work. They retaliate by staying at home.

- *Denied opportunities for growth and promotion*

This has very much the same effect as meaningless work.

- *Emotional and intellectual imbalance*  
This is a critical point that requires a great deal of expertise and care to manage properly. While on the one hand it makes sense to prevent boredom, on the other hand one also has to ensure that employees are not intellectually and emotionally exhausted by the demands of the job.
  
- *The working environment*  
We are all different in what we regard as pleasant work. Some want to work according to a strict routine with as few nasty surprises as possible; whilst others will regard the same job as the ultimate experience of boredom.
  
- *High workload*  
The actual workload is not as important as the perceived workload. Generally, employees feel that too much is expected of them.  
Some departments that used to have 20 to 30 employees have been reduced to 8 or 9. Obviously, people will perceive their workload as excessive under such circumstances.

Lastly Van Zyl (2003:52) includes the following as ***organisational-related issues***:

- *Discontentment with processes of restructuring and right-sizing:*  
It is acceptable that processes such as these will be executed in any organisation from time to time. It is also understandable that it is impossible to satisfy everybody. What is difficult to comprehend though, is that more often than not, the goals and objectives of management are served 100% whereas those of the workforce do not seem to carry weight. Ironically the imbalances and unacceptable conditions that eventually necessitate these exercises are allowed to develop by nobody else but management. When the situation becomes intolerable, ground level personnel must bear the brunt of management's mistakes.

- *Victim status*  
 This is the advanced stage of the argument put forward above. Once employees have been disadvantaged via restructuring, a promotional process or any other such occurrence and the injustice is not rectified at a later stage, they may develop a permanent feeling of being the victim of the processes and procedures within the organisation. Once more it is a fact of life that such circumstances are sometimes unavoidable, but it becomes alarming when a critical mass of employees has a story to tell about being disadvantaged at some point in their career.
  
- *General culture of absence*  
 Some people have “flexible” honesty when they are given the opportunity. At some offices excessive absenteeism is allowed to become the norm. Absenteeism will quickly become uncontrollable in these circumstances.
  
- *Structure and design*  
 Some organisations reason that they will be able to reduce cost and improved service delivery/product quality by amalgamating smaller units into larger divisions. Generally the result is the direct opposite. People in large organisations are less co-operative, less cohesive and less prepared to take ownership. They receive less attention and appreciation for what they do. One of the easiest and quickest ways to identify this is to analyse absenteeism.

The above mentioned are the most important causes of absenteeism. It is therefore important for every manager to effectively manage absenteeism.

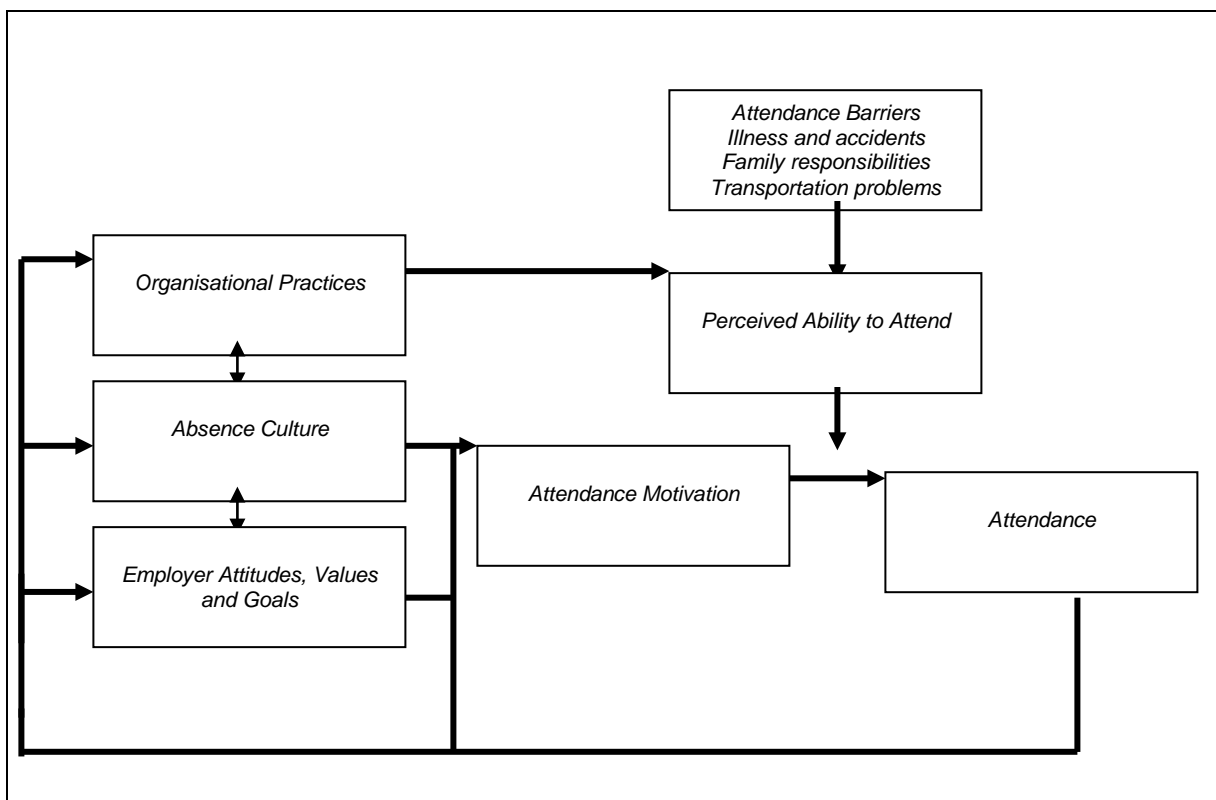
The following registers are important for managers within the SAPS to thoroughly and accurately be inspected pertaining to absenteeism in accordance with the SAPS Standing Orders and Regulations: (Knoetze, 2000:4).

- SAP 26(a) – Absence Register;

- Z8 – Attendance Register;
- SAP 79 – Sick Book;
- SAP 26 – Application for leave form; and
- SAP47 – Leave Form.

The above registers are also tools for managers to try and manage absenteeism effectively within their departments, divisions or units.

Furthermore, Steers *et al* (1991:305) provides the following model of employee attendance:



**Figure 1: A Diagnostic model of employee attendance (Steers *et al*, 1991:305)**

Steers *et al* (1991:305) explains that the diagnostic model of employee attendance includes both avoidable and unavoidable absence. This model further pays increased attention to absence culture, organisational practices, societal context and perceived ability to attend. This model can also be used by

managers interested in understanding the particular forces responsible for absenteeism in their organisations.

### **1.6.2 The Need for Improved Service Delivery**

Looking back, the South African public service has made significant strides in extending basic services to the disadvantaged, a public service now more representative of the people and being more accountable to the electorate.

But despite the gains, the public service continues to be faced with daunting challenges within service delivery.

The South African government's regulatory framework for public service delivery, the White Paper on Transforming Public Service Delivery - Batho Pele (People First) policy as well as the SDIP was implemented to ensure greater delivery of services to the citizens of South Africa.

### **1.6.3 The Batho Pele Principles (People First)**

Batho Pele (People First) policy has eight principles, which government departments, including the SAPS, have to comply with. According to the Public Service Commission (2000:33) the outcomes at the police stations regarding the submission of the Batho Pele principles are as follows:

**Consultation** – consultation should be of such a nature that it enhances the level and quality of the public service received. Society should be given a choice about the services that are offered.

**Service Standards** – society should be told what level and quality of public service they would receive in order to be prepared for the unexpected.

**Access** – Equal access to the services should be equally available.

**Courtesy** – Citizens should be treated with respect and attention.

**Information** –Information should be readily available about the public services that must be received.

**Openness and transparency** – The cost, superiority and the management of national and provincial departments should be known to citizens.

**Redress**- Service delivery should be effective and efficient, if not, adequate remedies should be in place to receive positive response.

**Value for money** – Satisfying the need of citizens should be done economically in order to develop the best possible value for money.

*The Batho Pele Principles and the South African Police Service.*

According to the PSC (2000:28) the following are some of the SAPS objectives in terms of service delivery:

- To improve the quality of service through the implementation of the SDIP;
- To increase the relationship between management and employee by implementing improved participative management structures;
- To improve the overall competency levels of SAPS members by implementing related programmes;
- Better utilisation of police reservists with policy development;
- To emphasise the importance of the code of conduct within SAPS.

#### **1.6.4 The importance of the Service Delivery Improvement Programme (SDIP)**

The SAPS identified the need for improved service delivery for communities at local level. The strategic approach at the time was to implement the SDIP.

*The objectives of the SDIP are as follows:*

- To provide and equip station managers with the necessary management tools to improve service delivery;
- To encourage participative management at all police stations;
- To encourage healthier community involvement at station level;
- Both internal and external problems should be dealt with,
- Improved skills, knowledge and creativity;
- The Batho Pele Principles should be number one priority for implementation.

### **1.6.5 Productivity**

Productivity is the most widely used measure of operations, and most managers assume that increasing productivity is always beneficial. The main incentive used to increase productivity is competition. Competitors are always trying to gain an advantage by increasing their own productivity, so an organisation must match this improvement simply to stay in business. There are really only four ways of improving productivity:

- By improving effectiveness by better decision making;
- By improving efficiency so that the existing resources are used better, giving more outputs with the same inputs;
- By improving the process in some other way – designing changes to the process, perhaps increasing visible policing or putting more emphasis on quality;
- By improving morale – to give more cooperation and incentives.

The old fashioned way of getting people to work harder has little to do with productivity. A hard-working person with a spade is far less productive than a lazy person with a bulldozer. In general, 85 per cent of productivity is set by the system that is designed by management and only 15 per cent is under the control of the individual worker. More importantly, productivity does not necessarily measure the production per person (Amstrong, 2006:193).

## **1.7 RESEARCH METHODOLOGY**

The research project will comprise of a literature review and an empirical study. The literature review will be based on information from books and journals on the research objectives mentioned before. The empirical study will be in the form of a questionnaire survey amongst a sample of staff within the Cluster Policing component of the Kuils River Cluster of the SAPS Western Cape.

According to Bless & Higson-Smith (1995:43) questionnaires allow the researcher to access information that is not directly observable. In this case it is based on a questionnaire, with a set of questions with fixed wording and sequence of presentation. Questionnaires can be used without direct personal contact with respondents, that is, without the help of an interviewer. These are called self-administered questionnaires to be filled in by the respondents themselves. The result from the information gathered, is to determine the impact of absenteeism on service delivery within the SAPS.

## **1.8 DELIMITATION OF THE RESEARCH**

The three police stations namely Kuils River police station, Kleinvlei police station and Mfuleni police station in the Kuils River Cluster, Cape Town, Western Cape were utilized for the research study.

## **1.9 ETHICAL CONSIDERATIONS**

Permission to conduct the research within SAPS was applied for from the Provincial Commissioner of SAPS, Western Cape and was granted. Respondents were informed by means of a covering letter that participation in the project was voluntary and that anonymity and confidentiality were also guaranteed.



## **1.10 SIGNIFICANCE OF THE STUDY**

The research project could generate information that management within SAPS can use in programmes to address the absenteeism phenomenon.

## **1.11 LAYOUT OF THE STUDY**

In Chapter 2 the literature is fully reviewed; chapter 3 deals with the research methodology and chapter 4 shows the summary, recommendations and conclusion of this project.

## **1.12 SUMMARY**

The research problem is stated as a concern within the SAPS about time lost through absenteeism. The research project is essentially quantitative in the form of a questionnaire survey amongst a sample of management. The next chapter discusses the literature review.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

Chapter 1 defines the research problem as a general concern within SAPS about time lost through absenteeism. This chapter discusses the research objectives namely absenteeism, root causes of absenteeism, factors affecting absenteeism, the impact of absenteeism on quality service delivery, the implementation of the Batho Pele principles, the SDIP, and possible solutions to absenteeism.

#### **2.2 DEFINING ABSENTEEISM**

The definition of absenteeism can be explained as involuntary and voluntary absence, as well as absence frequency and absence duration. Involuntary absence represents factors beyond the control of the individual, such as long-term illness. Voluntary absence reflects a conscious behaviour by the employee not to attend work because of reasons that are within his or her control. The distinction between the two components is often whether the employee had an approved excuse for being absent or not. 'We are skeptical about labels such as "voluntary" and "involuntary" because those attributions can be made only on solid estimates of the proportions of observed variances due to latent voluntary or involuntary factors' (Martocchio and Harrison, 1993:264).

Bendix (1996:323) points out that keeping an eye on absenteeism and labour turnover is one personnel function which is often isolated and taken too lightly. It is not adequate to only monitor turnover and level of absence. The reason for their occurrence must be recognised and the problem from which they arise needs to be determined.

In view of the above definitions, absenteeism can be described as any failure of the employee to report for work. Absenteeism is traditionally defined as a specific employee's availability for work, when work is actually available for a specific employee. Absenteeism can be categorised in two ways namely, authorised (absence with leave) and unauthorised (absence without leave). Unauthorised absence is what organisations strive to avoid and keep to a minimum.

## **2.3 THE ROOT CAUSES OF ABSENTEEISM**

Work absenteeism occurs for many reasons which are either personal or workplace related. The following are the root causes of absenteeism.

### **2.3.1 Generating additional income**

Public servants are able to perform work outside the public service, provided that such work does not conflict or interfere with the performance of their official duties. Public servants must first obtain permission from their Secretary-General if they wish to engage in outside employment. Outside employment includes paid work, such as tutoring or driving a taxi, running a business and other remunerative activities, such as holding a directorship or working as a tax agent. Unpaid voluntary work is also included (PSC, 2004:5)

#### **2.3.1.1 General Practices**

Public servants should not seek to engage in outside employment if such employment:

- would indeed conflict with their official duties or would create the perception that such work conflicts with their official duties; or
- Is likely to affect their efficiency in the performance of their official duties.

Outside employment is to be performed wholly in a public servant's private time. When considering applications for permission to engage in outside employment, departments will need to strike a proper balance between the interests of the

State as an employer and the rights of public servants to lead their private lives free of unnecessary restrictions. Public servants may not accept outside payment for activities that are regarded as part of their normal duties (PSC, 2004:5).

### **2.3.1.2 Conflict of interests issues**

When considering whether a conflict of interest may exist, or appear to exist, particularly in relation to directorships, public servants should consider whether:

- A company has entered into, or is in the process of entering into, a contractual relationship with the government or its authorities;
- A company receives government assistance;
- The company's primary purpose is to lobby ministers, members of Parliament, government departments and authorities on matters related to the public servant's official duties;
- A public servant's department or agency has a regulatory relationship with the company; and whether granting approval could give a rival business, including a government business enterprise, reasonable grounds for perceiving that a conflict of interest does indeed exist.

### **2.3.1.3 Applying for permission to engage in outside employment**

When applying for permission to engage in outside employment, public servants should provide the following information:

Details of the proposed outside employment, including the proposed hours of employment, together with the applicant's opinion as to whether the outside employment:

- Will adversely affect his or her efficiency and effectiveness in the performance of his or her official duties;
- Is likely to cause any conflict or difficulties concerning departmental overtime requirements, 'on call' duties, rostered shifts, etc.;

- Is relevant as regards confidential, proprietary or particular information to which such a public servant has access by virtue of his or her employment by the State and which the public or another company may reasonably regard as a conflict of interest.

A public servant who wishes to engage in outside employment while on long service leave or while taking unpaid leave should state this in his or her application for leave, as well as seek approval for such as outside employment by providing the information outlined above. Public servants who intend to engage in outside employment while on recreational leave must obtain approval to do so. (PSC, 2004:5)

Generating additional income is on the increase, based on the global economic environment and economies that are changing very rapidly. In this current era of economic change, employees are far more concerned about how they will not only be successful in the working environment but also economically. For most of us one job is enough, but for some individuals it barely pays the bills leading to taking up additional employment. The general concerns are not about total earnings but rather about the take-home pay.

According to Anon (2013:09) an interim report by the Special Investigating Unit (SIU) has revealed an estimated 27 000 SAPS members are allegedly active directors of private companies. The report also revealed 70 police employees have a direct interest in 73 companies that did business worth R31million with the SAPS. According to the Sunday Independent Anon (2013:09), the SIU interim report, covering April to September 2011, found that none of the 70 police officers disclosed their business interests, but investigations continue into whether the 27 000 members moonlighting as company directors made their financial disclosures.

The SIU has highlighted another 22 SAPS employees having a direct interest in 48 entities which unlike the 73 companies previously mentioned, are not registered with SAPS suppliers database. At present government employees are not prohibited from owning companies and doing business with the state. However, they are required to inform their superiors and request permission. This is to guard against corruption through staff bidding for contracts which they are adjudicating Anon (2013:09).

### **2.3.2 Organisational commitment**

Cartwright and Cooper (2002) cited by Jorgensen & Rothmann (2008:4) identify two aspects of organisational commitment, namely commitment of the individual to the organisation and perceived commitment of the organisation to the individual. Organisational commitment can be defined as a state where an employee identifies with an organisation and its goals. This can be expressed through the willingness of an employee to exert effort on behalf of the organisation and wishes to maintain membership of the organisation. The employee's loyalty and dedication to the organisation can also be identified.

Furthermore, organisational commitment positively relates to desirable work outcomes, such as motivation, performance and job satisfaction, while it negatively relates to absenteeism and staff turnover. Commitment from the individual to the organisation can be viewed as the extent to which employees feel trusted and respected by the organisation (Jorgensen & Rothmann 2008:4).

Perceived lack of organisational commitment can be directly linked to absenteeism. The environment outside the organisation which influences the employee financially, socially and psychologically, will have an impact on the commitment to the organisation. As previously discussed in this chapter the individual wants to improve economically and if these needs are not stimulated then it can easily contribute to a lack of commitment. Employees are simply not interested in their work or concerned about the success of the organisation if not

satisfied in these specific areas of concern. Poor treatment by management or an unpleasant working environment will normally be the causes of these perceptions.

### **2.3.3 Occupational stress in SAPS**

Pienaar & Rothmann (2006:72) defines occupational stress as the mind-body arousal resulting from physical and/or psychological job demands. The appraisal of stress as threatening leads to anxiety and anger, and the associated activation of the autonomic nervous system. If serious and on-going, the resulting physical strain may cause negative behavioural consequences that will eventually lead to time loss at work due to absenteeism.

Anshel (2000), cited by Pienaar and Rothman (2006:72), highlighted three underlying postulates in stress research with police officers. Firstly, extreme or unusual external stimuli that are perceived as threatening will be stressful and cause significant changes in psychological and behavioural responses. The second stress postulate is that the failure to cope with short-term stress can lead to long-term, chronic stress. This in turn, might constrain the body's immune system, leading to a syndrome of medical illness and diseases. Lastly, subjects of police stress that is on-going, in the long-term will result in burnout, reduced motivation, poor performance, and eventually absenteeism or even dropout from the police profession.

Occupational stress has been related to heart disease, hypertension, upper respiratory tract infection, peptic ulcers, reduced immunity, migraines, alcoholism, depression, suicidal tendencies, anxiety, as well as other mental disorders. Within organisations, these effects translate into decreased performances and motivation, increased health care cost, disability payments, sick leave, absenteeism and turnover (Pienaar and Rothman 2006:72).

According to Anshel (2000), cited by Pienaar & Rothmann (2006:72), policing is generally accepted as being a highly stressful occupation. The SAPS presents an appealing context for the study of the effects of work stress.

This situation can only be attained if a valid and reliable measuring instrument of occupational stress is available. A reliable and valid measure of stress could be an important instrument for the early identification and successful treatment of stress in members within the police service. Discovering which stressors are most pertinent to police officers in South Africa could lead to these stressors being identified during recruitment and selection, through stress management workshops, and organisational development interventions (Pienaar and Rothman, 2006:72).

#### **2.3.4 Job related reasons**

Denied opportunities for growth and promotion can be directly linked to a lack of technical skills and a number of soft skills namely work ethics, attitude, lack of emotional intelligence, to name but a few. Most people go through the denied opportunity cycle when it comes to promotion, regardless of putting in the best of their efforts. Managers also have to go through this vicious cycle of rejecting and postponing promotions to people every year due to several reasons. Research suggests that there are some noticeable features that lead to delay or denial from the candidate's end. Tennesi (2011:30) identifies ten reasons for denied promotion:

- **Attitude.** You do not show interest in the job. Whether you make it noticeable to everyone or not, people identify your lack of curiosity at some point of time. Analyse your strengths and situations and prepare a list of options why you should stay in the same job, change to a different position in the same company that interests you, or move to another organisation.



- **No initiative.** Most managers choose to have as team members, players who are pro-active. If you always wait for directions, your manager might assume that you are yet to gain self-assurance in your current role and avoid envisioning your growth options.
- **Not a team player.** No matter how skilled you are as an individual contributor, your team skills play an important role in determining your suitability to get promoted.
- **Communication Skills.** You are not self-confident in your communication. Being either passive or overly aggressive will always weaken your abilities. You need to be aware of your circumstances.
- **Your skills are outdated or you are not keen on upgrading your skills.** Even though you are unquestionably well-experienced in your field, it is necessary to think beyond and learn new skills and broaden your horizon.
- **Extremely talented.** You need to convey and share knowledge in order to find a replacement for your position.
- **Performance.** Your performance is not in harmony with the set standards. This might not always be under-performance. While employees think that they are giving their best, managers notice that the employee is not performing up to standard. The observed difference with regard to the performance standards need to be addressed before it becomes a real problem. The employee might consider the manager to be biased during the performance appraisal periods.
- **You do not walk the extra mile.** Regardless of your performance in your current role, you also need to contribute more to the team and organisation. Most people are rewarded for helping their colleagues in activities such as trainings and presentations.

Identify areas that require attention apart from your current tasks and assign yourself on a regular basis. Remember to share your interests with everyone and your contribution in these areas.

- **Organisation perspective.** Your priorities are not united with the goals and objectives of the organisation. While it is not necessary to have opposing goals, it is quite possible to have personal goals that are in line with company goals.
- **You do not recognise the organisation's expectations.** Miscommunication can at times be the perpetrator of this phenomenon and can have negative effect on team growth and development. It is better to be informed in advance, rather than recognising the difference in expectations at the last minute.

### **2.3.5 Family responsibility leave**

In accordance with Section 27 of the Basic Conditions of Employment Act, 1997 (Act 75 of 1997), family responsibility leave may be used when the employee's child is born, when the employee's child is sick or upon the death of the employee's spouse or life partner, or the employee's parent, adoptive parent, grandparent, adopted child, grandchild or sibling. Fulltime workers may take 3 days of paid family responsibility leave during each annual cycle (12 month period from date of employment). Family responsibility leave expires at the end of the annual cycle.

Based on the Basic Conditions of Employment Act, 1997, an employee is entitled to take family responsibility leave as a half day. The employer is entitled to ask for proof of the event, for which the family responsibility leave is sought, such as a medical certificate or death certificate.

Family responsibility leave may not be claimed for any reason other than stated above. It is of utmost importance that each and every SAPS member be educated and familiarised with legislative authority regarding the conditions of absenteeism.

## **2.4 THE IMPACT OF ABSENTEEISM ON QUALITY SERVICE DELIVERY**

South Africa's remarkably smooth transition to democracy was made possible in part by the retention of the civil service of the prior regime. Surprisingly, given the ideological nature of the apartheid government, this retention has not resulted in overt acts of sabotage.

The new government however, quickly came to realise that the implementation of progressive legislation was reliant on the performance of government employees whose professional behaviour was ingrained during service to a state with a completely different ethos and agenda (Leggett, 2003:55). Within South Africa it has been challenging to establish a client-driven policing culture in its SAPS. Democracy post 1994 did not automatically bring about a police system that could cater for all South African citizens. The National Crime Prevention Strategy (NCPS) was adopted in 1996 to serve as a framework for a multi-dimensional approach to crime prevention. The NCPS is based on relative international research and pays attention to particular South African factors which underline high crime levels (Schwartz et al 2007:38).

In addition to service delivery measures, police stations should also be held accountable for internal management. One of the most effective key performance indicators in this respect is absenteeism, which is rife in SAPS. While failure to manage internal processes properly is likely to result in poor external performance, absenteeism as an internal indicator can be helpful in getting to the root cause of the problem (Leggett, 2003:81).

In utilising resources more adequately community policing and sector policing were made to work closely together in an attempt to be more professional in service delivery. It has been proven that this can result in difficulty as police officers tend to concentrate more on the procedures of how to do the job than on the product they deliver to the public (Department of Safety and Security, 1997).

Although organisational change towards professionalism improves the organisation, it tends to have an insignificant effect on the line officer. Police managers and commanders as management are definitely alarmed about the quality of its services. There has also been substantial speculation as to the reasons for this apparent poor service delivery. Most senior officers believe that there is a general lack of discipline and that the so-called demilitarisation of the SAPS had a negative effect on service delivery. They believe that although police officers are experienced, they do not want to provide a professional service because it demands more effort and input from them and that members have thus adopted a bad attitude towards service delivery due to the change in the structure of the ranking system (Schwartz et al 2007:38).

Factors such as employee-manager relationships, organisational culture, employee empowerment, job satisfaction and commitment to the job, all play a role in whether or not police personnel want to provide a better client service (Schwartz et al, 2007:38).

#### **2.4.1 The cost of absenteeism in SAPS**

*The SABC News* reports that the Freedom Front (FF) says that absenteeism due to ill health in the SAPS cost taxpayers more than R1 billion in 2013 alone. In a statement the FF called on the National Police Commissioner to conduct an investigation into the rising amount of sick leave taken by police officers. They referred to the Police Department's annual report for the previous financial year and said it was shocking to discover that almost 160,000 of the 200,000 police officers in the country had been on sick leave 2013. This translated into 80% of the force having been ill. If only 20% of the police were never absent from work due to ill health, a thorough investigation was needed to determine whether the police officers have health problems to be attended to. The FF believes some of the reasons for police members' absence from work are due to stress, excessive pressure or being overworked (Anon, 2014:12).

## **2.5 THE IMPLEMENTATION OF THE BATHO PELE PRINCIPLES**

The term Batho Pele means “people first” by putting other people first before considering your own needs by identifying small but important things relating to the improvement of service delivery. It is a simple and transparent policy which allows citizens to hold public servants accountable for the level of services they deliver.

One of the first manifestations on transformation was the White Paper on Transforming Public Service Delivery, known as the Batho Pele (People First) White Paper 1997. This document laid out a set of principles for all public servants to follow and is aimed at converting the civil service from a bureaucracy hinged on secrecy and regimented hierarchies to a responsive and accountable service organisation (Leggett, 2003:56).

In order to ensure the principles are put into practice, the paper declares: National and provincial departments must publish standards for the level and quality of services they will provide. Standards must be detailed and measurable, in order for society to decide and assess the services delivered to them (South Africa 1997 Section 4.2.1).

Supporting Constitutional values, the White Paper on the Transformation of Public Service Delivery (Batho Pele), that was published in 1997, requires that “citizens [must] be told how national and provincial departments are run, how much they cost and who is in charge.” Since the introduction of this White Paper, government departments have done much to address the demands of citizens. The South African government has also been faced with a number of challenges in expanding service delivery and often within an environment of shrinking human resources and other constraints (PSC, 2008:04).

**The following are the eight principles of Batho Pele, which continue to guide the Public Service in its efforts to deliver sustainable services (PSC, 2000:43-45).**

Consultation	<p><i>“Citizens should be consulted about the level and quality of the Public Services they receive and, wherever possible, should be given a choice about the services that are offered”.</i> (The police stations consult monthly through the Community Policing Forum (CPF), which in effect are in partnerships between the communities and police stations serving them. Partnership policing was established during the 1980s, when the model of the police as the main party in many community policing programmes, evolved into a new concept of self-governing agents working together in partnership with formal structures. This system of policing conforms to the ideal of a ‘multi-agency approach’ whereby the police, the public, elected officials, government, business and other agencies work collectively in partnership to address crime and community safety).</p>
Service Standards	<p><i>“Citizens should be told what level and quality of Public Services they would receive so that they are aware of what to expect”.</i>          (Surveys are used as a tool by external organisations to measure the public satisfaction levels with the service rendered by the SAPS. The results of previously documented surveys can be used as a measurement tool to rate the level of success towards the overall objectives. One example of such a survey is Project Protect (a research project conducted by AC Nielsen MRA) during 1998).</p>
Access	<p><i>“All citizens should have equal access to the services to which they are entitled”.</i> (Police stations should be active 24 hour per day for 7 days a week and any member of the public should have access with no discrimination applied. The 24/7 operation gives the public access to the police but does not mean that all police officials are available to the public. In some instances the geographical location can be a determining factor for access to police stations. Police stations need to consider the elderly and disabled to gain access easily.</p>
Courtesy	<p><i>“Citizens should be treated with politeness and consideration”.</i> (Senior police officers and station commanders organise inspection of the community service centers on a regular basis to ensure that the public is served with the necessary courtesy and consideration. Trauma rooms with the necessary resources must be in place for victims of crime where they can be heard in private and be supported by trained and professional staff. Training is provided for emotional and practical support, counselling and information regarding the working of the Criminal Justice System).</p>
Information	<p><i>“Citizens should be given full, accurate information about the Public Services they are entitled to receive”.</i> (The media and other sources of advertising like Pamphlets, posters and regular visits to schools and old age homes are certainly some measures to use to keep members of the public updated about services rendered by the SAPS. The local newspapers, as well as radio and television are also used, in addition to the CPFs. Help lines are an available medium where members of the public can communicate anonymously with the police, cost free. Community police officers, station commanders and other police officials should always be prepared and willing to inform the public on police matters).</p>
Openness and Transparency	<p><i>“The cost, superiority and the management of national and provincial departments should be known to citizens at all times”.</i> (The name of the station commander is displayed at her/his office. Through the CPFs the public are up-to-date on all matters affecting their</p>

	<p>police station, including the performance of the station. Service Delivery Improvement Programme statistics are as a rule presented and any member of the public has access to it. Citizens are, however, not fully knowledgeable on the budget of the police station or the SAPS as such. In fact, some of the police stations are not up to date about budget items and vacancies in their environment).</p>
Redress	<p><i>“If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation, and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response”.</i></p> <p>The SAPS has a procedure which outlines how complaints should be handled. In addition, community police officers (CPOs) are appointed at every police station to give attention to the concerns of members of the public. At the police stations visited during the investigation, station commanders follow an open door policy and availability for any member of the public for whatever reason. Complaints against members of the SAPS are registered and monitored continuously by all levels of management from station commander to the office of the National Commissioner).</p>
Value for money	<p><i>“Public services should be provided economically and efficiently in order to give citizens the best possible Value for Money”.</i></p> <p>(The South African Police Service adequately uses reservists to reinforce the workforce on a regular basis. The services of police reservists are rendered without any financial rewards, the members of the CPFs also serve without any financial rewards. The “effective detective” principle also adequately contribute to cost saving where the detective and a police official in uniform visit the scene of a crime together to reduce vehicle usage in order to contribute to time and cost saving in solving criminal cases. Donations from communities at times come in the form of vehicles. Informers are also used as an asset to save the police time and effort).</p>

**Figure 2: Public Service Commission: Part II, South African Police Services (SAPS) - Survey of Compliance with the Batho Pele Policy, August 2000.**

It is important to note that the above-mentioned principles are interrelated. They cannot be achieved in isolation from each other. The PSC has since 2000 conducted several studies meant to evaluate the implementation and compliance of government departments with the Batho Pele principles.

As part of its mandate the PSC has been monitoring the progress made by the departments towards the implementation of the White Paper on the Transformation of Public Service Delivery (Batho Pele) that was published in 1997. In terms of this mandate, the PSC began evaluating the implementation of Batho Pele in 2000 by undertaking research into compliance with the Batho Pele framework. This was followed by a series of studies from 2005 to 2007 evaluating

the performance and compliance of national and provincial government departments with the Batho Pele principles (PSC, 2008:4).

### **2.5.1 Code of Conduct (*South African Police Service*)**

The SAPS Code of conduct was introduced on 31 October 1997. According to the Annual Report for 2013/2014 (2014:229) each member is obliged to give a written undertaking to adhere to the principles of the code, which implies that he or she will ensure a safe and secure environment for all people of South Africa and protect life and property of citizens and all inhabitants. This implies that all members are faithful to the state and honour the Constitution of the country and carry these through in their daily activities.

The code of conduct is a guideline for members to know and understand their responsibilities and obligations towards the general public and the implications of failure to comply.

*Code of conduct:*

*“In order to achieve a safe and secure environment for all the people of South Africa we have undertaken to – with integrity, render a responsible and effective service of high quality which is accessible to every person and continuously strive towards improving this service”.*

### **2.5.2 Delivering results means transforming government to face the public.**

There is awareness that public services are not meeting public expectations of performance. The public is becoming more thorough in its demands and disappointment when reality does not match these demands. If Government is going to provide first class public service it needs to restructure the system of service delivery around the society.



In order to enhance sustainability and durability, organisations need to embed customer focus throughout an implemented system. Implementation must start by understanding the expectations and behaviour of the public and by altering every aspect of the organisation in alignment with customer values (Barker, 2001:5).

According to Barker (2001:5) customer-focused government should be identified as one aspect of a successful approach in response to rapidly growing public demands. Customer-focused organisations identify the following best practices:

1. **Understand the customer** – identify who customers are, how they are defined, and their interests. Identify their needs and behaviours and what government wants to do for/with them.
2. **Build operations around the customer** – support the focus on delivering the anticipated customer objectives by ensuring the basic building blocks of the organisation such as organisational strategy, performance measures, systems, processes and structure and behaviour.
3. **Manage stakeholder relationships** – make it important to manage relationships openly and communicate effectively, both with end customers and with other stakeholders such as industry groups and service partners.
4. **Use customer understanding to deliver target outcomes** – manipulate investments in the previous areas to improve performance against objectives and maximize efficiency.

It can be accepted that current practices differ across government and that there are confident examples of good practices from policy and service delivery. For policy makers, customer-focused government does not inevitably imply “the customer is always right”. At best decisions will always be based on trade-offs in the distribution of risk and resources between opposing interests. The focus

should always be about understanding and engaging with customers (Barker, 2001:6).

**Principles of a customer-focused government:**

<b>Overall</b>	
<ul style="list-style-type: none"> <li>▪ Clear and outward focus and vision for public servants and their ministers.</li> <li>▪ A better and common understanding of main customers.</li> <li>▪ Shared information by customer groups, across government where needed.</li> <li>▪ Advanced stakeholder satisfaction.</li> <li>▪ What is measured and rewarded is determined by customer's value.</li> <li>▪ Improved allocation of resources to reach objectives.</li> <li>▪ Various methods to improve staff motivation and morale.</li> </ul>	
<b>Policy</b>	<b>Service delivery</b>
<ul style="list-style-type: none"> <li>• Proactive and external driven policy processes with high stakeholder and public engagement.</li> <li>• Strong approach to defining the 'public interest' in terms of customer satisfaction.</li> <li>• Ministers are involved in the controlled process of customer identification and management.</li> <li>• Ministers and officials at all levels pursue understanding and meeting customer needs.</li> <li>• Staff has specific roles as management and/or customer representative roles.</li> <li>• Promotions are based on healthier values and skills.</li> <li>• Risk management has more focus on customer values and concerns.</li> <li>• Meticulously managed partnerships with external organisations.</li> <li>• Policies that are practical and achieve their objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Service delivery is calculated and delivered around needs and interests.</li> <li>• Definition and information about customer segments are shared across organisations from policy to delivery.</li> <li>• Effective network strategy and management of different methods of communicating with customer, for example telephone, web, paper, face to face.</li> <li>• Policy teams use abstracted operational data from current systems in place.</li> <li>• IT and e-government projects are entrenched in wider transformational projects which address people, processes and performance management.</li> <li>• Large IT projects reach measurable improvements in effectiveness.</li> </ul>

*Figure 3: Customer focused government: From policy to delivery: by Lynton Barker (2001)*

**2.5.3 A meaningful explanation on Ubuntu relating to Batho Pele**

Ubuntu is a literal translation for collective personhood and collective morality. It is best expressed by the sentence 'I am because we are' translated from Xhosa. (Fox et al, 1998:201). Ubuntu is a concept which speaks to the practice of "putting people first". It is the value system with which South Africans approach a variety

of issues and challenges and represents a single national identity in terms of individuals, and communities.

African People in this country have over centuries evolved a value system of Ubuntu; with its basic tenet “motho ke motho ka batho” [*a person is a person through other people*] (South Africa, 2006:2). Ubuntu speaks particular about the fact that you can’t exist as a human being in isolation. It speaks about our interconnectedness. You can’t be human all by yourself, and when you have this quality – Ubuntu – you are known for your generosity.

## **2.6 THE IMPACT OF SERVICE DELIVERY IMPROVEMENT PROGRAMME (SDIP) ON ABSENTEEISM**

According to the Public Service Commission (2000:30-32) the SAPS developed a strategy to improve service delivery to communities at local level. The identified programme to be followed at the time to reach the objective was the SDIP. At the time of implementation the SDIP was identified as the management tool to target 700 of the 1 400 police stations in the whole of the country. The overall objective was to eventually have all police stations in the country on the SDIP by the end of 2000. During the time of implementation a National Project Office was established to facilitate the implementation process. Due to scarcity of funds, skills, training, implementation and leadership, the Belgian Gendarmerie (Belgian National Police Service) formed a collaboration agreement to enrich the effectiveness and efficiency.

*The following were focused on regarding implementation:*

- The National Instruction on SDIP was distributed to the necessary authority.
- Identify the functions and responsibilities within the hierarchy of the SAPS,
- Recommending standard methodology and the communication approach,
- Marketing strategy must also be one of the key factors.
- Management in collaboration with Facilitators was trained at all police stations.

- Training and development for operational managers.
- Identification of hot spots and crime zones.
- A standard evaluation instrument to be developed and implemented.
- A database of best practices was established and maintained.

*The programme expectations were the following:*

- To reduce absenteeism.
- Upgrading of service delivery at grass-roots level.
- Standardised programme implementation to prioritize service delivery.
- To increase community involvement in support of SAPS.
- To create an atmosphere where the Batho Pele principles are known to all.
- Improved services delivery on a continuous basis with regard to receipt of complaints, attendance to complaints, the investigation of complaints and crime prevention.
- To create a united approach amongst in crime prevention amongst all SAPS members.

*SDIP objectives:*

- To create a management tool to increase improved service delivery.
- To increase the notion of participative management at police stations.
- To increase community participation at police stations.
- To improve skills, knowledge and creativity amongst SAPS members to deal with problematic scenarios.
- To develop simplicity for the implementation and understanding of the principles of the Batho Pele White Paper.

*The successes of the SDIP at some of the stations where it was implemented:*

- Absenteeism decreased.
- There was an increased in overall police station projects.

- The identified SDIP police stations implemented comfort rooms for victim support.
- More organised community service centres were identified.
- Improved attention was given to community complaints.
- More focus was placed on directed patrols instead of random patrols.
- Detective productivity (*cases disposed of as either referred to court, withdrawn or unfounded*), have increased.
- An average of 90% of dockets opened at the Community Service Centre has been handled appropriately.
- Station manager's alertness on the operation of vehicles improved, which automatically increased the vehicle availability at police stations.
- The collaboration of detectives and uniformed members increased the number of cases solved (PSC, 2000:32).

## **2.7 POSSIBLE SOLUTIONS TO ABSENTEEISM**

Management has the responsibility to provide services (internal/external) to enhance the health and wellness of the employees. One way of ensuring the enhancement of health and wellness in an organisation is to put Employee Assistance Programmes (EAPs) in place in the organization (Grobler et al, 2012:150).

### **2.7.1 The Employee Assistance Programme**

EAPs originated out of the occupational alcoholism programmes whose aims were to provide supporting services primarily to alcohol and/or drug-dependent employees. EAPs were then chiefly for the purpose of helping employees with alcohol drinking problems and other personal problems that were work-related. The focus of EAPs during this period was on job performance rather than on symptoms related to alcoholism alone. The managers and supervisors in the workplace were expected to monitor behavioural, physical, and social indications

of alcohol abuse and the manner in which these impacted negatively on work performance (Rajin, 2012:15).

*Today, a modern day EAP will typically include assistance with:*

- Marital and family conflicts
- Job stress
- Alcohol and drug abuse
- Eating disorders
- Financial difficulties
- Legal needs
- Separation or divorce issues
- Grief and loss
- Parenting
- Relationship issues
- Anxiety, depression and/or anger concerns and
- Physical/sexual/emotional abuse as well as communication problems.

*Benefits of the EAP:*

According to Joseph and Injodey (2006:31), the following two benefits are gained from EAPs.

- Support for the employer. Employers want to help their employees to get back to work by recovering quickly from physical or mental health conditions. An EAP provides the organisation with an option to save a good employee and maintain his or her productivity.
- Support for the employee. If stress, distress, substance abuse, or depression takes hold, this begins to interfere with an employee's work. Employees would like assistance in order for them to recover quickly from such challenges.

Generally EAP programmes represent a commitment by an organisation to improve the well-being of its employees through a programme that provides

assistance in dealing with personal difficulties. Today, more and more organisations branch out to executive coaching as part of their EAP programme. Executive coaching assists the executive to identify roadblocks, explore the future, solve problems, manage stress, and plan for change. (PSC, 2006:8).

*Figure 4: Summary of the aims of an EAP programme (PSC 2006:8).*

<b>EAP's aims to increase</b>	<b>EAP's aims to decrease</b>
• Attendance	• Absenteeism
• Communication	• Accidents
• Organisational commitment	• Interpersonal conflict
• Performance and productivity	• Staff turnover

Moreli (2001:22) quotes Yende (2005), who notes that the EAP has proven to be the only device that is able to manage absenteeism effectively. In order for the programme to be effective, however it needs to be formulated according to a unique model that will suit the organisation's unique values, beliefs and needs. The absenteeism monitoring system allows the employer to effectively monitor and record attendance and late arrivals. Employers should follow a consistent approach when dealing with individual employees, in keeping with company policy. Absenteeism can cause many disruptions in the workplace which puts tremendous pressure on the employer and the employee.

Based on the negative impact of absenteeism in SAPS it is important to have organisational measures in place to reduce absenteeism and create solutions.

Moreli (2001:19-22) states that solutions to absenteeism can be addressed by four organisational frameworks.

### **2.7.1.1 The Structural framework**

Harter and Tonya (2001), cited by Moreli (2001:20), describe a structural framework as emphasising the importance of defining clear expectations for performance and clear consequences for levels of sub-standard performance.

The framework includes a proactive approach where employees sign that they have read the policy and procedures pertaining to absenteeism.

The employee knows the institution's expectation and the disciplinary action to be taken if excessive absence occurs. Attendance records track excessive use of absence allowances and sick leave patterns. The attendance record should be reviewed with each employee, but more frequently with those developing absentee trends.

#### **2.7.1.2 Human resource framework**

Harter and Tonya (2001), cited by Moreli (2001:20), also explain that the human resource framework suggest that the extent to which an employee is engaged and committed to an organisation, as a result of perceived autonomy, for example, will predict job satisfaction and subsequent absenteeism. Less involvement in making decisions results in increased absences by decreasing employee job satisfaction and commitment. Employees who are satisfied with their jobs are not frequently absent. Shared governance or participative management is when employees are involved in task forces and committees.

#### **2.7.1.3 The Political framework**

The political framework is based upon the power of, and influence over, the allocation of scarce resources, and focuses on creative rewards and punishments for levels of attendance. The tools of the political framework are bargaining, coercion, persuasion and compromise to influence and direct behaviour.

Absenteeism control programmes reward employees who do not use their sick leave. These interventions offer a reward or positive motivation for good attendance, e.g. personal recognition, buy-back of unused sick leave, and supplementing payment for excellent attendance (Moreli, 2001:21).

#### **2.7.1.4 Symbolic framework**



The symbolic framework advocates the creation of a culture of intolerance for absenteeism, socialising new employees, and performing organisational values. The culture of the organisation should be that frequent absences are not accepted. Organisational narratives should communicate the consequences of absenteeism. Ceremonies should honour employees with outstanding organisational loyalty, e.g. ceremonies awarding employees for good attendance. Leaders can set the culture of zero tolerance to excessive absenteeism by pushing those who are absent regularly. Absenteeism is a problem within the South African workforce. Within the SAPS there is a need to work with the staff to reduce the impact of absenteeism. They need to be well-informed as to what the impact is when they are not at work. Employees must be made to feel important and that what they do is important. They must understand how important it is for them to have sick leave available for when they really need it. Senior authorities must agree with staff on different types of reward systems relating to absenteeism. Within different sectors of the SAPS different reward systems can apply as to what can be agreed to (Moreli, 2001:21).

## **2.8 SUMMARY**

Chapter two has reviewed the literature from various sources relevant to the research topic. Although there is a wide range of literature available on absenteeism and the causes of absenteeism, there is much less written on how to manage this phenomenon.

The vision of the SAPS is to create a safe and secure environment for all the people in South Africa. To follow this vision and to be as effective as possible the SAPS staff and management both need to combat absenteeism together by implementing service delivery programmes that have been created.

In the next chapter the researcher discusses the research methodology used in the study.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

Chapter two reviewed the literature on key considerations of absenteeism that are explored by various authors. This chapter explains the research methodology used to investigate absenteeism in the workplace.

#### **3.2 RESEARCH APPROACH**

Mouton (2001:56) summarises the difference between research design and research methodology. The research design should focus on the end product relating to what kind of study is being planned and what kind of result is aimed at. The point of departure should focus on the research problem or question as well as the logic of the research relating to what kind of evidence is required to address the research question. A research methodology should focus on the research process and the kind of tools and procedures to be used. The point of departure should focus on specific tasks at hand and individual steps in the research process.

The research methodology is divided into two major approaches, namely quantitative and qualitative data analysis methods. According to De Vos *et al* (2001:159) quantitative data collection methods often employ measuring instruments. It is thus essential that we understand certain concepts and principles that are fundamental to measurement of data before considering the specific measuring instruments, namely questionnaires and scales.

### **3.2.1 Quantitative approach**

According to Nuemann (2000:121-155) as cited by De Vos *et al* (2005:133) the researcher distinguishes between quantitative and qualitative research designs. The quantitative category includes experiments, surveys and content analysis. Types of experiments described are the classic experimental design; pre-experimental designs such as the one shot case study, the one-group pretest-posttest design, and the static group comparison. Brynard & Hanekom, (2006:37) as cited by Colli (2013:75), are of the opinion that quantitative research is underpinned by a theory as to what should pass as warrantable knowledge. It requires methods such as experiments and surveys to describe and explain phenomena. The methods could include techniques such as observation, preliminary investigations, quality analysis and questionnaires.

Quantitative methods are not always good as exploratory tools however; they require you to predefine the key concepts within your research question. Although this is not always the case, the aim of a quantitative study is often to extrapolate the results of the study to a wider group than the sample. Depending on what you want to measure, it may be useful to review the literature for available validated instruments. All research must be ethically conducted and you must not harm your participants in any manner (Moutinho et al, 2011:3).

### **3.2.2 Qualitative approach**

De Vos et al, (2005:267-268) describes qualitative as well as quantitative research as ambiguous. Quantitative researchers consult their lists of possible designs and select one (or develop one from the methods available), while qualitative researchers almost always develop their own design as they go along, using one or more of the available strategies or tools as an aid or guideline.

Creswell (1998:2), as cited by De Vos *et al* (2005:268), defines design in the qualitative context as “the entire process of research from conceptualising a problem, to writing the narrative”, while the tradition of inquiry is the term used to refer to “an approach to qualitative research that has a distinguished history in one of the disciplines and that has spawned distinct methodologies that characterise its approach”.

Patton (1985:1), as cited by Colli (2013:74), describes qualitative research as: an effort to understand situations in their uniqueness as part of a particular context and the interactions there. This understanding is an end to itself, so that it is not attempting to predict what may happen in the future necessarily, but what their lives are like, what is going on for them, what their meanings are, what the world looks like in that particular setting - and in the analysis to be able to communicate that faithfully to others who are interested in that setting...the analysis strives for depth of understanding.

In view of the objective of this research project which is to determine the impact on service delivery of time lost through absenteeism in the Kuils River cluster, the quantitative approach to research was followed in the form of a questionnaire survey.

### **3.3 DATA COLLECTION METHOD**

In selecting the quantitative approach to research, the following criteria were considered.

#### **3.3.1 Questionnaire survey**

The rationale for using the questionnaire is that the research project contains issues with which the respondents might feel uncomfortable to discuss with an interviewer. The questionnaire survey provides the respondent a measure of privacy when responding to such issues. The questionnaire is also less expensive

and provides greater autonomy to the respondent (Kumar, 2005: 129-130; Welman et al. 2005:178; Berg, 1989:70, Leedy, 1989:70). The same authors caution against the disadvantages of the questionnaire pertaining to matters such as:

- Limited application to the literate population
- Low response rate
- Self-selecting bias
- The lack of opportunity for the respondent to clarify questions
- No spontaneous responses allowed, and
- The possibility that might consult with other respondents

The researcher considered these disadvantages during the construction of the questionnaire subsequent to the submission of the questionnaire. The uses of questionnaires are motivated by the advantages it offers in terms of relatively low cost to the researcher, and anonymity to the respondent. This data collection method is particularly applicable to determine the impact of time lost through absenteeism in the South African Police Service, Kuilsriver Cluster Cape Town Western Cape.

### **3.3.2 Questionnaire Design**

The literature shows that there is agreement that particular points should be considered when designing a questionnaire (Welman, et al. 2005:174-180; Kumar, 2005:132-140, Neuman, 2000:252). These are explained briefly.

Point 1: Choose between open-ended and closed-ended questions. Open-ended questions allow the respondent to elaborate without guidance. Closed-ended questions require of the respondent to choose from a range of answers.

Point 2: Take the respondent's literacy level into account. Jargon, slang and abbreviations should thus be avoided, if the use of these terms is critical to the research, an effort should be made to explain them to the respondent.

Point 3: Be careful not to offend individuals

Ensure that terms that can give offence to any person in terms of status, culture, religion or political viewpoint are avoided.

Point 4: Be brief and focused

Questions need to be clear, concise and unambiguous.

Point 5: Maintain neutrality

Questions should not be asked in a manner that suggests a preferred way of responding. In other words, respondents should not be led to respond in a specific manner.

Point 6: Use justified sequence

Start with the easy questions, followed by the more complex or serious questions.

Point 7: Be sure the question is appreciable to all respondents. A question about married life to an unmarried person, for instance is not an appreciable question.

Point 8: Pay attention to layout

The person filling in the questionnaire should be able to follow all the instructions. Clarity of layout is important in obtaining valid information.

Brewerton and Millward (2001:106) advise on the aesthetic issues on layout of the questionnaire. They emphasise that the following aspects need to be given special attention:

- Respondent instructions and covering letter

Clear instructions should be provided to ensure a good response. By explaining the background and importance of the research in the covering letter, the researcher can influence respondent motivation. The important matter of guaranteeing respondent anonymity is also addressed in the covering letter.

- Questionnaire length  
The researcher is cautioned against either a too long or too short questionnaire as both can lead to a low response rate.
- Question order  
A logical order of starting with the general and moving to the specific is advised.

The measuring of respondents' attitude requires the use of a scale. Brewerton and Millward (2001:102) mentioned that the Likert-type scale is one of the most common scales, and is also the scale used in this research.

The above guidelines were considered and applied in the design of the questionnaire used in this research project. The questionnaire comprises two sections; the first section comprises statements based on the variables addressed in the literature review. The second section deals with the biographical categories. Instructions are given at the top of the first page requiring the respondent to indicate the response that best reflects the respondent's situation. The first section contains a Likert-type scale that contains the following columns:

- 1= Strongly agree
- 2= Agree
- 3= Neutral
- 4= Disagree
- 5= Strongly disagree

The questionnaire is attached as Appendix A and B.

### **3.3.3 Research population**

The entire staff complement of the Kuils River police cluster (494 staff members) served as the research population for this study.

### **3.3.4 Sampling**

Sampling, according to Kerlinger (1986), as cited by De Vos *et al* (2005:193), is any portion of a population or universe as representative of that population or universe. Sampling involves selecting individual units to measure from a larger population. The population refers to the total set of individual units which the research question seeks to investigate. For example, the population of interest in this research project is all staff members within the Kuils River Cluster. This research project does not use a sample but includes the research population. The rationale behind surveying all staff members is that the research population is small enough to include all staff members.

### **3.3.5 Data collection**

Quantitative data-collection methods often employ measuring instruments. It is thus essential that we understand certain concepts and principles that are fundamental to measurement before considering measuring instruments. Questionnaires and scales can be identified as measuring instruments and the aspects of measurement, validity, reliability and levels of measurements must be fully considered (De Vos *et al*, 2005:159).

The questionnaires were distributed personally by the researcher to the participants in different departments under a cover letter stating that participation in the survey is totally voluntary and that confidentiality is guaranteed.

Target: all staff members in the Kuilsriver Cluster – 494

Questionnaires received back – 106

Response rate – 21.45%



### 3.4 DATA ANALYSIS AND INTERPRETATION

The responses to the various questions on the questionnaire are reported in tabular form.

#### 3.4.1 Independent variables:

##### 3.4.1.1 Age group

D1	Count	Cumulative Count	Percent	Cumulative Percent
25-39	43	43	40.57%	40.57%
40-49	43	86	40.57%	81.13%
50-59	20	106	18.87%	100.00%

Table 3.1

##### 3.4.1.2: Gender

D2	Count	Cumulative Count	Percent	Cumulative Percent
Male	56	56	52.83%	52.83%
Female	50	106	47.17%	100.00%

Table 3.2

##### 3.4.1.3: Marital status

D3	Count	Cumulative Count	Percent	Cumulative Percent
Single	32	32	30.19%	30.19%
Married	74	106	69.81%	100.00%

Table 3.3

#### 3.4.1.4: Highest Educational Qualification

D4	Count	Cumulative Count	Percent	Cumulative Percent
Certificate	66	66	62.26%	62.26%
Diploma	27	93	25.47%	87.74%
Degree & Higher	13	106	12.26%	100.00%

Table 3.4

#### 3.4.1.5: Work experience within SAPS

D5	Count	Cumulative Count	Percent	Cumulative Percent
1-10	26	26	24.53%	24.53%
11-22	36	62	33.96%	58.49%
20+	44	106	41.51%	100.00%

Table 3.5

#### 3.4.1.6: Rank structure position

D6	Count	Cumulative Count	Percent	Cumulative Percent
Constable	11	11	10.38%	10.38%
Sergeant	25	36	23.58%	33.96%
Warrant Officer	29	65	27.36%	61.32%
Captain	19	84	17.92%	79.25%
Other/Admin	22	106	20.75%	100.00%

Table 3.6

From the above data, the following profile can be sketched of the typical respondent in this research project.

### 3.4.2 Dependent variables

#### 3.4.2.1: Generating additional income will have an impact on absenteeism

Q1	Count	Cumulative Count	Percent	Cumulative Percent
Disagree	24	24	22.64%	22.64%
Neutral	11	35	10.38%	33.02%
Agree	40	75	37.74%	70.75%
Strongly agree	31	106	29.25%	100.00%

**Table 3.7**

A total of 67% respondents agree and strongly agree that additional income will have an impact on absenteeism.

#### 3.4.2.2: Lack of organisational commitment can be directly linked to absenteeism

Q2	Count	Cumulative Count	Percent	Cumulative Percent
Neutral	20	20	18.87%	18.87%
Agree	54	74	50.94%	69.81%
Strongly agree	32	106	30.19%	100.00%

**Table 3.8**

A total of 81% respondents agree and strongly agree that a lack of organisational commitment can directly be linked to absenteeism.

#### 3.4.2.3: Employees are familiar with the basic conditions of employment relating to family responsibility leave

Q3	Count	Cumulative Count	Percent	Cumulative Percent
Neutral	13	13	12.26%	12.26%
Agree	70	83	66.04%	78.30%
Strongly agree	23	106	21.70%	100.00%

**Table 3.9**

A total of 88% respondents agree and strongly agree that employees are familiar with the basic conditions of employment relating to family responsibility leave.

**3.4.2.4: Lack of technical skills and soft skills can be linked to rejection for promotion or upwards mobility. Example of soft skills: attitude/no initiative/not a good team player etc.**

Q4	Count	Cumulative Count	Percent	Cumulative Percent
Neutral	23	23	21.70%	21.70%
Agree	50	73	47.17%	68.87%
Strongly agree	33	106	31.13%	100.00%

**Table 3.10**

A total of 78% respondents agree and strongly agree that denied opportunities can be directly linked to the lack of a number of skills.

**3.4.2.5: Absenteeism has a direct impact on service delivery**

Q5	Count	Cumulative Count	Percent	Cumulative Percent
Neutral	6	6	5.66%	5.66%
Agree	45	51	42.45%	48.11%
Strongly agree	55	106	51.89%	100.00%

**Table 3.11**

A total of 94% respondents agree and strongly agree that absenteeism has a direct impact on service delivery.

**3.4.2.6: Occupational stress is one of the major contributors of absenteeism**

Q6	Count	Cumulative Count	Percent	Cumulative Percent
Neutral	20	20	18.87%	18.87%
Agree	61	81	57.55%	76.42%
Strongly agree	25	106	23.58%	100.00%

**Table 3.12**

A total of 81% respondents agree and strongly agree that occupational stress is one of the major contributors to absenteeism.

### 3.4.2.7: The Batho Pele principles enhance service delivery levels

Q7	Count	Cumulative Count	Percent	Cumulative Percent
Neutral	19	19	17.92%	17.92%
Agree	58	77	54.72%	72.64%
Strongly agree	29	106	27.36%	100.00%

**Table 3.13**

A total of 82% respondents agree and strongly agree that the Batho Pele principles enhance service delivery.

### 3.4.2.8: A key factor in delivering a quality service to the community is to be present at work regularly

Q8	Count	Cumulative Count	Percent	Cumulative Percent
Neutral	7	7	6.60%	6.60%
Agree	55	62	51.89%	58.49%
Strongly agree	44	106	41.51%	100.00%

**Table 3.14**

A total of 93% respondents agree and strongly agree that regular presence at work enhance service delivery.

### 3.4.2.9: Absenteeism has an impact on colleagues present at work

Q9	Count	Cumulative Count	Percent	Cumulative Percent
Neutral	17	17	16.04%	16.04%
Agree	40	57	37.74%	53.77%
Strongly agree	49	106	46.23%	100.00%

**Table 3.15**

A total of 78% respondents agree and strongly agree that absenteeism has a negative impact on colleagues present at work.

### 3.4.2.10: Sufficient availability of adequate human resources has a negative impact on service delivery

Q10	Count	Cumulative Count	Percent	Cumulative Percent
Neutral	15	15	14.15%	14.15%
Agree	51	66	48.11%	62.26%
Strongly agree	40	106	37.74%	100.00%

**Table 3.16**

A total of 86% respondents agree and strongly agree that adequate resources will have a positive impact on service delivery.

### 3.4.2.11: Job dissatisfaction is the primary cause of absenteeism

Q11	Count	Cumulative Count	Percent	Cumulative Percent
Neutral	24	24	22.64%	22.64%
Agree	57	81	53.77%	76.42%
Strongly agree	25	106	23.58%	100.00%

**Table 3.17**

A total of 78% respondents agree and strongly agree that job dissatisfaction is the primary cause of absenteeism.

### 3.4.2.12: The cost of absenteeism is very high for the SAPS

Q12	Count	Cumulative Count	Percent	Cumulative Percent
Neutral	30	30	28.30%	28.30%
Agree	48	78	45.28%	73.58%
Strongly agree	28	106	26.42%	100.00%

**Table 3.18**

A total of 72% respondents agree and strongly agree that the cost of absenteeism is enormous for SAPS.

**3.4.2.13: It should be compulsory for employees to produce medical certificates for absence relating to health reasons**

Q13	Count	Cumulative Count	Percent	Cumulative Percent
Disagree	35	35	33.02%	33.02%
Neutral	19	54	17.92%	50.94%
Agree	40	94	37.74%	88.68%
Strongly agree	12	106	11.32%	100.00%

**Table 3.19**

A total of 33% of respondents disagree and strongly disagree that management should force employees to produce medical certificates for each and every day of absence, while a total of 18% respondents choose to stay neutral on the subject.

**3.4.2.14: Management must have the authority to send co-worker to your place of residence to ensure that you are at home during the sick period**

Q14	Count	Cumulative Count	Percent	Cumulative Percent
Disagree	37	37	34.91%	34.91%
Neutral	16	53	15.09%	50.00%
Agree	40	93	37.74%	87.74%
Strongly agree	13	106	12.26%	100.00%

**Table 3.20**

A total of 35% respondents disagree and strongly disagree while 15% stayed neutral on sending co-workers to your place of residence to ensure that you are at home while on sick leave.

**3.4.2.15: Management permit employees to be at home while on sick leave**

Q15	Count	Cumulative Count	Percent	Cumulative Percent
Strongly Disagree	25	25	23.58%	23.58%
Disagree	45	70	42.45%	66.04%
Neutral	18	88	16.98%	83.02%
Agree	18	106	16.98%	100.00%

**Table 3.21**

A total of 66% respondents strongly disagree with management authority to decide that you must be at home while on sick leave.

#### **3.4.2.16: Absenteeism is the cause of weak service delivery and productivity of employees present at work**

Q16	Count	Cumulative Count	Percent	Cumulative Percent
Disagree	25	25	23.58%	23.58%
Neutral	20	45	18.87%	42.45%
Agree	38	83	35.85%	78.30%
Strongly agree	23	106	21.70%	100.00%

**Table 3.22**

A total of 57% respondents agree and strongly agree that absenteeism is the cause of weak service delivery and productivity of employees present at work. While 23% less and equal to disagree, 19% stayed neutral on the topic.

#### **3.4.2.17: There is a relationship between a satisfied employee and productivity**

Q17	Count	Cumulative count	Percent	Cumulative Percent
Neutral	21	21	19.81%	19.81%
Agree	52	73	49.06%	68.87%
Strongly agree	33	106	31.13%	100.00%

**Table 3.23**

A total of 80% respondents agree and strongly agree that a satisfied employee is a productive employee.

#### **3.4.2.18: Current Programmes and policies in place relating to improve service delivery are effective**

Q18	Count	Cumulative Count	Percent	Cumulative Percent
Disagree	19	19	17.92%	17.92%
Neutral	33	52	31.13%	49.06%
Agree	42	94	39.62%	88.68%
Strongly agree	12	106	11.32%	100.00%

**Table 3.24**

Only 51% of respondents agree and strongly agree while 31% stayed neutral on the topic.



**Figure 5: The following count distribution table below is an overall display of how many respondents replied to the variables in question on the different scales.**

<b>Count Distribution Section</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	
<b>Variable</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Total</b>
Q1) Generating additional income will have an impact on absenteeism.	5	19	11	40	31	106
Q2) Lack of organisational commitment can be directly linked to absenteeism.	0	4	16	54	32	106
Q3) You are familiar with the basic conditions of employment.	1	4	8	70	23	106
Q4) Lack of technical skills and soft skills can be linked to rejection for promotion or upwards mobility.	6	7	10	50	33	106
Q5) Absenteeism impact on service delivery.	2	1	3	45	55	106
Q6) Occupational stress contributes to absenteeism.	5	7	8	61	25	106
Q7) Batho Pele enhances service delivery.	2	3	14	58	29	106
Q8) Key factor in quality service delivery is presence at work regularly.	0	3	4	55	44	106
Q9) Absenteeism impacts on colleagues present at work.	1	9	7	40	49	106
Q10) Enough human resources impacts on service delivery.	2	2	11	51	40	106
Q11) Job dissatisfaction primary cause of absenteeism.	3	8	13	57	25	106
Q12) The cost of absenteeism is enormous for SAPS.	1	14	15	48	28	106
Q13) It is good for management forcing employees to produce medical certificates for each and every period of absence.	10	25	19	40	12	106
Q14) It is good for management to check up on employees at their places of residence to ensure that they are indeed sick and at home.	15	22	16	40	13	106
Q15) It is good for management to refuse permission to leave your residence during sick leave.	25	45	18	12	6	106
Q16) Absenteeism causes weak service delivery and productivity of employees at work.	7	18	20	38	23	106
Q17) Satisfied employee implies productivity.	0	5	16	52	33	106
Q18) Service delivery programmes and policies are effective.	3	16	33	42	12	106
<b>Total</b>	<b>88</b>	<b>212</b>	<b>242</b>	<b>853</b>	<b>513</b>	

# Count distribution Graph

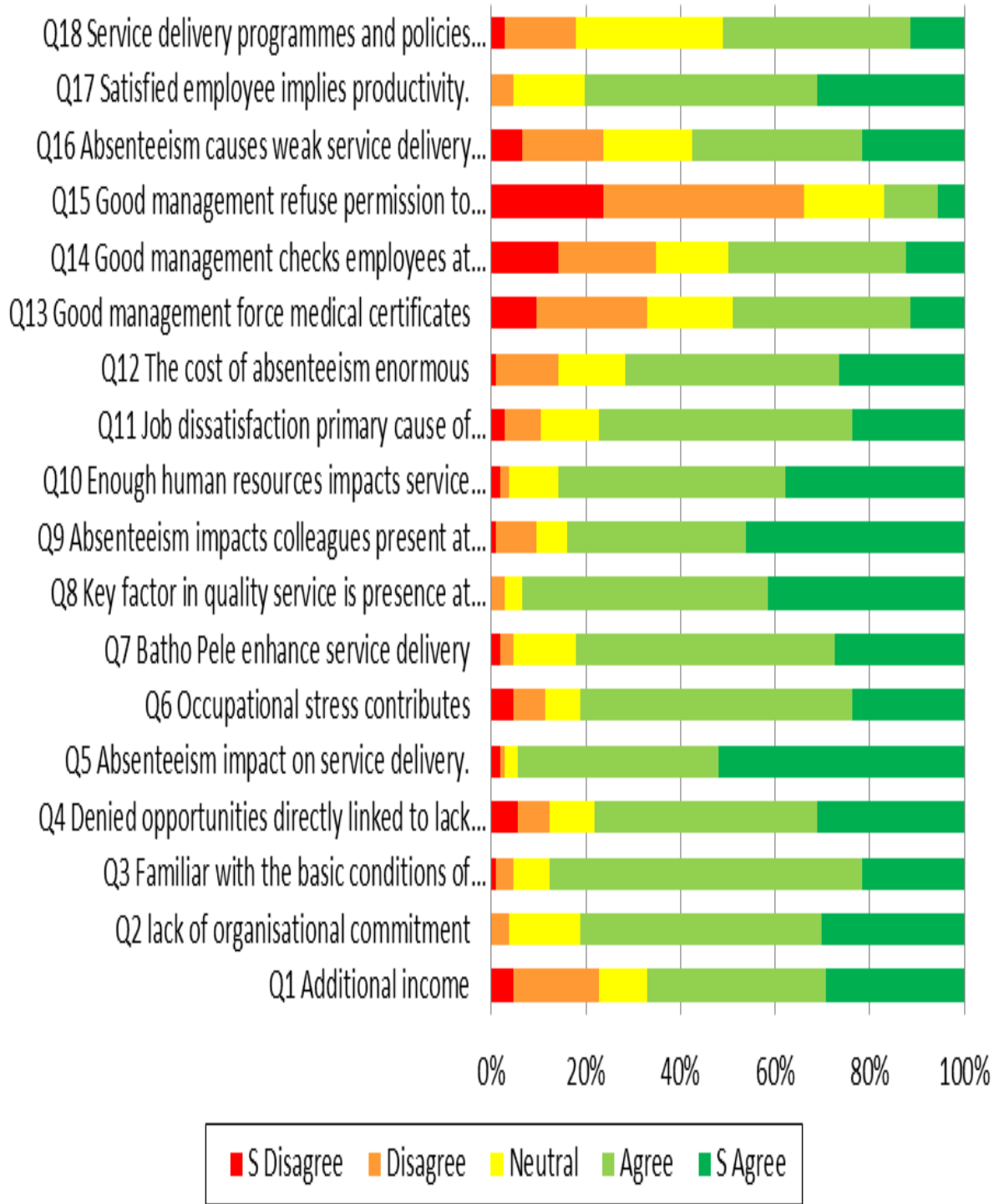


Figure 6: This graph is to display the count distribution table above.

## **3.5 RESEARCH FINDINGS**

The empirical study generated much information that would enable the reader to make various findings pertaining to the problem of absenteeism within the SAPS Kuils River cluster. Only findings relating to the major themes of the research project, however, will be reported in this section. The following findings emanated from the analysis of the data that was collected in the empirical study.

### **3.5.1 Occupational stress is one of the major contributors of absenteeism**

A total of 83% of respondents supported the statement which is illustrated in the literature by Pienaar and Rothman (2006:72) who defines that occupational stress as the mind-body arousal resulting from physical and/or psychological job demands.

### **3.5.2 Denied opportunities can be directly linked to lack of skills**

Staff members lack skills to perform efficiently. A total of 78% of respondents supported the statement which is supported by the literature by Tenneti (2011:30).

### **3.5.3 The cost of absenteeism is enormous for the SAPS**

Absenteeism is costing the taxpayer over a billion rand a year. The Police Department's 2013/2014 annual report supports this claim. This finding is supported in the literature by Van Zyl (2003:50) who points out that the cost of absenteeism is enormous. The cost paid to an employee on the day(s) of absence, is not the main cost driver. The main cost driver relates to the loss of productivity, low morale, higher workloads, hiring of temporary staff, possible payment of overtime and additional administrative costs are the real cost drivers and more often these cannot be calculated precisely.

### **3.5.4 The Batho Pele principles enhance service delivery**

The promotion of Batho Pele Principles can reduce the incidence of absenteeism. 82% of the respondents supported the continuous promotion of the Batho Pele Principles and support the implementation of the principles. The Batho Pele principles focus on the demands of the citizens and to continually improve the lives of the People of South Africa by a transformed public service, which is representative, coherent, transparent, efficient, effective, accountable and responsive to the needs of the public.

### **3.6 Summary**

In this chapter the empirical data was presented with some findings on major trends in the survey.

The next chapter deals with the summary, recommendations and conclusion.

## **CHAPTER FOUR**

### **DISSERTATION SUMMARY, RECOMMENDATIONS AND CONCLUSION**

#### **4.1 Introduction**

The previous chapter gave a layout of the research methodology that was used in this study as well as key findings. This, final chapter, provides a summary of each chapter, as well as recommendations on the findings and conclusion.

**Chapter 1** identifies the research problem as the concern within the Kuilsriver Cluster of the SAPS about time lost through absenteeism.

**Chapter 2** covers the literature review defining absenteeism, explaining the root causes of absenteeism, describing the impact of absenteeism on quality service delivery, the implementation of Batho Pele principles, the impact of SDIP on absenteeism, and possible solutions to absenteeism.

**Chapter 3** explains the research methodology as a quantitative approach to research in the form of a close-ended questionnaire circulated to staff members of the Kuilsriver Cluster within SAPS. The empirical data are presented in tabular format, ending in findings on major trends.

#### **4.2 Recommendations to address problem areas**

Based on the findings of the study, the following recommendations are proposed for consideration by the South African Police Services and for future research.

#### **4.2.1 Identify occupational stressors**

It is necessary to identify the occupational stressors of police members in South Africa. This can only be done if a valid and reliable measuring instrument is available.

A reliable and valid measure of stress could be an important instrument for early identification and successful treatment of stress within the police service. Discovering which stressors are most pertinent to police officers in South Africa could lead to these stressors being addressed during selection, stress management workshops, and organisational development interventions.

#### **4.2.2 Develop a program to boost employee morale**

The organisation should develop and implement a management program or system to boost employee morale. As stated by Nel (2013:19) nothing is the same from one day to another if we leave the employee to him/herself, but stability is built when he/she is well surrounded by a healthy communication network and support system. High employee morale is crucial to a low absenteeism rate.

#### **4.2.3 Training in Batho Pele principles**

The implementation and continuous development of Batho Pele principles and the SDIP should be promoted so that it can be familiar to each and every member of the organisation. Members who are not familiar and up to date with Batho Pele and the SDIP should be identified and developed to a level of understanding. This can therefore further motivate and educate members about the impact of absenteeism on the organisation and most importantly on members of the organisation.

### **4.3 Recommendation for future studies**

For future research, it is recommended that the research findings be subjected to a qualitative research approach with a view to acquiring reasons for certain phenomena.

### **4.4 Conclusion**

The empirical study found key trends in the study of the research topic in the Kuils River Cluster. The tendency to stay away from work in order to generate additional income, lack of commitment to the organisation, the high level of stress, the lack of skills, and the promotion of the Batho Pele Principles are some crucial trends that were highlighted.

Findings of the study revealed an intentional relationship between absence and moonlighting. It is important to build a healthy working environment to boost employee morale. More emphasis should be placed on education around Batho Pele Principles and the implementation thereof. The wave of disruptions that absenteeism cause is enormous, work overload and low employee morale which will end up having a negative effect on service delivery. With the current global economic climate, it is of fundamentally important to motivate members in the organisation by making work meaningful. Each and every member must believe that their efforts play a pivotal role in reducing absenteeism and boost service delivery. The study concludes with recommendations to address the problem, as well as a recommendation for future research.

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## APPENDIX A

### QUESTIONNAIRE

**Instructions: Please indicate with a cross (X) in the accompanying column on the right the response that resembles your opinion on the statement to the left.**

		Strongly agree 1	Agree 2	Neutral 3	Disagree 4	Strongly disagree 5
1	Generating additional income will have an impact on absenteeism.					
2	Lack of organisational commitment can be directly linked to absenteeism.					
3	Employees are familiar with the basic conditions of employment relating to family responsibility leave.					
4	Denied opportunities for growth and promotions can be directly linked to lack of technical skills and a number of soft skills. Example of soft skills: attitude/no initiative/not a good team player etc.					
5	Absenteeism has a direct impact on service delivery.					
6	Occupational stress is one of the major contributors of absenteeism.					
7	The Batho Pele principles enhance service delivery levels.					
8	A key factor in delivering a quality service to the community is to be present at work regularly.					
9	Absenteeism has an impact on colleagues present at work.					
10	Enough human resources have an impact on service delivery.					
11	Job dissatisfaction is the primary cause of absenteeism.					
12	The cost of absenteeism is enormous for the SAPS.					
13	It is good for management forcing employees to produce medical certificates for each and every period of absence.					
14	It is good for management to check up on employees at their places of residence to ensure that they are indeed sick and at home.					
15	It is good for management to refuse permission to leave your residence during sick leave.					
16	Absenteeism is the cause of weak service delivery and productivity of employees present at work.					
17	There is a relationship between a satisfied employee and productivity.					
18	Programmes and policies relating to service delivery are effective.					

## APPENDIX B

### QUESTIONNAIRE BIOGRAPHICAL INFORMATION

#### A1: Age

18 – 24	1
25 – 39	2
40 – 49	3
50 – 59	4
60 and older	5

#### A2: Gender

Male	1
Female	2

#### A3: Marital status

Never married	1
Married	2
Divorced	3
Widowed	4

#### A4: Highest Educational Qualification

Doctorate	1
Master's degree	2
Honours degree / advanced diploma	3
Degree	4
Diploma	5

#### A5: Work experience within SAPS

1 – 5 years	1
6 – 10 years	2
11 – 19 years	3
20 – 29 years	4
30 years and more	5

#### A6: Rank structure position

Constable	1
Sergeant	2
Warrant officer	3
Lieutenant	4
Captain	5
Other – (specify)	6



## APPENDIX C

Mr A. Cornelius  
18 Davis Street  
Highbury  
Kuils River  
Tel: (021) 903 2244

### FORMAL PERMISSION TO CONDUCT RESEARCH

APPLICATION FOR AUTHORISATION IN RESEARCH: MASTERS PUBLIC  
MANAGEMENT: CAPE PENINSULA UNIVERSITY OF TECHNOLOGY 2014

Dear Sir/Madam

My name is Andre Cornelius, and I am a Public Management student at the Cape Peninsula University of Technology in Cape Town. The research I wish to conduct for my Master's dissertation involves **the impact of time lost through absenteeism on service delivery in the area Kuils River Cluster, Western Cape, Cape Town**. This project will be conducted under the supervision of Dr. Stanford Cronje, senior lecturer at Cape Peninsula University of Technology.

I am hereby seeking your consent to approach a number of staff members within the Kuils River Cluster to complete a questionnaire as part of my research.

I am providing you with a copy of my dissertation proposal which includes copies of the questionnaires. If you require any further information, please do not hesitate to contact me on 082 2020 641 or [corneliusa@cput.ac.za](mailto:corneliusa@cput.ac.za). Thank you for your time and consideration in this matter.

Yours sincerely,

Andre Cornelius

Approved

Not approved



## APPENDIX “D”

### LETTER TO RESPONDENTS REQUESTING PARTICIPATION

Dear Respondent

I am an Mtech student at the Cape Peninsula University of Technology and I am conducting this research as part of my final year Mtech research project.

This survey forms part of a broader investigation of the impact of time lost through absenteeism on service delivery in SAPS the area Kuils River cluster, Western Cape. The overall purpose of the study is to explain the impact of time lost through absenteeism on service delivery and what can be done to address absenteeism.

Your agreement to complete the questionnaire is voluntary, and you are assured that all information shall be treated confidentially. Anonymity is guaranteed.

The questionnaire should take approximately +-10 minutes to complete, and I wish to emphasize that the success of this exercise depends on your willingness to be part of this survey.

Should you have any queries about the research you contact me at 082 2020 641 or e-mail [corneliusa@cput.ac.za](mailto:corneliusa@cput.ac.za).

Your participation is much appreciated in advance.

Yours sincerely

Andre Cornelius.

Researcher

0822020641

[corneliusa@cput.ac.za](mailto:corneliusa@cput.ac.za)

## APPENDIX "E"

### LETTER OF APPROVAL FOR STUDY

*South African Police Service*



*Suid-Afrikaanse Polisie*

Privaatsak Private Bag	X9004 CAPE TOWN	Faks No. Fax No.	021 417-7416
Your reference/U verwysing: My reference/My verwysing:	25/7/21(201200350)	THE PROVINCIAL COMMISSIONER DIE PROVINSIALE KOMMISSARIS	
Enquiries/Navrae:	Col Douse SAC Hoko	WESTERN CAPE / WES-KAAP	
Tel:	021- 4177105/7529	8000	

#### Station Commanders

SAPS Kuilsriver, Kleinvlei, Mfuleni  
South African Police Service  
Western Cape

**APPLICATION TO CONDUCT RESEARCH WITHIN SAPS: THE IMPACT OF TIME LOST THROUGH ABSENTEEISM ON SERVICE DELIVERY IN THE AREA, KUILSRIVER CLUSTER, CAPE TOWN, MASTERS DEGREE IN PUBLIC MANAGEMENT, CAPE PENINSULA UNIVERSITY OF TECHNOLOGY (CPUT): RESEARCHER: MR A CORNELIUS**

1. Mr A Cornelius a registered postgraduate student for Master's Degree in Public Management at Cape Peninsula University of Technology (CPUT), aim to analyse the impact of time lost through absenteeism on service delivery in Kuilsriver Cluster, which was approved by the Provincial Commissioner.
2. Please find attached the approved documents together with the indemnity, condition and undertaking signed by the researcher for your information.
3. As per information note approved by the Provincial Commissioner, Mr A Cornelius will conduct his research at your relevant stations and we request your assistance in this regard.
4. Your contact details will be forwarded to the researcher and he will be in contact with your office in due course.
5. Please acknowledge receipt of this letter and forward it back to our office.

APPLICATION TO CONDUCT RESEARCH WITHIN SAPS: THE IMPACT OF TIME LOST THROUGH ABSENTEEISM ON SERVICE DELIVERY IN THE AREA, KUILSRIVER CLUSTER, CAPE TOWN, MASTERS DEGREE IN PUBLIC MANAGEMENT, CAPE PENINSULA UNIVERSITY OF TECHNOLOGY (CPUT): RESEARCHER:MR A CORNELIUS

Thanking you in anticipation

  
..... BRIGADIER  
PROVINCIAL HEAD: OD AND STRATEGIC MANAGEMENT  
WESTERN CAPE  
HD HEILBRON

DATE: 2014/09/10

**APPENDIX “F”**  
**GRAMMARIAN CLEARANCE**



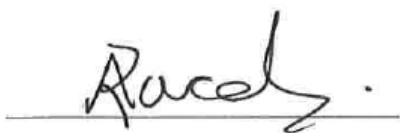
16 November 2015

To whom it may concern,

Certification of proofreading

This letter serves to certify that I have proofread the thesis, **The Impact on Service Delivery of Time Lost Through Absenteeism in the South African Police Services (SAPS), the Kuilsriver Cluster Cape Town, Western Cape** by Andre Cornelius student no. 196111072. I have indicated all deviations from convention in English grammatical usage and I have made suggestions where I thought that a change in word usage and sentence structure could better convey Mr Cornelius's meaning and intention.

I trust the above to be in order.

A handwritten signature in black ink, appearing to read "A. R. Jacobs", is written over a horizontal line.

A. R. Jacobs (M.A. (English))

Communications Lecturer

Faculty of Business and Management Sciences

Cape Peninsula University of Technology

Cell: 0848610191

[jacobsar@cput.ac.za](mailto:jacobsar@cput.ac.za)

## APPENDIX "G"

### SAFE ASSIGNED PLAGIARISM REPORT

SafeAssign Originality Report

<https://myclassroom.cput.ac.za/webapps/mdb-sa-BBLEARN/originali...>



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