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Managing absenteeism in vocational education in Botswana

by

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DECLARATION

I, **Luccas Kgaugelo Moshokwa**, hereby declare that the contents of **Managing absenteeism in vocational education in Botswana** represent my own unaided work and that the dissertation has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

Signature: **Date:** *13ᵗʰ September, 2016.*

ABSTRACT

Absenteeism has proven to be a global problem in the workplace, which is further exacerbated by multifaceted factors that cause absence. It is pervasive, inevitable and has an undesirably negative impact on the operations and service delivery of an organisation, if not managed properly. Generally, absenteeism disrupts the work environment and negatively affects the organisation and employees' morale.

A literature search was conducted on the causes, costs, impact, measurements, consequences and strategies of absenteeism in the workplace. Literature on job satisfaction as a concept was also conducted on personal and organisational sources, both content and process theories, and consequences of job satisfaction. The researcher also conducted a survey questionnaire with a sample of employees at DTVET to ascertain their perceptions regarding absenteeism and job satisfaction status within the department.

The aim of the study was to identify the main causes of high absenteeism and to determine the status of job satisfaction levels in DTVET. The study identified the causes of absenteeism among DTVET employees, and discovered that reasons are attributed to: work overload; lack of employee health programmes; lack of resolution of employees' problems; headache problems; inconsistent application of absenteeism procedures; lack of autonomy; lack of an effective performance reward system; backache problems; sick leave entitlement mentality; stomach upsets; and, finally, colds and flu.

Findings also revealed that DTVET employees mostly derive their job dissatisfaction from: work overload; bureaucratic processes; benefits; pay; lack of recognition for work well done; and lack of promotion opportunities. This finding also supports Robbins's (2003:82) conclusions that the consequences of job dissatisfaction may lead to employees missing work, this may also be expressed in various forms i.e. employees complaints, insubordination, steal organisational property, reduce effort, chronic absenteeism, increase error rate, lateness etc.

Realistically, absenteeism in the workplace will never be eradicated, however, with proper management interventions, absenteeism rates can be reduced to acceptable levels.

DEDICATION

This research study is dedicated to my late grandfather, Luccas Madome Moshokwa, and my late mother in law, Lebang Ntsenka Molelekwa, May their souls rest in eternal peace.

ACKNOWLEDGEMENTS

ABBREVIATIONS AND ACRONYMS

ACAS = Advisory, Conciliation and Arbitration Services

CBI = Confederation of British Industry

CIPD = Chartered Institute of Personnel and Development

DTVET = Department of Technical Vocational Education and Training

EAPs = Employee Assistance Programmes

GAR = Gross Absenteeism Rate

HIV/AIDS = Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome

HR = Human Resources

MoE&SD = Ministry of Education and Skills Development

NIE = National Institute of Ethics

UK = United Kingdom

USA = United States of America

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1.   Introduction

This study concerns employee perceptions of the causes of absenteeism and job dissatisfaction in the Department of Techincal Vocational Education and Training in Botswana. The DTVET is experiencing high rates of employee absenteeism, which has been observed to be as high as 11 per sent. These high absenteeism rates are attributable mostly to sick leave. Chapter One deals with a background to the study, statement of the research problem, purpose of the study, research questions and objectives of the study, research design and methodology, contribution and limitations of the study, and, finally an outline of the chapters.

Employees' absence from the workplace, places constraints on the already scarce of staff in the vocational education sector in Botswana. According to McHugh (2001:45), this affects the ability of such an organisation to cope to deliver effectively amidst challenges presented by its environment, which has a disruptive effect on this kind of an organisation. For any organisation to deliver its mandate successfully it must have a sufficient number of its employees present at the workplace as scheduled. However, Bydawell (2000:15) stipulates that: "Employers have the right to expect good attendance from their employees as employment is a contract between two consenting parties". The author is of the view that, absenteeism issues will always arise within the employment relationship and should be resolved in a manner, which is fair and equitable to both the employer and employee. Absenteeism has various financial implications to organisations; however, enormous savings can be accomplished through the development and implementation of effective absenteeism management interventions.

The Chartered Institute of Personnel Development's (2009:5) survey reports that, historically, public sector institutions have always had serious problems with high absenteeism amongst employees. According to the survey, the public sector recorded the highest absence rate on an average 9.7 days per employee per year, which represents 3.3 percent of working time. Globally, studies have shown that absenteeism is a problematic phenomenon for public sectors, especially in the education sector, and many days are lost annually, for example, Canada recorded 2.85 percent, the USA 4.8 percent and Israel 6 – 9 percent (Rosenblantt & Shiron,

2005:210). McLean (2005:1) also reports that education and health sector services have the highest absenteeism rates compared to other sectors.

According to Grobler, Warnich, Carrell, Elbert and Hatfield (2006:123), absenteeism is a growing yet complex problem for organisations. However, literature findings revealed (Grobler *et al.*, 2006:124; Levine, 1999:2; Tylczak, 2002:1) that employees are absent from the workplace for various reasons, which include but are not limited to personal reasons and unsatisfactory working environment conditions. The root cause of absenteeism may be partly attributable to the way in which organisations are managed such as unfairness, lack of supervision and leadership styles (Dunn & Wilkinson, 2002:235; McHugh, 2001:48; Sheikha & Younis, 2006:67). "Sickness absence is, however, a complex phenomenon combining physical, psychological and social aspects and therefore there is some room for flexibility between the decisions to attend or to be absent" (Joensuu & Lindström, 2003:5).

Absenteeism can increase rapidly to the point that it directly affects the smooth running of an institution (Bydawell, 2000:18). Research findings reveal that many public sector institutions poorly monitor and record employees' absenteeism in the workplace (Bydawell, 2000:18; Munro, 2007:22; Smanjak, 2009a:16). This could be another reason for employee absenteeism in the workplace because absence records are not kept. If records are not kept it is difficult to either identify the causes or know exactly how many days are lost owing to genuine absenteeism.

When unscheduled leave of absence occurs, "it is not uncommon for organisations to hire extra workers just to make up for the number of absences totalled across all employees" (Snell & Bohlander, 2007:86). Absenteeism and the resultant increased workload for employees who stand in for their colleagues, according to McHugh (2001:51), could lead to a situation in which services are provided under pressure, thereby lowering the quality and standard of service, which is provided. The remaining employees experience work related stress, which adversely affects their morale. Hence, according to Howarth (2005:3), the increased burden on attending employees can lead to increased stress and further absences.

McHugh (2001:51) points out that the inevitable outcome of employee absenteeism is that various tasks are not completed and that in most cases scheduled deadlines are missed. As deadlines are not met, DTVET will be unable to achieve its set strategic goals.

Considering the financial and organisational implications, which are associated with employee absenteeism, DTVET's management would seem to have an interest in collecting sick leave data without actually acting on it. Absenteeism of employees has huge financial implications for public sector institutions and it is estimated that employees' absenteeism costs South Africa in excess of R19 billion in direct costs, while indirect costs associated with lost productivity amount to almost R40 billion per year (South African Press Agency, 2009:2). However, estimating the cost of absenteeism, as acknowledged by Pizam and Thornburg (2000:212), is a challenge as there are both direct and indirect costs involved. Financial costs stem from sick leave benefits that are paid to absentees and the hiring of replacement employees (McHugh, 2001:48; Tylczak, 2002:1). Literature records (McHugh, 2002:728; Pizam & Thornburg, 2000:212; Tylczak, 2002:1) that revenue is lost because absent employees receive full salaries and benefits without rendering any services. Replacement recruits must also be paid, hence, in essence, the organisation is paying double for both the absent employee and temporary replacement, and this places added burden on the organisation's already depleted budgetary constraints (Advisory, Conciliation and Arbitration Services, 2005:3; Ho, 1997:180; Joensuu & Lindström, 2003:5; MacLean, 2008:393). These costs are even more if we take into consideration the supervisor and manager's time to make new arrangements, as well as training costs and recruitments costs.

Since most of the public sector institutions do not have suitable methods to measure and monitor absenteeism, Bydawell (2000:18) argues that managers should acquire knowledge and skills in order to manage the high rates of absenteeism in the workplace. Levine (1999:1) believes that identifying the causes of absenteeism would be a good starting point in the search for solutions to the problem. If reasons for absenteeism are not measured, monitored and controlled, it means that absenteeism cannot be managed (Bydawell, 2000:18).

According to the Botswana Public Service General Orders (1996:82), Section 151, which deals with sick leave, it does not stipulate how many days an employee is entitled per year. However, it states that during a period of three years an officer may be granted sick leave of up to six months on full pay, followed by up to six months on half pay. A study, which wasconducted by Dalton and Todor (in Bennett, 2002:434) found that organisational absence rates may be highly related to control policies related to absenteeism. They highlighted that: "Absence rates are much higher for the more lenient policies".

This study therefore, investigates employees' perceptions of the causes of absenteeism and job dissatisfaction at DTVET.

1.2. Statement of the research problem

De Vos, Strydom, Fouche and Delport (2005:99) state that identification of the problem can be viewed as the first effort by the researcher to mould the problem into a formulated form. According to Welman, Kruger and Mitchell (2005:14), the first step in any research project is to choose a research area, and this process requires the delineation of a problem area and the description of one or more research problems.

Literature reveals that several factors could lead to absenteeism in the workplace. Grobler *et al.*, (2006:124) indicated that circumstances such as personal factors, organisational factors, attitudinal factors and social factors contribute to absenteeism among employees in vocational education sector.

From regional and international literature, it is evident that absenteeism among employees is a thorny issue. The literature review revealed that most studies, which deal with absenteeism, have been conducted overseas and in South Africa. The researcher was unable to find any published studies of absenteeism that has been undertaken in Botswana. Particular factors related to absenteeism have also never been examined before. The unavailability of research information with regard to absenteeism in Botswana stimulated this research. Furthermore, Nel, Werner, Haasbroek, Poisat, Sono and Schultz (2008:58) emphasise that the absenteeism phenomenon should be seriously researched because of its potential disruptive effects on an organisational operations level, and this may be regarded as an indication of employees' withdrawal behaviours escaping from an unfavourable work environments. Given these circumstances, it is necessary to undertake a study, which deals with the main causes of absenteeism, its impact on an organisation, whilst examining job satisfaction status levels within the Vocational Education sector.

The Department of Technical and Vocational Education and Training is one of the departments within Botswana's, Ministry of Education and Skills Development. The department is responsible for providing accessible quality technical and vocational education and training that promotes lifelong learning to enable individuals to contribute to national socio economic and technological advancement (Botswana. Ministry of Education, 2006:41).

The Botswana Minister of Finance Honourable Matambo in his 2010 budget speech, reported that the report, which was conducted by his Ministry and the World Bank, noted that Botswana's economy is approaching transition and structural change. He highlighted that successful

transformation of the economy will depend on the public sector's capabilities to deliver world class public services both efficiently and effectively (Matambo, 2010:1). According to Matambo (2010:30), the largest amount of the current budget of P8.3 billion was allocated to the Ministry of Education and Skills Development as part of the country's human resource development strategy. However, the researcher believes that if the department, which is charged with the responsibility of developing and skilling Botswana's citizens has high absenteeism rates, the objective of capacity building will be defeated. Therefore, there is a need to find a solution to this phenomenon.

The Department of Technical Vocational Education and Training is experiencing high rate of employee absenteeism owing to excessive sick leave utilisation, which has been observed to be as high as 11 per cent in 2009. Joyce (2004:9) iterates that sick leave is one of the many people factors or conflict indicators that should be continuously monitored along with staff turnover, accidents, staff development, employment equity and discipline. These factors, if left unmonitored, eat into profits in the annual balance sheet through invariably hidden costs. During the investigation the researcher collected data on absenteeism due to sick leave in the DTVET over a five year period from 2005 to 2009. Figure 1.1 depicts the trends of sick leave at DTVET since 2005 to 2009. It is evident from figure 1.1 that sick leave utilisation in the department is high, escalating and above international absenteeism set standards and it, therefore, needs serious attention. It should be noted that these statistics do not include other absenteeism rates, except sick leave. This means that if other forms of absenteeism are included, the statistics situation will be worse.

According to Nel *et al.* (2008:582), the international absenteeism norm is set at three per cent at the moment. Cohen and Golan (2007:429) warn that a high absenteeism rate provide an early indication to management that employees are withdrawing from the workplace and that the organisation should treat this kind of information more seriously than mere ordinary absenteeism rates. In the words of Cunningham and James (2000:34), the majority of days lost through sickness absence stem from relatively lengthy spells away from work. "Levels of absenteeism beyond the normal range in any organisation have a direct impact on that organisation's effectiveness and efficiency" (Robbins, Judge, Odendaal and Roodt, 2009:18).

Plimmer (in Yende, 2005:15) posits that any absenteeism rate over 5 percent tends to indicate dissatisfaction among the workforce, poor labour relations and a lack of management leadership. However, Bydawell (2000:15) contends that: "In reality, many organisations run absenteeism rates as high as 12 percent without even realising it". This is the case with DTVET

because there is no formal research on absenteeism within the Botswana Public Service or Education Sector. Furthermore, sick leave data, which is collected is not utilised in any form to either find the causes or propose with strategic ways of dealing with the problem.

Figure 1.1 Trends of sick leave in DTVET
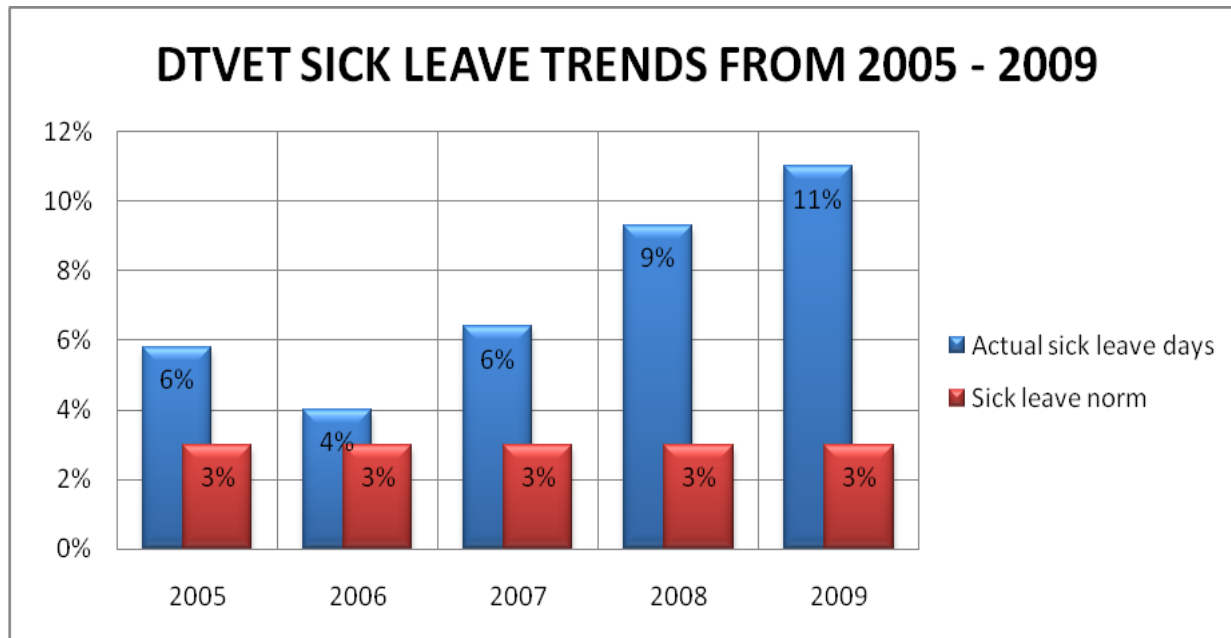
Source: Botswana. Computerised Personnel Management System, 2010.

The study also examines job satisfaction levels; discusses job satisfaction motivational theories, and consequences of job satisfaction within the department.

The above discussions gave rise to the main problem and the following research questions of this study. The main problem can thus be stated as follows:

What are the frequent causes of absenteeism and job satisfaction levels in the Department of Technical Vocational Education and Training in Botswana?

Sub problem 1:

What are the major causes of absenteeism in the workplace?

The literature study in chapter two addressed this sub problem by presenting the general causes of absenteeism in the workplace. The questionnaire used in the empirical study to

investigate the perceptions of the employees on the causes of absenteeism also addressed the sub problem.

Sub problem 2:
What is the level of absenteeism at DTVET?

This sub problem was addressed by means of collecting and analysing the absenteeism data from DTVET for the period of 2005 to 2009. The results are presented in table 2.2 on page 41 of chapter two.

Sub problem 3:
What is the impact of absenteeism on an organisation?

This problem was addressed by reviewing the literature that deals generally with the impact of absenteeism in an organisation in chapter two of the study.

Sub problem 4:
What are the costs of absenteeism in an organisation?

This sub problem was addressed through the review of previous studies in contained chapter two.

Sub problem 5:
What management strategies can DTVET utilise to combat absenteeism in the workplace?

The sub problem was addressed in through the literature that deals with absenteeism management strategies. These strategies relate to the records keeping, calculation of absenteeism rates, analysis of absenteeism, benchmarking and practical management of absenteeism in the workplace.

Sub problem 6:
What is the level of job satisfaction at DTVET?

The literature study in chapter two addressed this sub problem by presenting causes of job satisfaction. The job satisfaction questionnaire used in the empirical study to investigate the perceptions of the employees on the causes of job satisfaction covered the sub problem.

The literature (Gaudine & Saks, 2001:15, Matteson, 2002:205, Nel et al., 2008:580, Rosenblatt & Shiron, 2005:218, Sheikha & Younis, 2006:65) revealed that absenteeism in the workplace, especially in the public sector, is a global problem, and that it comes with serious consequences. Therefore, it must be addressed and ways must be found to combat this phenomenon.

1.3. Purpose and objectives of the study

The purpose of the study is to empirically determine the main causes of absenteeism, and the job satisfaction levels at DTVET. The study also endeavours to find practical solutions to the problem. Based on the results, possible strategies would be recommended to address this phenomenon.

Research is regarded as casual or descriptive according to the purpose, which it seeks to serve, and according to the research objectives (Mouton, 2001:113). Objectives, according to De Vos *et al.* (2005:104), are the more concrete, measurable and more speedily attainable conception of such an end and towards, which effort or ambition is directed. The following are questions, which try to answer the research problem statements.

Table 1.1   Study objectives

Research questions	Objectives
What are the causes of absenteeism at DTVET?	To determine the causes of absenteeism and job satisfaction in DTVET.
What is the level of absenteeism at DTVET?	To identify the level of absenteeism in DTVET.
What are the impacts of absenteeism at DTVET?	To discuss the impact of absenteeism on an organisation.
What are the costs of absenteeism at DTVET?	To discuss absenteeism costs for an organisation.
What is the level of job satisfaction at DTVET?	To examine job satisfaction level in DTVET.
What recommendations can be formulated from existing literature and the results of study?	To make recommendations to the DTVET management that could help improve the attendance behaviour of employees.

1.4. Research design and methodology

A literature review of absenteeism and job satisfaction concepts are presented and discussed. The literature review includes a study of relevant books, journals, newspapers, articles, academic papers and Government publications, unpublished research, as well as other relevant published and unpublished materials. The research involves a study of various definitions and concepts that arise when investigating the aspect of absenteeism and job satisfaction. A literature study was conducted to investigate and analyse the causes of absenteeism among employees in the workplace, as well as job satisfaction levels.

1.4.1. Research design

There are two general approaches for research design that are widely recognised, namely, qualitative and quantitative research (Saunders, Lewis & Thornhill, 2009:138). The research method for the purpose of this study is that of descriptive making use of questionnaires. The questionnaires were designed with the intention of addressing the research objectives. In this study a quantitative approach was used to investigate the causes of absenteeism and job satisfaction.

1.4.2. The population

There are 1005 employees in the Department of Technical Vocational Education and Training. The research is targeted on 278 employees, which is 30% of the total establishment of DTVET. DTVET has 15 divisions across the country.

1.4.3. The sampling procedure

According to Saunders et al., (2009:212), sampling is a process of selecting the target group that represents the population to be studied. In this study 30% of all employees in their different categories working for different division in the DTVET.

1.4.4. Data collection

The data was collected by means of a self administered questionnaires were considered as appropriate for data gathering. These included a self designed absenteeism questionnaire and modified job satisfaction survey, which was developed by Spector (1994). The questionnaires were delivered to the participants through emails and some were posted to secretaries of Head of Divisions at different duty stations in DTVET. The completed questionnaires were collected from the secretaries of the different divisions.

1.4.5. Data analysis

After having collected all the completed questionnaires from employees' responses for each item were recorded and tabulated. MoonStats software program was used to process the data obtained from the questionnaires. The analysed data were presented in tabular and graphical statistical techniques, performed on word. The tables, pie charts and graphs are used to compare the different variables on the questionnaire and discussed in detail in chapter three. The most positive responses are discussed in detail to show how employees perceive the causes of absenteeism and job satisfaction in DTVET.

1.5. Contribution of the study

The contribution of this study originates from being the first of its kind that investigates the problems of employees' absenteeism in the vocational education sector in Botswana. This study is significant because it will shed light on the challenges of employee absenteeism and job satisfaction in the Botswana Public Service and will be useful to those who are mandated to manage absenteeism in the public sector and, subsequently, causes of job satisfaction and reduction of absenteeism rates. The study sets out to address the following: causes of absenteeism; impact of absenteeism; absenteeism costs; measurement of absenteeism; and strategies to manage absenteeism. According to Dunn and Wilkinson (2002:229), absenteeism from the workplace generates a number of different costs. Apart from the direct financial costs that are associated with absenteeism, there are other numerous indirect and administrative costs that are also associated with absence from the workplace (Mercer, 2008:2 – 3). The study also discusses practical solutions that will assist to effectively deal with absenteeism in the workplace.

The job satisfaction concept is also addressed. Expected outcomes of the study might lead to the creation of Health and Social Care officer positions within the department, as well as the introduction and implementation of wellness programmes within the department. The introduction of an absence management policy is also expected. The review of the Botswana Public Service Act and Botswana Public Service General Orders are expected, especially sections, which deal with sick leave entitlements. The researcher also expects a reduction in absenteeism, absenteeism costs, and health care costs. The study has the potential to highlight the benefits of managing absenteeism in the long term. The study will also be valuable to DTVET management, human resource practitioners and any other person who will come across the study. The study will help them with an understanding of absenteeism factors, which affect employees' absence in order to improve work environments, enhance employees' job satisfaction and, in turn, improve work attendance, as well as reduce unnecessary leaves.

1.6. Limitations of the study

The study is limited by the fact that no research has been conducted in workplace absenteeism in Botswana. However, much information is available from the United Kingdom, United States of America and South African studies. Most of the information gathered in the literature had to be interpreted to the Botswana context. This study is primarily concerned with the set objectives and research questions, which were identified. The other limitation is the fact that the sample is from one organisation in the public sector, therefore, it does not represent the entire sector. Hence, the findings and conclusions will only be applicable to DTVET.

1.7. Definition of terms

1.7.1. Absenteeism

Absenteeism is the non attendance of an employee when he or she is scheduled to be at work (Nel *et al.*, 2008:580).

1.7.2. Sick leave

Smith (n.d.) defines sick leave as paid time off, which an organisation voluntarily provides employees as a benefit. However, Gellert and Kuipers (2008:137) provide an alternative definition that "sick leave is generally considered as to be absence from work due to illness".

1.7.3. Job satisfaction

Job satisfaction is a collection of feelings that an individual holds towards his or her job (Robbins, 2005:29).

1.8. Outline of the study

This mini dissertation is divided into five chapters, which are briefly outlined below.

Chapter 1: Introduction

This chapter outlines the background, the research problem statement, the purpose and objectives of the study, research design and methodology employed to reach each objective, and the value of the research. This chapter has laid the foundation for other chapters to follow in this study. The following chapter deals with the literature review of the study.

Chapter 2: Literature review

This chapter consists of two sections, which discusses the concepts of absenteeism and job satisfaction. In the first section a past relevant literature study is done on absenteeism, and in the second section job satisfaction variable and motivation theories are discussed.

Chapter 3: Research methodology

The third chapter discusses the research design and methodology, which was utilised in the study. A detailed description of the target population, sampling procedures, and questionnaires is discussed. The chapter ends with a step-by-step account of how data was collected and the techniques used to analyse it.

Chapter 4: Results and findings

This chapter deals with presentation, discussion of stastical analysis and the results of findings of the questionnaire.

Chapter 5: Summary and recommendations

The fifth and last chapter integrates preceding chapters. A discussion of the results is presenting by considering possible implications of collected data with special reference to the organisation's context. The study concludes with a section, which details suggested recommendations, which are formulated in terms of the literature around absenteeism and job satisfaction. Suggestions for future research opportunities are also discussed in this chapter.

1.9.   Chapter summary

Absenteeism has many disadvantages such as an increased workload and the disruption of work plans. It also lowers the morale of employees, which affect the quality of service provision. Without any doubt, absenteeism is a disruptive and costly phenomenon in the workplace, and impacts negatively on the organisation's budget.

An in-depth understanding of the main causes of absenteeism, impacts of absenteeism on service delivery and its costs are of prime importance to an organisation's management. Implementation of any interventions should take into consideration the benefits for both the employee and employer alike. However, it should be noted that organisations will not eradicate absenteeism completely, but can be minimised and controlled. Snell and Bohlander (2007:86) also level support to this view by arguing that "a certain amount of absenteeism is of course, unavoidable".

This chapter presented the background, research problem statement, purpose and objectives of the study, and the research design and methodology. Chapter Two discusses the concepts of absenteeism and job satisfaction, motivational theories, consequences of job satisfaction and a relevant literature review.

The next chapter deals with a literature review on the causes of absenteeism and job satisfaction.

CHAPTER TWO

RELEVANT LITERATURE REVIEW

2.1. Introduction

The present chapter reviews literature related to causes of absenteeism and job satisfaction concepts. This chapter discusses absenteeism from a theoretical perspective within the relevant literature. Definitions, main types, causes, impact and costs of absenteeism are examined. Lastly, job satisfaction, definitions and motivation theories and consequences of job satisfaction are presented. The chapter concludes with a summary of the literature findings.

An important step in any research study is the compilation of literature, which involves the collection and synergising of existing, information, which relate to the research topic or issue. In addition, with every research a review of previously published work is included. According to Mouton (2001:87), a literature review identifies and compares earlier studies and also helps to avoid duplication and unnecessary repetition. This review shows one how the work relates to what other researchers have done. Knowledge of what is done before this research will give one an added advantage in terms of background to the research study. This places the research in its relevant context, together with any theoretical frameworks that may be involved.

Literature reveals that several factors can lead to absenteeism at the workplace. Among them are personal factors, organisational factors and health factors. However, in some instances absenteeism can be avoided, but in others not. Employee absenteeism also has financial implications for the public sector. Financial costs of absenteeism, according to McHugh (2002:728), emanate from sick leave benefits, which are paid to absentees and the recruitment costs of replacement employees.

A study, which was conducted by Gaudine and Saks in 2002 found that the cost of lost work owing to absenteeism in the United States of America was estimated at about $40 million per year (Rosenblatt & Shiron, 2005:209). The rate of unscheduled absenteeism in the USA reached an alarming 24% in 2004 alone. Wallance (2009:124) claims that the rate of unscheduled absenteeism per employee per year will cost an organisation approximately $755, on average. According to Wallace (2009:125), approximately 3.9% of U.S employees do not report for work on a daily basis. Most employees who absent themselves from the workplace, however, were not physically ill, according to Thompson (2004:17). Furthermore, it is confirmed

by Paton (2007:1) that "two thirds of U.S. workers who call in sick at the last minute do so not because they are ill but because they feel entitled to a day off, don't want to use up precious holiday or have a family or personal commitment they don't want to admit to". Also, in a recent survey by Kreitner and Kinicki (2007:196), which was conducted among 700 managers, some respondents (20%) indicated that they called in sick because they did not feel like reporting for work that day. CCH Human Resources Management Ideas and Trends (n.d) study confirmed that, 38% of unscheduled absence was owing to personal reasons, whereas 62% account for other reasons. The study further reported that these included family responsibilities (23%), personal needs (18%), stress (11%) and an entitlement mentality (10%). Organisations with low morale saw significantly higher rates of unscheduled absences. In fact, rates of unscheduled absenteeism are more than one third (35%) higher among organisations with poor or fair morale (2.9%) than those with good or very good morale (1.9%). CIPD (2009:12) supports the latter and states that approximately two thirds of working time lost to absenteeism is owing to short term absence of seven or less days. The above discussion illustrates that the absenteeism phenomenon is caused by multifaceted factors, which may either be personal or organisational.

Thomas (2006:31) estimates that 25 million days are lost in the United Kingdom every year because of sickness absence. Currently available statistics in the United Kingdom for 2009 show that the average level of sickness absence fell from 3.5 per cent or 8.0 days per employee per year in 2008 to 3.3 per cent or 7.4 days per employee per year in 2009 (Chartered Institute of Personnel and Development, 2009:4). The 2008 Confederation of British Industry survey also shows that 95 percent of absences last less than 20 days, but the remaining 5 percent account for 40 percent of all lost time (National Institute for Health and Clinical Excellence, 2009:6). Absenteeism was estimated in 2008 to have cost, on average, £666 per employee per year, compared to the figure of £692 in 2009 (CIPD, 2009:13). This signifies an increase of £26 annually. The survey further indicates that public sector organisations are still high with an annual cost of £784 per employee, on average. A Confederation of British Industry report, cited by Hayday (2005:42), estimates of absenteeism to have cost the British economy £11.6 billion in 2005. Another study, which was conducted by Mellor, Arnold and Gelade (2008:1) revealed that absenteeism from the workplace owing to ill health is currently costing the British economy £17 billion per year. Conversely, Madden (2009:36) reports that the 2007 Confederation of British Industry absence survey reported the cost of absence to employers in the United Kingdom at more than £13 billion a year, while the cost per employee is £659 annually.

In South Africa the picture is no different from that in other parts of the world and is fast joining the international culture of escalating absenteeism trends. Authors such as Johnson (2004:39)

and Pillay (2009:1) report that the cost of absenteeism to the South African economy is estimated to be in excess of R12 billion annually. Johnson (2004:39) and Smanjak (2009:14) argue that the total cost could be more than 200% of the personal emolument annual budget of the organisation if indirect costs were to be added.

However, Lilford (2009:1) states that employee absenteeism has huge financial implications for public sector institutions, and it is estimated that absenteeism of public officers alone costs the South African economy in excess of R10 billion per annum.

2.2. Definitions of absenteeism

Due to the large amount of research, which has been conducted on absenteeism, there are many definitions of absenteeism, and each one is specific to the study of the researcher at the time. For the purpose of this study, various definitions of absenteeism that are used in research will be presented.

The traditional definition of absenteeism is the lack of physical presence at a given location and time when there is a social expectation for the employee to be there (Lokke, Eskildsen & Jensen, 2007:17).

Absenteeism is defined as the non attendance of an employee when scheduled to work (Nel *et al.*, 2008:580). This definition distinguishes between two types of absenteeism, namely authorised and unauthorised absenteeism. "Absenteeism occurs when an employee of a company does not come to work due to scheduled time off, illness, injury or any other reason" (Anon, n.d.).

Absenteeism is an employee's failure to report for work/duty irrespective of the reason (Grobler, Wärnich, Carrell, Elbert & Hatfield, 2006:553). Schermerhorn, Hunt and Osborn (1994:145) define absenteeism as "the failure of people to attend work on a given day".

According to Robbins *et al.* (2009:18), absenteeism is the failure to report to work. Absenteeism is defined as the failure of an employee to report for work as scheduled, regardless of the reason (Bydawell, 2000:15). Sheikha and Younis (2006:67) quote Daqs by defining absenteeism as "a worker not attending, or not reporting to work at scheduled days because of sickness or injuries or any lawful or unlawful excuses, that hampered him/her to work".

Tylczak (2002:1) states that "absenteeism is the term generally used to refer to unscheduled employee absences from the workplace".

Some view absenteeism as a withdrawal response from perceived or actual adverse working environments. According to Carmeli (2005:181), absenteeism is an employee's form of withdrawal behaviour from the workplace. Greenberg and Baron (2003:156) identify the two forms of withdrawal as being absenteeism and voluntary turnover. McHugh (2001:45) advices that organisations that experience these kinds of behaviours need to quickly make an analysis and appropriate action should be taken accordingly, considering the huge financial costs that are associated with these behavioural problems.

Absenteeism is defined by Harrison and Price (2003:204) as a lack of physical presence at a behaviour setting when and where one is expected to be, it also refers to uncertified sick leave, as well as any other unauthorised period of absence. Absenteeism does not include annual leave, study leave, maternity leave and authorised leave of absence such as vacation leave, compassionate leave and public holidays.

2.3 Main types of absenteeism

There are three main absenteeism types, according to Nel *et al.* (2008:581), and these include sick absence, authorised absence and unexcused absence, and these are fully discussed below.

2.3.1 Sick absence

Sick absence occurs when a person is absent owing to a reported illness, whether the illness is genuine or not. The organisation's policy will usually state at what stage a medical certificate is required. According to the provision of Section 151.2 of the Botswana Public Service General Orders (1996:82), absence from duty because of illness for a period of more than 48 hours must be supported by a medical certificate, which will state the period of sick leave that is recommended. This period may include any necessary period of recuperation after an illness.

However, Smanjak (2009b:14) believes that a great majority of organisations also have a limited ability to record reasons for sick leave, or this facility is not consistently used when available. Despite the availability of the facility, DTVET does not fully utilise the system at their disposal.

2.3.2 Authorised absence

Authorised absence is when an employee is absent for any reason other than illness and it is accepted by management. Employees should be encouraged to seek permission beforehand if the situation allows for it. In short, the employee should be granted permission or excused for his or her absence, because the employer has the right to know the whereabouts of his/her employees. Employees applying for leave of ten days or less should submit their application a week prior to the departure (Botswana Public Service General Orders, 1996:81). Absenteeism in terms of the Botswana Public Service General Orders (1996:80) does not include maternity leave, vacation leave, study leave, paid study leave, sabbatical leave, compassionate leave, authorised absences such as public holidays and in some instances long term illness. However, uncertified sick leave and any other unauthorised period of absences are termed as absenteeism.

2.3.3 Unexcused absence

The unexcused absence is when an employee is absent without permission and does not even inform the employer of such unauthorised absence. Casio (in Rosenblatt & Shiron, 2005:209) consider unexcused absence to be, "Any failure of an employee to report for or to remain at work as scheduled, regardless of reason" This is considered as unacceptable and should not be tolerated by any organisation (Nel *et al.*, 2008:581). Disciplinary procedures should be used to deal with this problem, and should be applied consistently across the organisation for it to be effective. According to Botswana (1998b:9), absence from work without leave or reasonable excuse is a dismissible offense without any disciplinary proceedings being taken. Bydawell (2000:15) states: "Employers have the right to expect good attendance from their employees as employment is a contract between two consenting parties". Therefore, it is important for both parties to honour the contractual obligation in order to sustain the relationship.

However, in spite of the availability of policies, employees still absent themselves and sometimes they get away without being warned or reprimanded about the company policies. According to Josias (2005:22), when unexcused absenteeism becomes habitual to certain individual employees, concerned employees should be brought to book to bring their attendance to acceptable standards.

2.4 Causes of absenteeism in the workplace

Various empirical studies have established many causes for employee absenteeism in the workplace (Bennett, 2002:435, CIPD, 2008:3, CIPD, 2009:22, Grobler *et al.*, 2006:391, Ho, 1997:3, Kela in Joensuu & Lindostrom, 2003:8, Tyson, 2006:309, Vakola & Nikolaou, 2005:161

& Zeffane & Mc Loughlin, 2006:618). According to findings from the above studies, the most common reasons why employees do not turn up for work are identified as: workplace stress; mental health conditions; cardiovascular illness; illness of respiratory system; lack of motivation; understaffing and work overload; lack of consultation; and home and family commitments.

Absenteeism is one of today's most complex employee problems that organisations face. According to McHugh (2001:45), there is increased pressure on organisations to perform whilst providing quality service to their customers, therefore, it is essential that aspects of organisational life such as absenteeism should be the focus of attention if organisations want to succeed. If absenteeism is not addressed it will have crippling effects on the organisation's triple bottom line. McHugh (2001:45) further highlights that regardless of the reason, absenteeism from work is considered a costly burden for organisations, and it shows deeply rooted organisational problems, which are a symptom of organisational ill health.

There are several reasons and causes, which lead to employees' absenteeism from the workplace. According to respondents from Bennett's (2002:435) study, the causes of absenteeism from the workplace were presented as follows: low morale (92%); stress (88%); home and family commitments (88%); lack of commitment (48%); lack of motivation (48%); and entitlement (28%). These show that personal circumstances have a contribution to employee absenteeism. However, a study, which was conducted by Zabin (in Sheikha and Younis, 2006:67) argues that absenteeism owing to personal reasons form a small fraction.

Kela (in Joensuu & Lindström, 2003:8) conducted a study in the Finnish public sector and revealed that employee absenteeism was caused by medical reasons in which muscular-skeletal illness account for 35%; injuries 14%; psychiatric conditions 13%; cardiovascular illness 6%; and illness of respiratory system 6%. It is crucial for organisations to ensure that the working environment is not the source of sickness. This could lead to the employer making payments for medical benefits, as well as legal lawsuits for not complying with health and safety requirements.

Conversely, Ho (1997:3) states that stress is a primary cause of absenteeism in the workplace. Grobler *et al.* (2006:391) add that the results of high stress situations normally cause high levels of absenteeism, turnover, grievances, accidents and chemical dependency. Study findings by CIPD (2008:3) also reveal that stress and other mental health conditions are among the main causes of employee absenteeism. This concurs with Zeffane and McLoughlin's (2006:618) study, which highlights that workplace stress is increasingly recognised as a contributing factor

to employee absenteeism, employee turnover, as well as poor performance. However, according to Vakola and Nikolaou (2005:161), "stress at work is a well known factor for low motivation and morale, decrease in performance, high turnover and sick leave, accidents, low job satisfaction, low quality products and services, poor internal communication and conflicts". Bydawell (2000:16) further found that in South Africa, physical exhaustion owing to work pressure could also lead to absenteeism. However, Johnson (2008b:1) purports that owing to economic recessions, employees experience stress, depression and anxiety, which will in turn lead to absenteeism. Almost three quarters of the surveyed organisations (72%) indicated that stress is the main cause of long term absences (CIPD, 2009:22). Joensuu and Lindström (2003:7) found that in the UK, some 563 000 people are affected by work related stress, depression or anxiety, and it is estimated that 13.5 million days have already been lost and costing organisations approximately £3.8 billion per year.

According to Tyson (2006:309), a 1997 study by Cooper/TUC revealed that the main causes of high absenteeism are owing to organisational factors such as time pressure deadlines, which account for 60%, work overload 54%, threat of job losses 52%, lack of consultation 51% and understaffing 46%.

McHugh (2001:49), revealed that 88% of human resource management practitioner participants believed that the reasons given for absenteeism were not always the real reasons. This study is supported by Thompson (2004:17) who indicated that over 50% of all absenteeism reports had nothing to do with illness. Thompson (2004:17) reported that, the main reasons to be minor illnesses such as colds and flu, boring jobs, lack of employee commitment and lack of motivation. Harter (in Sheikha & Younis, 2006:65),, conversely concluded that employee absenteeism is caused by: dissatisfaction with one's job; sickness; parenting responsibilities; sick pay benefits; occupational injury; and illness and employees' attitudes towards absenteeism.

Absenteeism is generally regarded by Martocchio and Jimeno (2003:229) as the result of situational, contextual and dispositional factors rather than an inherent trait. According to these authors, organisations can contribute either negatively or positively to employees being at work or at home through its systems and processes. This study revealed that work environment has impacted on absenteeism, especially in terms of producing differing levels of job satisfaction and organisational commitment.

Many authors (Bennett, 2002:435; McHugh, 2001:435; Sheikha & Younis, 2006:65) suggests that absenteeism is a complex phenomenon with many factors influencing employees to excuse themselves from the work environment. These factors may include family responsibilities, genuine ill health, toxic work environment and policies, which govern absenteeism in the organisation. The above discussion shows that one way or the other, someone will be absent owing to one of the above identified problems. This is supported by Snell and Bohlander (2007:86) who argue that, "there will always be some who must be absent from work because of sickness, accidents, serious family problems, or other legitimate reasons". In view of the above discussion, some of the common demographic variables, which have an impact on absenteeism, are discussed below.

2.4.1 Personal factors

Personal factors that seem to relate significantly to absence include age of the employee, gender, length of service, marital status, education, health, income level, previous attendance record and personal value of non work activities. According to Kim and Garman (2003:3), these personal characteristics indirectly affect one's ability to attend work. There are also health problems, which are caused by debt and stress, and according to Pillay (2009:2), these factors would invariably lead to absenteeism from the workplace.

Personal problems encountered by employees can impede them from attending work (Levy & Associates, 2004:16). These problems can range from a sick child who has to be taken to hospital, an urgent financial crisis where an employee does not have money for transport or a death of a close relative or domestic crisis whereby the employee has to stay home to manage the situation. Carmeli (2005:183) reports that mostly gender, age, tenure in the organisation, job status and income are demographic characteristics, which have been found to be predictors of employees' withdrawal. However, personal factors such as familial responsibility has also been associated with consequences of reduction of work performance, increased absenteeism, turnover and job dissatisfaction (Thanacoody, Bartram & Casimir, 2009:55).

Many studies (Cohen & Golan, 2007:419; Robbins, 2005:42; Robbins *et al.*, 2009:51; Rosenblatt & Shirom, 2005:211) have found a relationship between personal characteristics and absenteeism. Several authors agree that demographic variables are widely cited in both studies of absenteeism and employee turnover as significant contributors to the problem of absenteeism (Carmeli, 2005:183; Grobler *et al.*,2006:124; Kim & Garman,2003:3; Pillay,2009:2 & Robbins *et al.*,2009:51). Therefore, some of the most common demographic variables

identified in the literature search findings are discussed in this study, and include age, marital status, gender, number of dependents, education and tenure.

2.4.1.1 Age

The aging employees in the workplace have become a topic of discussion in the Boardrooms, because of its impact on organisational performance. Age is one of the most researched demographic factors for absenteeism, productivity, job satisfaction and turnover. Robbins (2005:42) notes that employers hold different perceptions about older employees. The above author states that employers believe in positive qualities such as vast experience, judgement, strong work ethics and their commitment to adhere to quality standards, which older employees bring to the workplace. Another study, which was conducted in Australia and the United Kingdom by Brooke (2003:261) indicates that older employees are perceived with stereotypes of value such as reliability, loyalty and dependability more than younger employees. The rationale for the relationship between age and absenteeism is that older workers will demonstrate a lower absence rate because of a better person organisation fit that emerges over time (Martocchio in Cohen & Golan, 2007:419).

However, according to Slagter (2007:85), some organisations do not hire older employees because they perceive them to hold high levels of absenteeism and that are resistant to change. The latter is supported by Gellert and Kuipers' (2008:137) who assert that, "The prejudices and stereotypes that older people take more sick leave than younger employees do, still exist".

However, with Southern African countries, which are affected by the HIV/AIDS scourge the other problem might be the decreasing life expectancy of people. According to Robbins *et al*. (2009:33), World Competitiveness Report (2004) indicates a decline to 46 years in Sub-Saharan Africa. The Institute for Future Research's (2005) study cited by Barker (2007:20), also projected that HIV/AIDS prevalence rates among adults aged 15 – 64 years will be approximately be 2% in 2010. This means that the economically active population will either be infected or affected and this will contribute to more absence from the workplace owing to illness or family responsibilities.

Literature findings on the relationship between age and absenteeism, according to Robbins (2005:43), show an inverse relationship. Finally, absenteeism is positively related to age (Livanos & Zangelidis, 2010:4).

2.4.1.2 Gender

In most cases absenteeism in relation together will be likely influenced by gender stereotypes. Many studies on absence related to gender have shown that women have higher absence rates than men (Hayday, 2005:43). Hence, according to a study by Bevan and Mahdon (2006:23), "women have more absence than men". Rhodes and Steers argue that greater absence among women is perceived to be owing to their traditional responsibilities for caring for the family (Cohen & Golan, 2007:419). Several authors cited by Burke and Mathiesen (2009:454) believe that women are more absent than men because they have higher levels of depression, anxiety and are more negatively affected than men. However, Schermerhorn, Hunt and Osborn (1994:111) maintain that absenteeism rates among women tend to be higher than those of men. Consistent with other studies, Livanos and Zangelidis' (2010:2) study report that "female workers aged 26 – 35 exhibit higher absenteeism, possibly reflecting the level of pressure from their household labour pressure and child care responsibilities". According to De Paola's (2010:4) and Sheikha and Younis' (2006:69) studies, it is understandable that absenteeism is higher among women than their counterpart men, even when the two genders hold the same job.

Findings by De Paola's (2010:4) study at an Italian Public Institute confirm that female employees are often more absent than their men counterparts. However, there is a significant change in the workforce where there is a notable increase in the number of women, according to Robbins *et al.* (2009:13), South African women now constitute approximately 41% of the working population. The authors highlighted that women's preferences are significantly different to men, as they prefer part time work and flexible work schedules in order to accommodate their familial responsibilities within society. It is, therefore, possible that if these options are not available to women, it could influence their absence patterns within organisations. However, in a study, which was conducted by VandenHeuvel and Wooden (in Rosenblatt & Shirom, 2005:211) in Australia, married people tend to absent themselves from the workplace, irrespective of their gender.

According to a study, which was conducted among 121 employees at Field Services Section within an electricity company in the Western Cape by Josias (2005:133), a strong relationship of r = .68, p< 0.01 between gender and absenteeism was found. Research has consistently revealed that, in general, women have higher absentee rates than men (Robbins, 2005:44). On the contrary, the study conducted by Globerson and Ben-Yshai (in Rosenblantt & Shiron, 2005:211) among Israeli teachers reported that male teachers were more absent than their

counterparts. Hence, demographic characteristics are found to be significant determinants of absenteeism (Livanos & Zangelidis, 2010:4).

2.4.1.3 Marital status

A review of relevant literature shows that most marital status and absenteeism studies concluded that there is some relationship between marital status and absenteeism. According to Grobler *et al.*(2006:124), absenteeism increases with marital commitment. This concurs with Sheikha and Younis' (2006:69) assertion that married employees have higher absenteeism rates than single employees. According to Hsu, Chen, Wang and Lin (2010:41), within the contemporary societal structure both husband and wife play multiple roles, including employee, spouse, parent and household caretaker. This view is shared by Robbins *et al.* (2009:16) maintain that: "Today's married employee is typically part of a dual career couple. This makes it increasingly difficult for married employees to find the time to fulfil commitments to home, spouse, children, parents and friends".

Pizam and Thornburg's (2000:213) findings indicate that marital status and family obligations contribute to high absenteeism rates. Regarding the relationship between absenteeism and marital commitment, Sheikha and Younis (2006:69) report that there is a strong correlation between marital status and absenteeism. Organisations should expect employees to be absent whenever they have familial problems, and if there are no supportive facilities in the workplace, to assist them.

2.4.1.4 Education

Employees who have a higher educational background have been reported to have recorded lower absenteeism rates, according to Ala-Mursula, Valitera, Kivimaki, Kevin and Petti's (in Joensuu & Lindström, 2003:13) study. Their findings confirm De Paola's (2010:4) assertion that: "Employees with a university degree have a lower propensity to be absent for sickness reasons, however, the effect is statistically significant at 10% level on in specification".

According to Rosenblatt and Shirom (2005:212), educational levels increase employees' professionalism status and improve their responsibility and commitment towards their work. The authors further note that: "Education was found to contribute to lower absenteeism". This view is supported by Cohen and Golan (2007:419) who claim that absenteeism decreases as employee's progress through their career.

2.4.1.5 Tenure

Employee tenure can also be a contributing factor to employee absenteeism. Tenure refers to the length of employment of an employee in one organisation. According to Robbins *et al*. (2009:54), tenure is the time that is spent on a specific job. Tenure refers to the number of years that an employee has spent working (Oshagbemi, 2003:1217). A study, which was conducted by Lim and Teo (1998:339) among the Singapore Police Force discovered that employees who worked for an organisation for a long time invested in their jobs and the organisation and, therefore, they were unlikely to absent themselves or quit. On the contrary, several authors (in Sarker, Crossman & Chinmetupituck, 2003:747) state that "longer tenure in a job may lead to boredom and lower levels of satisfaction". In most cases employees who have been in the employ for a longer period hold higher position of responsibility, hence they should lead by example. Most of them are in the age category of 40, to 50, and are preparing for retirement.

Research on tenure and absenteeism is straightforward on both frequency and total days lost owing to absence (Robbins *et al*. 2009:54). The above statement indicates that it is not conclusive that employees who worked for an organisation cannot be absent from their workplace.

Based on the above literature, which deals with tenure and absenteeism, absenteeism should also be expected among long serving employees.

2.4.1.6 Number of dependents (family size)

Since absenteeism is dependent on different multi faceted factors, in many instances employees do not report for work owing to incidences or circumstances that are beyond their control. A study, which was conducted by Erickson, Nichols and Ritter (2000:259) confirm that number of dependents have an impact on employees' absence, as they reported that 68% of the respondents with children under the age of six had to make arrangements for their children before going to work, and if they did not succeed, they would not attend work. According to Robbins *et al*. (2009:53), there is a logical explanation why, absenteeism figures for female employees are always high, it is because when a small child is ill, parents, especially women, would normally stay at home either to take them to a doctor or to place them in someone's care.

According to Posig and Kickul (2004:374), the effects of family conflicts on an organisation, include: absenteeism; tardiness; demoralisation; lower job satisfaction; and lower overall productivity. Hsu *et al*. (2010:41) concur that work family conflicts cause a decline in organisational productivity, tardiness, absence, turnover, weak morale, low job satisfaction and

quality of work life. A study, which was conducted by Mellor *et al.* (2008:9) on the relationship between absenteeism and family responsibilities indicates that work family conflict made a significant contribution to both health and sickness absence. More evidence by Muchinsky (in Rosenblatt & Shiron (2005:210) found that employees' number of children is positively related to absenteeism. Therefore, family responsibilities are positively related to absence frequency.

Flood (2002:2) believes that substantial percentages (41%) of employees who are absent are utilising sick leave for family responsibilities and personal needs. It is evident from this discussion that organisations must introduce strategies to address familial issues in order to enable employees to attend the workplace.

According to the literature findings, employees experience difficulties in fulfilling conflicting roles of family demands, and personal and professional roles, which compete for time, which end up leading to absenteeism. It is important for organisations to help employees to manage their personal and work life so that they are able to meet the requirements of set performance standards at the workplace.

2.4.2   Organisational factors

Organisational factors are a major contributing influence to employee absenteeism. These factors can contribute negatively or positively, depending on the employees' perceptions. According to Bennett (2002:430), employee absence and its manifestations may represent a significant threat to change management in circumstances where organisational systems, structures and processes and management practices contribute to the level of absence.

According to Tonnello (2005:18), many human resource specialists found that repetitive, boring jobs, coupled with uncaring supervisors and/or physically unpleasant work places are likely to lead workers to make up excuses for not attending work. Organisations should offer jobs, which have some elements of creativity, innovation and greater autonomy to avoid boredom and repetition.

Therefore, organisations should ensure that mechanisms, which manage and monitor all types of absenteeism, are established.

2.4.2.1 Lack of supervision

Supervisors play a significant role in the satisfaction and well being of subordinates. Supervisors can provide both emotional and physical support to their subordinates. Any organisation's

success depends on the supervisor – subordinates relationship. They should communicate the organisation's strategic plan, policies and procedures to their subordinates. This assertion is supported by Hurst and Good (2009:575) who state that supervisors play a pivotal role in the organisation because their subordinates look up to them for direction, encouragement, empowerment, coaching and mentoring.

Grobler *et al.* (2006:124) believe that the nature of supervision in the workplace has a significant contribution to the causes of absenteeism. Findings of the study among textile employees in Egypt revealed that improper supervisory methods and low wages were main reasons for absenteeism in the workplace (Hai in Sheikha & Younis, 2006:69). "Lack of proper supervisory support can result in an untrained, unmotivated workforce and is a potential cause of increased absenteeism, low morale, poor customer service and increased employee turnover" (Knight and Crutsinger, in Hurst & Good, 2009:574). A study, which was conducted by Munro (2007:22) also found that under-trained supervisors is main reason why employees do not turn up for work. It is crucial for supervisors to ensure their subordinates stay motivated to report for work. Therefore, it is the responsibility of the employer to ensure that supervisors have competencies and the capacity to manage absenteeism.

Van Dierendonck, Le Blanc and Van Breukelen (2001:84) further supported the fact that supervisory behaviour has an effect on employee absenteeism. Their research indicated that leader member exchanges were strongly related to subordinates feelings of reciprocity. It is the responsibility of the supervisors to communicate the requirements of the set attendance standards to employees, and ensure to that they are complied with.

2.4.2.2.   Leadership style

A study, which was conducted by Mellor *et al.* (2008:2) on leadership, indicates that a supportive leadership style leads to lower levels of employee absenteeism within the organisation. Supportive leaders are needed in the organisation because they are easily approachable, hence employees will feel comfortable to discuss their personal problems with them. Poor leadership styles have been highlighted as major contributors towards low employees' morale, which in turn translates into high absenteeism rates (Haun in Munro, 2007:22). Therefore, supervisors should be flexible to adopt more suitable and adaptable leadership styles in order to indirectly encourage and influence employees' attendance. Furthermore, they should not apply a one size fits all type of leadership approach, because employees' problems differ; therefore each employee's situation should be dealt with on its merit.

According to ACAS (2005:5): "A good relationship with... immediate superiors are undoubtedly an important factor in inducing workers to stay with the organisation". Organisations should ensure that all people who are charged with the responsibility of supervision have the right competencies and skills, for the position.

2.4.2.3.   Organisational size

The size of an organisation tends to influence levels of absenteeism, according to a CIPD (2009:9) survey, as there is a relationship between organisational size and absence level. This study revealed that employers with 100 employees have an average absence level of 5.5 days per employee annually, whereas employers with 2000 employees recorded 10.2 days on average as their absence level. Joensuu and Lindström (2003:13) support this view when they confirm that "there is some evidence that large workplaces have higher rates of absence than smaller ones".

Anon (2008:2) provided strong evidence that as organisations grow in size, they have a tendency to have high absenteeism rates. Bevan and Mahdon (2006:13) contend that: "Absence rates show an increase with size of workforce". According to Flood (2002:2), organisations with 250 and more employees, have absenteeism rates, which range from 4.6%, whereas organisation's with few employees record, on average, 2.6%. Presumably, absenteeism is higher in larger organisations owing to reduced workforce cohesion, hierarchical management strategies and relative anonymity. Literatures reveal that there is documented evidence that absenteeism increases as an organisation's size increases.

The above discussion reveals that absenteeism affects any organisation in spite of its size and type, and will always increase as the organisation grows.

2.5   Attitudinal factors

Attitudinal factors are dissatisfaction with work (one of the major determinants of absenteeism), lack of group cohesion and satisfaction, and to a lesser extent one's discontent with one's supervisor. However, Rosenblantt and Shirom (2005:209) contend that absenteeism might reflect negative work norms, such as social loafing, which leads to demoralisation.

Attitudinal factors also include job satisfaction and the state of the economy, for example, when unemployment is high employees tend to preserve their jobs, therefore, during this period absenteeism is lower because employees are afraid of losing their jobs. This may also include

unfavourable attitudes towards the job. However, Bennett (2002:435) believes that a majority of employees absent themselves from the workplace because they do not lose out financially if they are absent from work.

2.6   Social factors

Social factors such as difficult community circumstances such as crime and fear of intimidation, lack of transport facilities, poverty levels, malnutrition, HIV/AIDS and strikes also contribute to absenteeism (Pillay, 2009:3). Social and cultural causes are believed to be attributed to family matters, quarrels with fellow workers, weariness, boredom and tiredness at work (Sheikha & Younis, 2006:67). This may lead to an employee absenting himself or herself from work.

HIV/AIDS

HIV/AIDS has grown to be a serious health problem globally, today. Increasing absenteeism is one of the primary sources of visible costs and declining productivity in all business spheres as a consequence of HIV/AIDS (Chiduku, 2008:25 & Kgaphola, 2010:37). Briscoe (2001:35) states that "although there is no hard evidence of the impact of HIV/AIDS related absenteeism on organisations in Botswana, the evidence from other countries in Southern Africa is overwhelming". According to Briscoe, the findings of the study, which was conducted in the Zimbabwean bus industry revealed that AIDS related absenteeism constitutes 54% of AIDS costs to the organisation, and 35% is attributed to absenteeism related to HIV related illnesses.

HIV/AIDS epidemics can impact on the public sector in terms of absenteeism, labour turnover, recruitment, training, productivity, costs, employees' benefits, loss of customers, legal issues pertaining in particular to inequality, unfair treatment and dismissal, and staff morale (Lloyd and Abramson, Yap in Yap & Ineson, 2009:505).

The above discussion reveals a serious situation and a matter of concern for Sub Saharan countries. This affects and disrupts service delivery through under utilisation of infrastructure and the use of temporary employees. However, this depends entirely on the real levels of absenteeism, which are determined by socio cultural norms, quality and quantity of health care provision and the general economic environment.

Transport problems

Transportation problems are increasing for employees, as it is sometimes difficult for employees to get to work on time. Sometimes when an employee is motivated to go to work, taxi drivers are

on strike. Private transportation is expensive and an employee would normally have not budgeted for this, which may lead to an employee being absent.

Literature reveals that long distance travel can be fatiguing in itself and this means that employees start their work tired already. Travelling time, the mode of transportation and the individual employee's level of operation in the organisation all contribute to employee absenteeism (Hayday, 2005:43).

Levy and Associates (2004:13) state that events whereby an employee fails to go to work owing to heavy rains and/or the road to work being washed away, family matters, no transport to get to work (for example, taxi drivers on strike, train cables vandalised, and accordingly trains cannot operate are all scenarios that regularly occur in South Africa). Employees who are absent from work because of stay aways or protest marches have legitimate reasons for doing so, mainly because their lives or properties will be in danger if they attend work (Levy & Associates, 2004:14).

Among other causes of absenteeism that were identified by Nel *et al.* (2008:580 – 581) are met expectations, job person match and organisational culture, which are discussed below.

2.7   Met expectations

Kreitner and Kinicki (2007:192) state that: "Met expectations represent the difference between what an individual expects to receive from a job, such as good pay and promotional opportunities and what he or she actually receives. When expectations are greater than what is received, a person will be dissatisfied".

Nel *et al.* (2008:581) indicate that new employees enter an organisation with certain expectations relating to the opportunities to apply their skills and abilities, whilst being treated equally,, receiving respect, or enjoying satisfactory working conditions. If these employees expectations are not met, the employee could resort to abusing sick leave provisions or being absent as an indication that they are dissatisfied with the job that they are doing. As a result, they withdraw temporarily from the job or the job situation as a form of dissatisfaction.

This expectation affects new employees who enter an organisation with certain expectations relating to the opportunities of applying their skills and abilities, receiving respect and satisfactory working conditions.

Vakola and Nikolaou (2005:163) posit that "individuals come to organisations with certain needs, skills, expectations and they hope to find a work environment where they can use their abilities and satisfy their needs". When the organisation is perceived to be unable to provide these opportunities, there is a possibility that the employee will be dissatisfied and resort to absenteeism as a form of withdrawal or will leave the current employer.

2.8   Job person match

If an employee's personality, abilities and skills do not suit the job description for the position he/she applied for, such an employee will soon become a burden to the organisation, and he/she will either get bored, stressed, frustrated, use company resources to look for an alternative job and withdraw from such an unsatisfactory situation by also being absent or more demanding. If there is a good match between the job characteristics of the employees, the person will rather accept responsibility and stay committed to her/his job (Nel *et al.*, 2008:581).

2.9   Organisational culture

Mullins (2007:721) defines organisational culture as the collection of traditions, values, policies, beliefs and attitudes that constitute a pervasive context for everything that we do and think in an organisation. According to Denison (in Carmeli, 2005:179), organisational culture is referred to as: "The deep structure of organisations, which is rooted in the values, beliefs and assumptions held by organisational members".

The literature shows that organisational culture can also contribute to absenteeism. Nel *et al.* (2008:581) believe that if a permissive absenteeism culture exists within an organisation, employees will consider sick leave as a benefit that must to be utilised or it will be lost. This means that employees will develop the culture based on how the organisation's systems respond to employee absenteeism. If the system is lenient the absence rates tend to be high, whereas strict cultures tend to have lower absence rates. Also employees' belief in the legitimacy of absence taking also influences absenteeism.

Greenberg and Baron (2003:164 – 165) state the following: "It is easy to understand why people who are uncommitted to their jobs may want to stay away from them, potentially resulting in high rates of absenteeism. However, the degree to which people actually express their low commitment by staying away from their jobs appears to depend on the cultures from which they come". Large groups of employees from the People's Republic of China and Canada were surveyed about their attitudes towards being absent from work. The Chinese frowned on absence based on illness, while the Canadians accepted illness generally as a valid excuse for

being out of work. In the Chinese culture a person of good character is expected to maintain self control, so if an employee took time off work owing to illness, it is an indication of a lack of control. Chinese employees were more likely to take time off work to deal with personal or domestic issues.

However, according to McHugh's (2001:48) "high absence levels are related to the prevailing organisational culture which incorporates acceptance of a set of absence". However, De Paola (2010:2) and MacLean (2008:393) warn organisations that the right to absence when employees are genuinely sick is a central part of the contractual obligation between employer and employee, therefore, those who are off work owing to illness, have the right to expect sensitive treatment and support. The authors further stipulate that this entitlement helps to protect healthy employees from being infected by sick employees who are at work inappropriately.

According to a study, by Green (in MacLean, 2009:396), the emergence of "absenteeism is seen as entitlement", whereby employees consider the use of sick days as a legitimate form of leave and something to which they are entitled. Green reported the following comment from one of his interviewees: "*Sick days are extra days to sort out your life. I take about seven a year*". This suggests that a substantial portion of sick leave is because an employee chooses to be absent rather than be at the workplace. This point of view is echoed by Nel *et al*'s., (2008:580) assertion that: "... it is also a fact that people do abuse the sick leave that they are granted by the organisation for various reasons". But the fact remains that sick leave, condoned or otherwise, is a crippling drain on the resources of an organisation (Joyce, 2004:9).

Overall, these factors are determined by a number of interrelated factors, including and not limited to management permissiveness culture, organisational commitment and trust in the operation of the sick leave systems that are in place.

2.10   Other factors that contribute to absenteeism

Some of the causes of absenteeism as identified by several authors (Anon, 2008:1; Levine, 1999:2; Pizam & Thornburg, 2000:213) are: serious accidents and illness; low pay; low morale; employee's morale; poor benefits and high workload; poor working conditions; boredom on the job; lack of job satisfaction; inadequate leadership and poor supervision; personal problems (financial, marital, substance abuse, childcare, eldercare, and so on); poor physical fitness; inadequate nutrition; transportation problems; the availability of income protection plans; stress;

satisfaction with pay; level of compensation; job expectation; employee's education; adequacy training; excessive workload; and employee discontent.

Thompson (2004:17) reveals that both employees and employers agree that the main causes of absenteeism in the workplace are colds/flu, stomach upsets, headaches, personal problems, stress and hangovers.

CIPD (2009:18) adds that employers in the public sector are more likely to report musculoskeletal injuries and stress as major causes of short term absence among blue collar and white collar employees than those from other sectors. This increase in stress is also a major worry for employers globally. It is estimated that treatment linked to stress, obesity, heart diseases, cancer, depression, back pain, diabetes and skin problems costs around $227 billion annually (CIPD, 2008:24; Kumar, McCalla & Lybeck, 2009:583).

McHugh (2001:49) states that workplace stress is becoming one of the biggest reasons for absences. One of the reasons that employees are stressed has to do with their relationship with their direct supervisors and managers. The view supported by CIPD's (2008:26) research findings, which revealed that 46% of public sector organisations that participated in the study reported work related stress as a contributing absenteeism factor. The study further indicated that 60% of respondents believed that work related stress is mostly caused by workloads. Over 56% of respondents across all surveyed sectors agreed that workload is the main contributing factor of work related stress, which in turn causes absence from the workplace. Another reason for employee absence was the fact that the majority of employees do not lose out financially if they are absent from work (McHugh, 2001:48). Similarly, according to the study, which was conducted by Bennett (2002:435) among human resource practitioners in twenty six district councils in Northern Ireland, "the majority of the human resource practitioner respondents argued that high rates of employee absence were to be expected as employees do not lose out financially if – indicating a belief that financial reward is the only outcome which employees are interested in receiving from the workplace".

However, the study (CIPD, 2008:27) noted that respondents estimated that employees' lives outside of work was responsible for about 60% of reported stresses, while just 40% was created by the workplace. According to CIPD, this in turn affects levels and quality of services, which are provided to customers both internally and externally. Zabin's study (in Sheikha & Younis, 2006:67) reveals that job dissatisfaction is one main reason of absenteeism and employees who are absent from work for longer periods of time because of personal reasons form a small ratio,

while those who are absent for shorter periods of time form the larger percentage. According to Sheikha and Younis (2006:67), the study further revealed that most reasons for absence are caused by the work environment factors such as insufficient lighting, ventilation, noises, odours, insufficient safety and sanitary facilities and work accidents.

Hayday (2005:44) identified four categories of factors, which cause employee absenteeism in the workplace. This includes:

Table 2.1:   Causes of absenteeism

HEALTH AND LIFESTYLE FACTORS	WORKPLACE FACTORS
➢ Genuine illness/poor health ➢ Smoking ➢ Excessive use of alcohol ➢ Lack of exercise ➢ Body weight	➢ Working patterns ➢ Health and safety concerns ➢ Travel times ➢ Excessive hours
ATTITUDINAL AND STRESS FACTORS	**DOMESTIC AND KINSHIP FACTORS**
➢ Job satisfaction ➢ Career satisfaction ➢ Intention to leave ➢ Organisational commitment ➢ Stress ➢ Absence 'culture'	➢ Gender ➢ Number of children under 16 ➢ Lack of flexible working arrangements

Source: Hayday, (2005:44)

The most reasons for absenteeism include personal illness (34%), family issues (22%), personal needs (18%), entitlement mentality (13%) and stress (13%) (Dolezalek, 2005:8; Pillay, 2009:4; http://www.cch.com/absenteeism2007). On the contrary literature findings concluded that absenteeism is a complex concept that cannot be attributed to any one cause alone. However, an understanding of factors, which contribute to employees being absent from work may allow organisations to identify strategies to reduce the problem.

The above discussion indicates that employee absenteeism stems from various factors such as personal, organisational, attitudinal, as well as social. Organisations should undertake studies to ascertain actual causes of absenteeism. Research will assist organisations to take corrective

action with appropriate strategies. Absenteeism causes are diverse in their nature and cannot be easily and closely monitored and analysed if they are not identified.

2.11   Impact of absenteeism on an organisation

Employee absenteeism from work has various negative and positive consequences for the employee, the organisation, the operations of the sector, and the provision of goods and services to the society, and this seems to be a global problem. An absenteeism problem has an immediate observable impact on an organisation's service delivery and pressures on employees at the work environment. According to Pierce (2009:10), for any organisation to understand the impact of absenteeism on business, it is crucial that the organisation should measure the absenteeism rates and cost absenteeism correctly.

People Dynamics (2005:13) stipulates that the impacts of absenteeism include: increased employee benefit contributions and claims; increased company costs to provide these benefits resulting from increased illness; medical boarding; early deaths and retirements; and substantial claims from dependents who survive deceased employees.

Absenteeism, irrespective of its type, has both direct and indirect impacts on any organisation, irrespective of its size, whether it is in the manufacturing or service industry. This assertion is supported by Robbins and Coulter (2005:343) who state: "Although absenteeism can never be totally eliminated, excessive levels will have a direct and immediate impact on the organisation's functioning". Taking into considerations that the public in the political sphere has raised concerns about poor service delivery and high absenteeism rate incidences from within the public sector institutions, the DTVET is no exception to this criticism. Hence, it is important to investigate the impacts of employee absenteeism. This study discusses absenteeism impact from the following perspectives: individual, organisational, as well as societally.

Anon (2008:2) states: "The real cost of chronic absenteeism then is lowered morale among other employees who must shoulder the workload, lost revenue from sales not made, the lost of customers who flew to competitors for better service, a decline in business from poor service delivery and the expense of additional temporary workers".

2.11.1 Economy

Lokke, Eskildsen and Jensen's (2007:16) study report that: "Absence can have considerable economic consequences for both individual organisations and the public economy caused by the payment of illness benefits". Economically, absenteeism is perceived as a factor that

increases overheads in any organisation. Dunn and Wilkinson (2002:229) quote Nicholson as follows: "Absence, in the language of economics, is an unpredictable variation in the firm's labour supply and the labour intensive and technologically primitive settings this can produce costly concomitant variations in output".

CIPD (2009:6) found that in 2009 it was estimated that the average United Kingdom worker was absent for seven days per year. It is also reported that, on average 10 percent of the Swedish workforce are on sick leave on any given workday compared to 4.5 percent of the South African workforce (Robbins *et al.*, 2009:18). More than 30 million working days were lost in 2008 in the UK owing to work related sicknesses and 6 million were attributed to workplace injuries (Mellor *et al.*, 2008:1).

According to Robbins (2003:24; 2005:24), the annual cost of absenteeism was estimated to be over $40 billion for organisations in the United States of America, and over $12 billion for Canadian companies. Absenteeism is also believed to cost industrial companies in Germany more than $31 billion each year. The cost of absenteeism to the UK economy was reported to be in excess of £11.5 billion in 2002 (Smale, 2004:1); £13 billion in 2007 (Confederation of British Industries, in Madden, 2009:36); and around over £17 billion in 2008 (Mellor *et al.*, 2008:1). Robbins *et al.*,(2009:18) estimate the annual costs of absenteeism in the South African economy to be several million rands. Pierce (2009:7) believes that the 2010 soccer FIFA World Cup event would probably have cost South African organisations approximately R750 million owing to employee absenteeism. She further claimed that at least one in three South African employees will take time off, disguised as sick leave to watch soccer.

Russell HR Consulting (2011:11) conducted a study on absenteeism, and it was estimated that absenteeism owing to sickness in the UK in 2010 resulted in the loss of more than 190 million days and £17 billion in both the public and private sector. The significant contributor of the costs was the public sector.

CCH Inc's (2002:1) study on absenteeism added that in the United States of America absenteeism amounted to an annual average cost of $789 per employee. The above figures confirm why this problem should be thoroughly investigated and continuously monitored by organisations. The economic impact of employee absenteeism derives mainly from the costs of decreased productivity because of absence from work, less experienced replacements, and the additional expenses of hiring substitute labour, as emphasised by Ho (1997:180).

According to Ramsey, Punnett and Greenidge (2008:97), "a high absenteeism rate can preclude investing firms from engaging in operations with the offending country".

The above illustrates that absenteeism has a significant impact on a country's economy. However, it should be noted that absenteeism is a global problem. Also, the literature has revealed that even though in some instances there were some reductions, overall, there is an increase in most countries.

2.11.2 Loss of productivity

Absenteeism has negative effects on any organisation. Botswana's former President, Festus Mogae (2006:18), stated in his State of the Nation Address on 13 November 2006: "We rank amongst countries whose labour force has a very poor work ethics". Based on this statement, the researcher concludes that productivity levels and service delivery from an unethical workforce will be of a lower standard. One may consider the high absenteeism rates within the public sector as a major problem to the loss of productivity. Harvey and Nicholson (in Dunn & Wilkinson, 2002:229) agree that absenteeism has been regarded as the main source and contributor of lost productivity in many businesses and industries.

Employee absenteeism has negative effects on an organisation's productivity and service delivery, respectively. According to Joyce (2004:9), for every 1% of the workforce that is absent, productivity falls by 2.5%, and this cost the organisation between 2% and 5% of the annual payroll. Businesses are estimated to be losing approximately $760 000 annually, as absenteeism's indirect costs stem from lower productivity, lost revenue and the effects of poor morale (Paton, 2007:1). However, Barker (2007:126) attributes the lack of management skills, leadership and poor productivity awareness by South African managers as the main contributing factors to poor productivity performance.

Authors such as Pillay (2009:5) and Tylczak (2002:2) point out the following effects of absenteeism on an organisation: decreased productivity; morale problems; discipline problems; job satisfaction; job stress; loss of team spirit; demotivated employees; customer loyalty and satisfaction; increased costs; job dissatisfaction; turnover; production quality and additional administration; and overheads.

2.11.3 Morale

Absenteeism affects employee morale and is a significant indicator of low morale. According to People Dynamics (2005:13), morale is reduced as a result of excessive absenteeism and

increased workload. Hence, Levine (2004:3) states that a high rate of absenteeism, if left unchecked, usually develops into a serious problem for an organisation, which, in turn, negatively affects morale and turnover. Pillay (2009:5) states that employees who turn up for work cover for their absent colleagues, and if their efforts are not compensated or recognised the organisation should expect low morale. The same view is shared by McHugh (2001:50) who iterates that if absenteeism remains unaddressed, it will have spiralling effects because this will lead to a negative attitude between co-workers who will feel that they should also take sick leave because their colleagues "get away with it".

However, Cohen and Golan (2007:428) observe that absenteeism seems to be used as a means either to avoid work because of low job satisfaction or to perform more non work by the legitimate use of what can be termed as 'voluntary absenteeism'.

Flood (2002:1) believes that "absenteeism is one of the most widespread obstacles to productivity, profitability and competitiveness. It causes overtime, late deliveries, dissatisfied customers and a decline in morale among workers expected to cover for absent colleagues. The indirect costs often exceed the direct".

Managers, instead of focusing on their core duties, are forced to divert their efforts to solve morale problems, discipline, job dissatisfaction, job stress, team spirit, productivity, turnover, production quality, additional administration and overheads (Tylczak, 2002:2).

A study, which was conducted by Bennett (2002:438) found that: "low morale was attributed to a number of factors, and was commonly seen as being a root cause of many organisational problems, including employee absence".

2.11.4 Ethical

When employees are repeatedly absent without valid reasons it reflects poorly on their integrity, honesty and work ethos. Overall, this diminishes the confidence and trust that co-workers, supervisors and employers have in the absence of co-workers' ability and commitment to fulfil their work and duties honestly. This view was supported by one line manager in a study, which was conducted by Dunn and Wilkinson (2002:234) who commented: "The costs of absence are the costs of your reputation if you let people down, the costs on the morale of other people, particularly if they feel someone is swinging the lead". According to Haswell (2003:15), an increase in sickness absence can also have a domino effect-one person become sick, which

leads to their workload being shared among the remaining staff. If they are unable to cope it affects their health, and this also leads to greater absenteeism.

2.11.5 Interpersonal

According to Orrick (2004:1), if other employees continue to absent themselves it could lead to interpersonal problems with those employees who have to carry additional responsibilities to cover for the absent employee. Knowing that a person continues to be absent and that the supervisor does not take any disciplinary measures against the absent employee can lower the morale of other employees who attend work regularly, and may result in the organisation suffering with lower productivity and poor service delivery.

De Paola's (2010:4), findings revealed that co-employee absence behaviour does have an influence on another individual's absenteeism. However, according to the study, employees tend to differ in absence norms, as employees observe if their colleagues have a higher absence rate because of family problems, hence they will choose their absence to be owing to illness.

2.11.6 The troubled employee

According to Grobler *et al.* (2006:398), 10 percent of the total employee population in an average organisation is troubled at any given time. A study, which study conducted by the National Institute of Ethics in the United States of America also found that employees who are often absent from work had symptoms of a troubled employee (Orrick, 2004:2). The NIE study further revealed that some employees' absenteeism are driven by feelings of entitlement to justify their absence as being deserved, because of perceived mistreatment by their superiors or the organisation.

Orrick (2004:2) states that: "If the employee's attitude is not replaced with a sense of accountability the conduct may continue to erode into even larger problems".

Organisations must guard against the following symptoms because these are behavioural signs of a troubled employee: regular altercations with co workers; a tendency of cause injuries as a result of negligence; frequent bad decision making ability; and tendency to spoil and break equipment as a result of negligence. A troubled employee has excessive absenteeism rates, tardiness and early departures from work, which impact the organisation negatively (Grobler *et al.*, 2006:398). Grobler *et al.* (2006:398) believe that the troubled employee costs the organisation five percent of that employee's annual salary. With a total workforce of about 1005,

it is estimated that a total of 101 employees are troubled in any given time in the Department of Technical Vocational Educational and Training. Therefore, it is important that troubled employee behaviours are detected early, and that assistance is provided before it becomes an organisational trend or disease.

2.11.7 Organisational

According to Robbins *et al.* (2009:18), high levels of absenteeism beyond the normal range in any organisation have a direct impact on that organisation's effectiveness and efficiency. The affected department's operations become less effective since supervisors have to reassign duties of the absent employee to other employees (Orrick, 2004:1). This results in less time being available for employees to answer calls from the public for service. Therefore, this leads to supervisors having less time to complete their daily activities. This may also force supervisors to work unplanned overtime to enable them to meet their deadlines. Therefore the department or division in question should source some funds to pay for overtime or give some paid time off to the supervisors concerned.

McHugh (2001:45) asserts that the quality of service provided is adversely affected as a result of employee absence, as managers and supervisors will have to cope with the complaints from the public/clients, and this will increase their stress levels.

There is evidence that absenteeism can have a major impact on the overall functioning of any organisation, as well as on meeting deadline schedules and attaining annual strategic goals. Robbins (2003:24) supports the latter by stating that "it is obviously difficult for an organisation to operate smoothly and to attain its objectives if employees fail to report to their jobs".

Considering the above revelations, it is, therefore, noticeable that absenteeism has a broad impact on the individual, management, and society, and that absenteeism in the education sector can seriously hamper effectiveness and efficiency.

2.12   Measuring employee absenteeism status

Absenteeism in an organisation must be measured and monitored in order to ascertain the seriousness of the problem. The literature revealed that there are various methods of calculating and measuring employee absenteeism in organisations. Since absenteeism is a widely researched and complex phenomenon, it follows that there are numerous measurement scales, which exists that organisations can adopt. In most cases absenteeism is measured by interviews, questionnaires or records, which are kept by organisations.

However, it is difficult to define a specific absenteeism measurement because the type of measurement should suit that specific problem. Organisations must be careful to avoid measuring the wrong things or overlooking measurements that can accurately measure the real problems. For any organisation to be able to understand and measure the nature of employee absenteeism, firstly they must measure it in empirical studies terms. Smanjak (2009d:14) found that a majority of organisations do not keep employee absenteeism records nor do they have such facilities. Despite these difficulties and challenges, according to Grobler *et al.* (2006:123), organisations should periodically compute their absenteeism rates in order to use such information to determine whether absenteeism is increasing or decreasing within the organisation. It is the responsibility of supervisors to ensure that proper and accurate absenteeism records are kept whithin the organisation (Briscoe, 2001:36). The availability of this information will indicate to decision makers if absenteeism has a severe impact on the organisation's bottom line.

Studies globally have shown that employee absenteeism is a problematic phenomenon, especially in the education sector and many workdays are lost annually. For example, Canada recorded 2.85 percent, followed by the United States of America with 4.8 percent, and finally Israel with 6.9 percent (Rosenblatt & Shirom, 2005:210).

There are various methods of calculating and measuring employees' absence, hence organisations should choose an appropriate method to address the problem. Some of the measurements are discussed below.

2.12.1 Total time lost

According to Grobler *et al.* (2006:124), the most popular and frequently used measurement in absenteeism is the total time lost measurement. This formula indicates the percentage of available time, which is lost owing to absenteeism. The formula for the measurement is:

Total				
time	**=**	**Days lost to absenteeism for a period**	**X**	**100**
lost		**Average number of employees X Total days in period**		

Source: **Adapted from Grobler *et al.* (2006:124)**

2.12.2 Absence frequency

The other popular formula is the absence frequency measurement. The formula indicates the average number of absence periods. Absence frequency calculates the number of absence incidences per employee (Nel *et al.*, 2008:582). This formula is known as the frequency rate. According to Nel *et al.* (2008:582), it is calculated as follows:

Absence	**Number of absence incidents over the period**
frequency **=**	**Average number of employees employed over the period**

Source: **Adapted from Nel *et al.* (2008:583)**

2.12.3 Individual frequency

The formula can be used to calculate the absence of an individual employee during a period (For example, monthly or annually) CIPD (2006:6).

Individual	
frequency **=**	**Number of workers having one or more spells of absence** **X 100**
	Number of workers

Source: **Adapted from CIPD (2006:6)**

2.12.4 Gross absenteeism Rate

For the purpose of analysing absenteeism trends within the Department of Technical Vocational Education and Training, absenteeism statistics were obtained for the period 2005 to 2009 and the gross absenteeism rate was adopted.

The Gross Absenteeism Rate (GAR) is the measurement, which is used to measure absenteeism in the present study. When the employees are absent from work owing to sick leave, the number of sick days that are utilised are recorded in the system. This formula is adopted from the Department of Labour, in the United States of America. The absenteeism rate is calculated by dividing the number of working days lost through absence in a given period (annually) by the total number of available working days (annually) in the same period and then multiplying by 100, as shown below:

[*Absenteeism Rate = Number of lost working days owing to absence/ (Number of employees) x (Number of workdays) x 100*].

For example:

a.	Average number of employees in work force	=	135
b.	Number of available workdays during period	=	250
c.	Total number of available workdays [a x b]	=	33750
d.	Total number of lost days owing to absences during the period	=	1 973
e.	Absenteeism percent [1973÷33750] x 100	=	5.85%.

A GAR of three (3) percent is considered to be the international norm and, therefore, considered to be an acceptable level of absenteeism (Nel *et al.*, 2008:582). The GAR is measured on an annual basis but does not provide any information about the reason for the absenteeism. This may be attributed to the fact that patient's sickness disclosures are protected by law. Not all sick leave notes disclose reasons for absenteeism.

Table 2.2: The gross number of working days lost in DTVET for the period 2005 to 2009 (*expressed as a percentage*)

2005	2006	2007	2008	2009
1973 × 100 ÷ 33750 = 5.85%	1590 × 100 ÷ 32630 = 4.87%	3063 × 100 ÷ 47500 = 6.44%	3251 × 100 ÷ 34860 = 9.32%	3314 × 100 ÷ 29880 = 11.09%

Source: Computerised Personnel Management System (Botswana Government)

The annual absenteeism rate at the Department of Technical Vocational Education and Training is above the international acceptable norm of 3%, and ranges between 5% and 11%. According to Cohen and Golan (2007:429), "a higher rate of absenteeism provides an early indication of a withdrawal process among employees, and the organisation should treat such information as more than just data on absence rates".

In order to measure absenteeism at DTVET, employees' attitudes towards job satisfaction factors that have an influence on absenteeism, must also be assessed and interpreted.

The literature reveals that there are many tools, which can be used to measure absenteeism within an organisation. The causes and cost of absenteeism for an organisation can be

determined with these instruments. Record keeping was highlighted as worrisome in the literature; therefore, organisations should keep regular and updated absenteeism records. This will hinder the effort of developing and implementing an effective strategy to combat and control absenteeism problems.

2.13   Costs of absenteeism

Employee absenteeism has both direct and indirect cost consequences. Absenteeism is a costly phenomenon and management in any organisation must investigate ways in which to reduce this problem. Various authors (Dunn & Wilkinson, 2002:229, Joensuu & Lindstrom, 2003:5, Mc Hugh, 2002:728 and Weller, 2000:66) believe that absence from work can generate costs in a number of ways. Employee absenteeism can create both financial and non financial costs to an organisation in various ways. Skirwe (2004:4) indicates that measuring absence related costs is a complex task. He cites the following reasons as complicating factors to support his view:

- The many different types of absenteeism, namely vacations, sick leave, family responsibility leave, injury on duty leave, short term disability and long term disability; and
- The fact that there are direct and indirect costs related to absenteeism.

Pizam and Thornburg (2000:212) state that the main challenge is costing absenteeism, as there are both direct and indirect costs involved. However, Dunn and Wilkinson (2002:229) note that one of the immediate observable and substantial costs resulting from employee absenteeism is the direct payment of sick pay to employees. Other absenteeism costs, according to commentators such as Ivancevich, Konopaske and Matteson (2007:184), lament: "Absenteeism, for whatever reason, is a costly and disruptive problem facing managers. It is costly because it reduces output and disruptive because it requires that schedules and programs be modified". This means that any form of absenteeism causes should be identified early, and managed appropriately all the time. When an organisation looses funds owing to excessive absenteeism, it should be a concern for management because cost implications affect the entire organisation's plans and systems, which may also lead to the organisation exceeding its budget owing to costs incurred by bringing in temporary employees, part time employees, poor service delivery or low productivity, as well as poor quality of service provision.

Absenteeism is expensive and its consequences, according to McHugh (2002:728), include sick pay, additional staffing costs, overtime, increased administrative costs, reduced employee motivation, negative work attitudes, poor interpersonal relationships, lost productivity and increased pressures on services and staff. This view is supported by Kumar, McCalla and

Lybeck's (2009:582) research, which found that 41.7 percent of employers believe that the costs of health care is the most serious challenge for their bottom line. However, Kumar *et al.* (2009:582) claim that health care costs are a solvable problem with 70 percent of costs driven by behaviour. They further report that any organisation can lower its health care costs by at least 15 percent if it has a behavioural management strategy.

Literature reveals that there are many considerable direct and indirect costs, which are associated with employee absenteeism. The true costs of absenteeism are even greater once the indirect costs such as low quality products, poor service delivery, lower customer satisfaction, and cost of decreased productivity are included. However, several authors (Dolezalek,2005:8; South African Press Agency, 2009:1; Wallance, 2009:124) believe that hidden costs include additional supervisory time, extra staff, overtime, employment of temporary employees, administration costs, training and development, training new employees, dissatisfied customers, schedule delays, effects of reduced service provision and loss of business. According to these authors, these costs are frequently under-estimated. Absence from work, less experienced replacements and the additional expenses of hiring substitute labour have a severe impact on the organisation in terms of loss of productivity, quality of service provided and possible loss of customers.

It is estimated that when the indirect costs are included, absenteeism costs British employers around £2500 per employee per year (Anon, 2008:1). However, Mercer (2008:1) reports that absenteeism, on average, costs organisations 36% of their payroll. To minimise these costs, the British government has called on occupational health practitioners, specialists and human resources professionals to collaborate to help to deal with chronic sickness absence problem by encouraging people to get back to work following illness or injury, as well as determining solutions to the phenomenon (Wallance, 2009:122).

2.13.1 Decrease in productivity

Excessive employee absenteeism can significantly drain productivity and profits, creating innumerable problems for supervisors and employees who report for work on a regular basis (Grobler *et al.*, 2006:123).

However, Grobler *et al.* (2006:23), posed this question: "But how productive can an employee really be when there is a sick child at home with a sitter, or when an aged parent is hospitalised and long term care is needed or when a spouse is told of an impending job transfer to a remote location"?

Barker (2007:26) argues that social circumstances such as a lack of proper housing, long travelling distances to work, unsatisfactory health care and nutrition, and, most importantly, HIV/AIDS are contributing factors to low productivity growth in South Africa.

2.13.2 Financial

It has become evident for many researchers (CIPD, 2006:14; Grobler *et al.*, 2006:124) that employee absenteeism is expensive, even though in reality it is only a few organisations that systematically record, monitor and evaluate the direct and indirect costs of absenteeism. Mercer's (2008:1) study identified three financial impacts of absenteeism as direct costs, indirect costs and administrative expenses, which are outlined below.

Direct costs: these include salary and other benefits that are paid to the employee while absent.

Indirect costs: these represent expenses for recruiting a temporary employee, acting allowance payments, costs of overtime, loss of productivity and loss of revenue.

Administrative costs: are additional costs that an employer incurs, for example,. office space and equipment, internal staffing, clinical support, and so on.

Flanagan and Finger (in de Wit, 2006:10) states: "Employee absenteeism is one of the most pervasive, persistent and challenging, problems confronting organisations. Many organisations fail to measure the real costs of absenteeism and erroneously conclude that it is just a minor annoyance. Some companies recognise the costs, but apparently are resigned to accepting high absenteeism as they do not take meaningful actions to reduce it ... It is only after absenteeism is accepted as a costly and serious problem that meaningful efforts to reduce it can be initiated and implemented".

DTVET's employees' absenteeism is costly to the government. While it seems difficult to precisely provide an estimate of absenteeism costs, a 2009 CIPD survey projected it to cost, on average, £784 per employee per year in public services, and in the education sector, in particular, £684 per employee per year CIPD (2009:14). This would mean that absenteeism will cost DTVET, because of its 1005 employees, approximately £687 420 annually. Research, which was conducted by Bowers shows that the cost of absence replacement in the United Kingdom's educational sector alone was estimated in 1999 to be in the region of £300 million (Rosenblatt & Shirom, 2005:210). A recent study by Kumar *et al.* (2009:583) also estimated that absenteeism costs UK businesses approximately $37 billion, while $15 billion was owing to presenteeism, and direct healthcare expenditure amounted $26 billion. Orrick (2004:1) asserts that absenteeism can lead to overtime payments, loss of income, productivity, service delivery

and can also amount to an additional 150 percent over the budgeted amount to cover vacancies with overtime costs.

2.13.3 Administrative

There are certain factors, which are true to the organisational environment, which causes or contributes to employees absenteeism. It is necessary to be aware of these factors because they can have a high absenteeism impact on the organisation's efficiency and effectiveness. As stipulated by Kleynhans, Markham, Meyer and Van Aswegen (2006:45), a good job design will lead to lower staff or employee turnover, as well as absenteeism.

Bydawell (2000:17) found that the lack of managerial skills to deal appropriately with the problems of employees contributes to a high rate of employee absenteeism in South African workplaces. Employees absent themselves from work, because they feel that they will not receive help from their supervisors when they experience problems.

Skirwe (2004:4) has proposed that absenteeism related costs amount to 12 percent of total compensation costs. He further categorised the costs as follows:

Table 2.3: Absence related costs as a percentage of total compensation

Category	Costs as a % Total Compensation
Payment for holidays	3.2%
Paid breaks	0.6%
Sick leave pay	2%
Payment for vacations	4%
Paid time off	1.6%
Family and medical leave pay	0.1%
Short term disability or accident insurance	0.2%
Long term disability or wage continuation	0.2%
Other time not worked	0.2%
Total	**12%**

Source: Skirwe (2004:4)

It is noteworthy that any kind of absence within the organisation should be measured and monitored in order for it to be able to be managed. However, the literature revealed that

organisations are increasingly acknowledging significant costs, which are associated with excessively high levels of employee absenteeism.

CIPD (2006:10) provided a formula, which was devised by Hugo Fair in 1992 as an example to assist organisations to calculate the costs of absenteeism. This formula was adjusted to make provision for Botswana's Pula currency.

Cost of absenteeism

Number of employees		....	(a)		
Average weekly wage		P............	(b)		
(a) X (b)		P..............	(c)		
(c) X 52		P................	=	total annual paybill	

Total absence in days per year .... (d)
Total number of
working days per year .... (e)
[(d) X 100]/ (e) .... (f) = absence rate (%)
[(b)/5 X (d)] P.............. (g) = absence cost per year

Potential cost saving

Target reduction in
total days absent per year _____ (h)

Source: **CIPD (2006:10).**

Research findings indicate that between 12% and 18% of total payroll cost is owing to absenteeism (Mercer, 2008:1; Skirwe, 2004:4). It becomes vital for organisations to recognise the extent of absenteeism phenomon, especially unscheduled absenteeism culture, owing to the high costs associated with it.

2.14   Consequences of absenteeism

High employee absenteeism can impact negatively or positively on an organisation's capacity to meet its organisational strategic goals and objectives. According to Robbins *et al.* (2009:18), absenteeism can have both negative and positive consequences for an organisation. The consequences of employee absenteeism are the driving forces that compel line managers to

consider at this issue in depth. They cite the impact on lost production and the reduction on quality as being the negative consequences. They then refer to the positive impact that could be derived from a fatigued employee's absence when the nature of his work requires such an employee to be mentally alert.

Goodman and Akin (in Kruger, 2008:23) suggest that organisations should know that absenteeism comprise both negative and positive consequences for different types of groups. This group includes, but is not limited to the individuals themselves, their co-workers, the larger work group, the organisation and management, trade unions, the family, and society, at large. According to Kruger (2008:23), absenteeism effects are mostly not felt immediately and absence duration can always determine various outcomes. Therefore, it is the responsibility of all stakeholders to ensure that absenteeism is continually monitored and managed effectively.

The table below highlight that absenteeism has effects on different communities within society. However, in spite of effects, the absenteeism is not only associated with negative results.

Table 2.4:   Positive and negative absenteeism effects

	POSITIVE	NEGATIVE
Individual	Reduction of job related stress	Loss of pay
	Meeting of non work role obligations	Discipline: formal or informal
	Benefits of compensatory non work activities	Increased accidents
	Compliance with norms to be absent	Altered job perception
Co workers	Job variety	Increased workload
	Skills development	Undesired overtime
	Overtime payment	Increased accidents
		Conflict with absent worker
Workgroup	Greater crew flexibility in responding to absenteeism and to production problems	Decreased productivity
		Increased accidents
Organisational management	Greater knowledge base in the workforce	Decreased productivity
	Greater labour force flexibility	Increased costs

		More grievances
		Increased accidents
Union officers	Articulated, strengthen power position	Weakened power situation
	Increased solidarity among members	Increased cost in processing grievances
Family	Opportunity to deal with health or illness problems	Less earnings
	Opportunity to manage marital problems	Decline in work reputation
		Aggravated marriage and child problems
	Opportunity to manage child problems	
	Maintenance of spouse's earnings	
Society	Reduction of job stress and mental health problems	Loss of productivity
	Reduction of marital related problems	
	Participation in community political processes	

Source: **Goodman and Atkin (in Kruger, 2008:23)**

Furthermore, organisations will experience both frustrated managers and supervisors owing to absenteeism, since they will be unable to complete their projects in time with the same budget. The other frustration may stem from the fact that because the department operates with fewer employees, this may lead to non achievement of its set objectives.

Based on the above information, it is evident that employee absenteeism has a multi faceted impact on the individual employee, management of the organisation, society and in the technical and vocational education sector environment, it can seriously hamper efficiency and effectiveness. The empirical evidence also shows that employee absenteeism can be mitigated in many ways, but cannot completely be eradicated.

2.15 Strategies for managing absenteeism

Grobler *et al.* (2006:124) state that in an effort to reduce employee absence, organisations must establish strategies that address both the motivation and the ability of employees to attend work. Employees' motivation can be enhanced through a proper match between the employee and the job, job enrichment, rewards for good performance, people oriented supervision and clear attendance standards. Ability to work could include creating a safe and healthy work

environment, providing day care facilities at the workplace, creating programmes for troubled employees, programmes to reduce job stress, as well as providing recreational and exercise facilities.

The purpose of an attendance management system, according to Anon (2010:3), is to develop a willingness on the part of all employees to attend work regularly and to assist them in motivating their co-workers to attend work regularly as well. This can be done through:

- Addressing the physical and emotional needs of employees;
- Communicating the attendance goals of the organisation so that employees can understand and identify with them; and
- Dealing with cases of excessive absenteeism effectively and fairly so that deterrence can occur.

According to the Anon (2010:3), the successful administration of an attendance management programme requires managers and supervisors to be aware of and to create work environments in which the following assumptions about employees' behaviours and characteristics can be actualised:

- The greater the extent to which individuals identify with the goals of the organisation and care what happens to it, the greater their motivation to attend regularly;
- The more people find their jobs meaningful, the greater their motivation to attend regularly;
- As employees' workload increases owing to the absence of the co-worker, peer pressure is exerted on the absent co-worker to attend on a regular basis;
- The more people like working for the organisation, the higher their motivation to attend regularly. Recognition of good employee attendance helps to improve regular attendance;
- Employees will have a lower absence ration if they feel free to discuss their on-the-job problems with their immediate supervisor;
- Employees with a low absence ratio have attitudes of confidence and team spirit; and
- Low absence ratio employees are found to be more satisfied with opportunities for promotion and advancement.

A wealth of literature is available, which discusses the best way to manage absence. However, it is clear that there is no one right answer. Organisations can make use of different interventions to curb employee absenteeism in the workplace. It is always advisable that whatever the intervention the organisation chooses, it should take a strategic approach.

On the contrary, the use of return to work interviews was considered to be the most effective intervention for 74 percent of organisations, which introduced the strategy (CIPD, 2009:26). Nonetheless, sickness absence policies probably hold the overall key to managing absence (Bennett, 2002:438), as the use of return to work interviews and many other interventions are only effective when conducted as part of a more holistic process. It is crucial that organisations are aware of their absenteeism statistics, as these will reveal the organisation status, hence appropriate action can be taken. Furthermore, it will enable benchmarking across other departments and even organisations.

According to the National Association of Professional Employer Organisation, a substantial percentage (41.7%) of employers regard health care costs as the most serious challenge for their triple bottom line (Kumar *et al.*, 2009:582).

However, Kumar *et al.* (2009:582) claim that health care costs are a solvable problem with 70 percent of costs driven by behaviour. They further report that it is possible for any organisation to reduce its health care costs by at least 15 percent, which would be achieved through implementation of a behaviour driven health care strategy.

Regarding the solutions of employee absenteeism, Grobler *et al.* (2006:124) presents the following strategies:
- "Creating a safe and healthy work environment;
- Providing day care facilities at the workplace;
- Creating programmes to assist troubled employees;
- Providing programmes for reducing job stress; and
- Providing recreational and exercise facilities".

Some of the alternative strategies, which are discussed in this study include introduction of absenteeism policies, flexible working practices, employee assistance programmes and wellness programmes.

2.15.1 Absenteeism policies

One of the ways of establishing sound employment relations is a fair absenteeism policy. Grobler *et al.* (2006:125) warn that employee absenteeism may continue in spite of the use of absence control methods: if there is no written absenteeism policy in the company there will be inconsistent enforcement of the policy, as well as a lack of absence documentation in the

organisation. Where there is a sick leave policy in the organisation, it is, however, true that many employees abuse the provision for paid sick leave as contained in the policy.

Unscheduled absenteeism costs organisations millions in currency in terms of productivity loss, medical costs and poor morale. It is estimated that many employees are exploiting the system by taking unnecessary sick leave. Both Pierce (2009:21) and Pillay (2009:9) emphasise that it is important for organisations to have an attendance or absenteeism policy to monitor the extent of the problem.

According to a study, which was conducted by McHugh (2001:48) among local government employees, twenty four percent revealed that absence levels were low. It was explained that it was so because the organisation has a good absence management policy, which is fully implemented within the organisation. Another reason given by McHugh (2001:48) for low absenteeism was a lack of tolerance within the organisation with regard to sickness absence.

The above suggests that developing, implementing and monitoring of an absenteeism policy is important in an organisation's attempts to effectively manage employee absenteeism. It is also clear that for the absenteeism policy to be effective, it should be consistently applied.

2.15.2 Training and education

According to Chang and Lee (2007:156), any organisation's success is dependent on continuous learning of its workforce, as they will create new knowledge and add value to the organisation.

Munro (2007:22) cites under-trained supervisors as the main cause of employee absenteeism in the workplace. Therefore, all employees within the organisation, starting with the most senior employee (director) can benefit considerably from training that is designed to educate and raise awareness about the causes, costs and consequences of absenteeism in an organisation. In most cases, organisation managers express unwarranted perceptions and fears about frequently sick employees. They are seen as incompetent, unproductive, unprofessional, incurring costs to the organisation or unable to deal with pressure and demands of the job.

The above information highlights the need to equip supervisors and all managers with supervisory skills, and the value of managing absenteeism in the workplace.

2.15.3 Flexible working practices

Flexible working practices include flexible work schedules, compressed work weeks and telecommuting. Robbins (2003:476) states that recent studies discovered that employees want jobs that give them flexibility in their work schedules to enable them to better manage work/life conflicts. A compressed week (Schermerhorn *et al*., 2003:164) is a four day week with employees working ten hours a day, or the "4/40" as it is commonly known.

However, O'Brien and Hayden (2008:206) argue that hours can also be scheduled into 3,4 or 4,5 days a week or 8,9 days out of a fortnight. Telecommuting is a practice which allows some employees to perform part of their work at their homes for at least two days in a week, mostly this is done through a computer that is linked to their office (Robbins, 2005:219; Robbins *et al*., 2009:174). Schermerhorn *et a*l. (2003:166) state that a similar concept was introduced at the Canadian IBM Corporate offices, however, employees report at the workplace only for special meetings, and they term this flexi place.

Benefits of flexible working practices

Employer benefits

Emerald (2008:9) summarises the organisation's benefits as follows:

- Improved performance on service delivery and customer satisfaction;
- Efficiency savings;
- Reduced recruitment and retention costs;
- Positive impact on environment;
- Improved employee morale, productivity and loyalty; and
- Less absenteeism, tardiness, turnover and more commitment (Schermerhorn *et al*., 2003:165).

Employee benefits

The following are benefits for employees:

- Shorter commuting time;
- More leisure time;
- More job satisfaction; and
- Greater sense of responsibility (Schermerhorn *et al*., 2003:165).

CIPD (2008:3) report that flexible working is among the top three highly rated strategies to manage absenteeism. In support of the above assertion, Emerald (2008:9) indicates that

sickness absence in the UK's public sector was reduced to 50% through introduction of flexible working arrangements.

2.15.4 Employee Assistance Programmes

The other alternative by which organisations can assist employees who have personal or family problems, which affect their work is through employee assistance programmes. EAPs are services that are provided by the employer at the workplace to help employees deal with life difficulties such as health, personal, marital, alcoholism, substance abuse and other problems.

Luthans (2008:269) confirms that some of the US organisations with fifty or more employees had introduced and implemented EAPs and had been able to reduce unnecessary absenteeism, health care costs, as well as disciplinary problems in the workplace. According to Nel *et al.* (2008:318), EAPs are important interventions with a variety of services provided to identify problems that are associated with substance abuse, finance, relationships and health wise, employees. The authors further highlight that these problems affect employees' wellbeing, as well as their work performance. A study by Grobler *et al.* (2006:398) identified that at least 10 percent of the total workforce in any organisation is troubled at any given time.

Hence, EAPs are valuable for both the employee and the employer, as the organisation will have a physically and emotionally strong workforce, because whenever there is work or personal problems that need professional attention, the facilities will be available and accessible to the employees within the workplace. This means that the employee will be satisfied and the organisation should expect a highly motivated employee, hence less absenteeism and higher productivity in return.

2.15.5 Wellness programmes

Kumar, McCalla and Lybeck (2009:584) suggest that wellness has been defined in many different ways, but if it is considered a lifestyle approach that pursues elevated states of physical and psychological well-being, while an effective strategy is to integrate the employee assistance programmes into the wellness program. According to Nel *et al.* (2008:317), wellness programmes emphasise health, self development, growth, knowledge and awareness of employees' wellbeing. The authors emphasise that the objective of a wellness programme is not the elimination of symptoms of disease, but to help foster lifestyles that will enable employees to achieve their full physical and mental potential through health awareness (Nel *et al.*; 2008:317).

2.15.5.1 Types of wellness programs

According to Stanwick, Stanwick and Muse (1999:17), workplace wellness programs can be viewed as having two components:

- **Organisational wellness** –involves managing both business functions and employee well being in a manner that allows the organisation to be resilient to environmental pressures.
- **Personal wellness** –involves managing both psychological and physical issues in response to environmental stress, including one's work environments.

McHugh (2001:44) that "the underlying assumption ... is that organisational health is heavily dependent upon the health and well being of employees. Furthermore, it is argued that individual and organisational health care interdependent entities".

Organisations across the world continue to be impacted by both health care and absenteeism expenses that have increased far past the rate of inflation. McHugh (2001:45) reports that "it is acknowledged that absence from work is a growing problem for organisations in general ...". Organisations have attempted to limit the increase of those costs in order to maintain their competitive advantage (Kumar *et al.*, 2009:581). One method of reducing long term health care costs is to introduce and promote employee wellness programs.

Church and Robertson (1999:305) posit that any decrease in health care costs, employee injury, disability payments or absenteeism can amount to significant savings for an organisation, in addition to an increase in morale and productivity. Kumar *et al.* (2009:582) report that any organisation that introduces wellness programs as part of their strategy can reduce their health financial costs by 15 percent.

2.15.5.2 Benefits of wellness programs

The literature on wellness programs suggests that there are significant benefits for both the employee and employer for organisations, which introduce, implement and monitor these programs in the long term. This view is supported by Robbins *et al.* (2009:507) with the assertion that "... most of those firms that have introduced wellness programmes have found significant benefits".

Employee benefits

Makrides, Heath, Farquharson and Veinot (2007:181) summarised the benefits of employee wellness programs as follows:

- "happier employees who "enjoy their work but are not totally married to it" and
- "who want to come to work";

- a spirited, vibrant workplace where people get along;
- decreased levels of risk factors; and
- employees are able to mange stress effectively; enjoy better health, which in turn means reduced absenteeism from work because of illness" and greater productivity (Treven *et al.*, 2005:467).

Employer benefits

Makrides *et al.* (2007:181), claims that employers who introduce wellness programs will enjoy the following benefits:

- "increased productivity and quality of service;
- increased employee morale;
- decreased absenteeism;
- improved retention and decreased turnover;
- decreased sick time and disability;
- lower health care costs;
- improved recruitment; and
- improved corporate image".

Wellness programs are an important long term tool that organisations can use to combat rising health costs and help employees live healthier lives. Most importantly, successful wellness programs empower individuals to make positive changes in their work and normal life. When individuals are healthy they are likely to improve their workplace performance and productivity, whilst reducing health care costs that are related to unhealthy lifestyles.

Finally, several authors (MacLean, 2008:400; Stanwick *et al.*, 1999:25) indicate that for a wellness program strategy to be effective and successful in an organisation, the following should be considered:

- The aims of any strategy need to be clear and understood by all members of an organisation;
- Any strategy should go beyond simple control procedures, and deal with the more fundamental issue of creating a working environment that encourages high levels of attendance;
- Any strategy should emphasise the employer's commitment towards developing and maintaining a positive working environment and motivated staff;
- It should emphasise responsibilities, not just of line managers and overall managers, but also of the individual;

- Statements made in support of a positive strategy must be demonstrated and supported by the actions of management;
- Strategy may involve reviewing organisational structure and management style;
- Must have buy in from all stakeholders;
- Must be proactive in its approach;
- Must meet stakeholder needs;
- Must be aligned with the business strategy; and
- Must add value to the organisation and employees in terms of effectiveness, efficiency, productivity and profitability". Nel *et al.* (2009:66) add that, "the HR contribution to adding value is, therefore, the blueprint for the future of...the success of organisation objective achievement".

The above information suggests that there are various tools that organisations can use to manage employee absenteeism.

2.16   Job satisfaction

Based on the literature evidence, the relationship between absenteeism and job satisfaction is evident, and thus job satisfaction is a reliable contributing factor towards absenteeism (Cohen & Golan, 2007:428; Hitt, Miller & Colella, 2006:177; Metle, 2003:603; Oshagbemi, 2003:1210).

According to Josias (2005:51), job satisfaction influences other organisational variables such as productivity, turnover and absenteeism. Pizam and Thornburg (2000:213), assert that low employee morale, dissatisfaction with earnings and poor working conditions are also important contributory factors to absenteeism. A study conducted by Swarnalata and Sureshkrisna (in Tiwari, 2014:10) revealed that there is a direct linkage between employee absenteeism and job satisfaction. On the basis of the assertion that job satisfaction has an influence on absenteeism, the researcher wanted to ascertain the perceptions of DTVET employees on the causes of job satisfaction.

This section therefore examines job satisfaction and its definitions, different theories of job satisfaction and, lastly, discusses consequences of job satisfaction. Different job satisfaction definitions are examined, and theories pertaining to job satisfaction are also discussed. Finally, some of the consequences of job satisfaction will dicussed in detail.

2.17 Introduction

Job satisfaction is a complex concept and the most thoroughly investigated organisational variable that has a potential impact on employee attendance. Researchers have proposed different theories, models and reviews to explain it. Despite the extensive research, job satisfaction within the vocational education sector in Botswana has not been researched.

According to Schermerhorn *et al.* (1994:159): "Job satisfaction is a specific attitude that indicates the degree to which individuals feel positive or negatively about their jobs. It is an emotional response to one's tasks as well as the physical and social conditions of the workplace. Often, job satisfaction is measured in terms of feelings about various job facets, including the work itself, pay, promotion, co workers and supervision".

Job satisfaction is associated with organisation commitment, turnover intensions and absenteeism. These variables are a cost to organisations, because they contribute to poor performance and high employee turnover (Koh and Boo in Okpara, Squillance & Erondu, 2006:178).

Absenteeism levels tend to be low when employees feel that their jobs are important, and absenteeism levels tend to increase when job satisfaction is low. High job satisfaction will not necessarily result in low levels of absenteeism, but it is likely that low job satisfaction will result in increased levels of absenteeism (Luthans, 2005:216).

Metle (2003:603) points out that a reliable predictor of absenteeism and employee turnover is job satisfaction. Luthans (2005:216) also agrees that there is an inverse relationship between satisfaction and absenteeism. However, according to Westover, Westover and Westover (2010:375), there is a weak negative relationship between job satisfaction and absenteeism.

Although previous studies have shown a mixed relationship between job satisfaction and absenteeism, evidence shows that a relationship exists between these two variables.

Friday and Friday (2003:429) indicate that the most common and important facets of job satisfaction are the ones that are measured by the Job Description Index. These facets involve satisfaction with work itself, satisfaction with pay, satisfaction with promotion, satisfaction with supervision, satisfaction with co workers as well as job satisfaction, in general (Friday and Friday, 2003:429). It is, therefore, clear that in this study factors other than absenteeism should also be considered and probed in the empirical study.

2.17.1 Definitions of job satisfaction

There are a number of definitions and views on the nature of job satisfaction in the literature. The first question relates to what is job satisfaction and how do we define job satisfaction? Due to voluminous studies on job satisfaction, there are various definitions of job satisfaction.

Job satisfaction is a widely researched topic and yet a complex phenomenon, therefore, it has numerous definitions. Job satisfaction can be defined as a "pleasurable feeling that results from the perception that one's job fulfils or allows for the fulfilment of one's important job values" (Noe, Hollenbeck, Gerhart & Wright, 2006:436) or one can alternatively say that it is the difference between the amount of some valued outcome that a person receives and the amount of that outcome that the person thinks he or she should receive (Grobler *et al.*, 2006:128).

Robbins and DeCenzo (2004:229), refer to job satisfaction as an employee's general attitude towards his or her job. However, job satisfaction is seen as a collection of feelings that an individual holds towards his or her job (Robbins, 2005:29). People with a high level of job satisfaction tend to have positive attitudes towards their jobs, while people who are dissatisfied with their jobs have a tendency of being negative about it.

Job satisfaction can also be defined as an affective or emotional response towards various facets of one's job (Kreitner & Kinicki, 2007:192). According to Cohen and Golan (2007:420), "job satisfaction is the affective variable most often associated with absenteeism, in an approach that treats absences as responses to adverse work environments".

Job satisfaction is a positive feeling about one's job resulting from an evaluation of its characteristics (Robbins *et al.*, 2009:20).

According to Locke's most common definition, job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Luthans, 2005:211).

Topper (2008:287) quotes Blum and Naylor who state: "Job satisfaction is a general attitude of the workers constituted by their approach towards the wages, working conditions, control, promotion related with the job, social relations in the work, recognition of talent and some similar variables, personal characteristics, and group relations apart from the work life".

However, Hoppcock (in Wickramasingbe, 2009:413) views job satisfaction as any combination of psychological, physiological and environmental circumstances that lead to an employee's perception that he/she is satisfied with his/her job.

According to Luthans (2005:212), there are three important dimensions to job satisfaction. Firstly, job satisfaction is an emotional response to a job situation. Therefore, it cannot be seen, it can only be inferred. Secondly, job satisfaction is often determined by how well outcomes meet or exceed expectations. For example, if employees perceive that they are working harder than others within the organisation, but they are less rewarded, they will probably have negative attitudes towards colleagues, supervisors or the organisational reward strategy. Conversely, if they perceive that they are rewarded comparable to their effort, they will perceive that fairness and equity prevails and they are likely to have a positive attitude towards their job. Thirdly and finally, job satisfaction represents several related attitudes, which are the most important characteristics of a job and towards which people have an effective response. These factors include: the work itself, pay, promotion opportunities, supervision, co-workers etc.

Some authors (Grobler *et al.*, 2006:116; McHugh, 2002:733; Nel *et al.*, 2008:585; Robbins *et al.*, 2009:78) agree that the most important factors, which affect job satisfaction are the work itself, pay, promotion opportunities, supervision and co workers. However, a survey, which was conducted by Aksu and Aktas (2005:480) reflected that: "factors influencing job satisfaction are: salary, type of job, physical conditions, relations with colleagues, security, promotion opportunities, empowerment, status, financial and morale awards, training, being involved in decision making, communication, social activities, policy and management of organisations".

According to Chen and Silverthorne (2008:574), it has generally been established in prior research that there are several determinants of job satisfaction. These are: organisational rewards, systems, factors such as power distribution and centralisation and individual differences such as self esteem and the need for achievement.

Spitzer (in Droussiotis and Austin, 2008:210) believe that the most common employee demotivators at the workplace include office politics, being taken for granted, unnecessary rules, dishonesty, unproductive meetings, unfairness and over control.

2.18   Causes of job satisfaction

Job satisfaction is a complex phenomenon influenced by individual and work environment factors. These factors have been grouped according to personal and organisational factors (Nel, *et al.*, 2008:584).

The personal factors include personality, status, seniority, and life satisfaction (Nel *et al.*, 2008:585). Organisational factors that affect job satisfaction were identified as pay and benefits, the work itself, the supervisor, relationship with co workers and working conditions. Personal factors, as identified by Nel *et al.* (2008:584), are discussed in detail below.

2.18.1 Personal sources of job satisfaction

Personality

Personality refers to long lasting factors that describe how people generally tend to interact with others and their environments (Martocchio & Jimeno, 2003:231). This means that an employee's behaviours are influenced by both their colleagues and work environment. For Robbins and Coulter (2005:350), an individual's personality means "the unique combination of psychological characteristics that affect how a person reacts and interacts with others". The outcome of the reaction would be determined by the way that an individual perceives interaction, which might be positive or negative.

Status

Status is defined as a social position that an individual holds in comparison to others in the same group (Nel *et al.*, 2008:381). These authors elaborate further that status is needed because it is an important motivational factor. According to Frank (in Pfeifer, 2010:61), status refers to "the relative wage position of a worker in his firm". This is supported by Topper (2008:287) who states that: "There is a constant relationship between the professional status and the job satisfaction". If employees believe that there is no promotional advancement they will be dissatisfied, whereas if they perceive availability of promotion advancement, they will be motivated to work hard to achieve the desired performance.

According to Aksu and Aktas (2005:480), status is an important factor since it increases job satisfaction. If employees are satisfied then there is possible increase in performance levels, which will ultimately lead to increased productivity. An organisation with satisfied employees will provide customers with quality service. Furthermore, satisfied employees will avoid unnecessary absenteeism.

Seniority

Jobs in most organisations are classified and structured in terms of levels of responsibility. The responsibility will encompass competencies, skills, knowledge and abilities, as well as power and authority entrusted to that position. Seniority, therefore, is determined by accountability that the position has within the organisation. According to Oshagbemi (2003:1216), seniority refers to an individual's job status in an organisation.

Research indicates that seniority levels increases job satisfaction (Oshagbemi, 2003:1216). According to a study that was conducted by Oshagbemi (2003:1217) in UK universities, seniority is a predictor of job satisfaction, however, the author highlights that the results indicated that employees in high positions were more satisfied with their job than employees in lower positions.

Life satisfaction

Regarding life satisfaction, Luthans (2005:214) states that "there is also evidence of a positive relationship between job satisfaction and life satisfaction and that the direction of causality that people who are satisfied with their lives tend to find more satisfaction in their work". This implies that if employees accept themselves as people who want to make some contribution in the organisation, then this will translate into job satisfaction.

However, Hart (in Droussiotis & Austin, 2008:209) concludes that job satisfaction contributes to life satisfaction. If employees are happy with their jobs, they will be able to lead a happy life. On the contrary, Lawler (in Droussiotis & Austin, 2008:209) views job satisfaction as a measurement for the quality of life in an organisation. Therefore, it is critical for organisations to ensure that they provide this component because it is one of the most important that employees need.

2.18.2 Organisational sources of job satisfaction

Several authors (Grobler *et al.*,2006:116; Luthans, 2008:142; McHugh, 2002:733; Nel *et al.*,2008:585; Robbins *et al.*,2009:78) agree that job satisfaction involves the following organisational factors: the work itself, pay, promotion opportunities, supervision, co workers and working conditions. However, research findings of a study, which was conducted among 12 Cyprus companies by Droussiotis and Austin (2008:212) revealed that employees' job satisfaction includes: pay, benefits, job security, opportunity to advance and opportunity for personal growth. These factors have a significant contribution towards job satisfaction and absenteeism. In summary, organisational factors which influence job satisfaction include the

work itself, pay, promotion opportunites, supervision, co-workers and working conditions are discussed in detail below.

The work itself

The content of the work itself has been viewed as a major source of satisfaction (Luthans, 2008:142). Feedback from the job itself and autonomy are two important job related motivational factors. In support of this view, Nel *et al.* (2008:585) indicate that: "People have a preference for interesting and challenging tasks that provide opportunities for self actualisation and recognition". However, Grobler *et al.* (2006:116) argue that for employees to be satisfied by their jobs, the job should not only be interesting and challenging, but it should allow them to determine how it is done. Therefore, it is important for organisations to create or design jobs, which are interesting in order to attract, retain and increase levels of job satisfaction for their employees.

According to Friday and Friday (2003:427), if a job is highly motivating, employees are expected to be satisfied with its content and will deliver high quality work, which will possibly lead to lowering absenteeism rates.

Pay

Wages and salaries have significant influence on job satisfaction. According to Luthans (2005:242), pay is regarded as the most basic need in the work environment for an employee in Maslow's hierarchy of needs. Luthans (2008:143) adds that "wages and salaries are recognised to be a significant but cognitively complex and multidimensional factor in job satisfaction".

People perceive their remuneration as an indication of what they are worth to the organisation (Nel *et al.*, 2008:585). Therefore, employees are motivated to go to work so that they can be paid to satisfy their basic needs. However, if pay is perceived to be inadequate, employees might be dissatisfied and some will resort to terminating the employment contract with the organisation, while others will absent themselves. This view is supported by Droussiotis and Austin (2008:212) who assert that pay is an important factor of job satisfaction in the workplace. This concurs with Wiley's (in Droussiotis & Austin, 2008:210) assertion that 40 years of studies of job satisfaction have shown that pay continues to be of the most often mentioned factor involved in job satisfaction.

Luthans (2008:143) believes that fringe benefits are also important to employees, but they are not as influential because employees normally do not know how much they are receiving in benefits.

Literature reveals that pay alone does not motivate employees. Employees are also motivated by other non-monetary rewards such as pension, medical aid, career development, and so on. However, it appears that pay does indeed have an impact on job satisfaction.

Promotion opportunities

Promotional opportunities seem to have a varying effect on job satisfaction. Promotions are effected in many different forms and have a variety of accompanying rewards. For example, individuals who are promoted on the basis of seniority often experience job satisfaction, but not as much as those who are promoted on the basis of performance (Luthans, 2008:143). Similarly, a ten percent salary increase is typically not as satisfying as one with a 20 percent salary increase.

According to Friday and Friday (2003:429), satisfaction with promotion assesses employees' attitudes towards the organisation's promotion policies and procedures. Employees will be satisfied if they perceive that promotional opportunities are awarded on merit and policies and procedures are applied fairly and consistent. Furthermore, promotions are part of the social exchange and, therefore, offer employees opportunities to prove themselves, personal growth increased responsibilities and status.

Advancement opportunities are important to employees because these will give them an opportunity to develop and learn new skills, which will ultimately improve satisfaction with their jobs (Grobler *et al.*, 2006:116). The availability of advancement opportunities is important for competition among employees because this will increase job performance and productivity. Also, employees are unlikely to leave the organisation if there are more opportunities. Rhodes and Steers (in Erickson *et al.*, 2000:250) add that opportunities for advancement will have an effect on absenteeism through job satisfaction.

Supervision

Supervision is another moderately important source of job satisfaction. According to Luthans (2008:143), there seems to be two dimensions of supervisory style. One is employee centeredness, which is normally measured by the degree to which a supervisor takes a personal interest in the welfare of the employees. Participation or influence is the other

dimension, as illustrated by managers who allow their employees to participate in decisions that affect their jobs.

According to Chen (2001:650), supervisors act as organisational agents, therefore, their behaviours should have a significant bearing on their subordinates' behaviours, which will lead to either positive or negative attitudes. A finding of his study states that the supervisor plays a more pivotal role in the influence of subordinates in the work environment than the organisation itself. This may be attributed to the fact that the supervisor is the only person who interacts directly with the employee in the workplace. Therefore, supervisors can contribute to employees' high or low levels of morale. McHugh (2002:733) emphasises that the quality of relationships between management and staff would appear to influence absenteeism. McHugh further observed that a good relationship fosters higher levels of attendance. However, that poor quality relationships frequently exist was also expressed on a number of occassions.

Satisfaction with supervision, according to Friday and Friday (2003:430), assesses how satisfied the individual employee with feedback from the supervisor. Therefore, "job satisfaction is considerably improved when supervisors are perceived to be fair, helpful, competent and effective" (Grobler *et al.*, 2006:116). The relationship between supervisors and their subordinates is important for the betterment of the organisation.

Co-workers

The nature of the work team will have an effect on job satisfaction. Friendly cooperative workers are a modest source of job satisfaction for individual employees. Having a pleasant friendly and supportive colleague serves as a source of support, comfort, advice and assistance to individual employees, hence lead to increase in job satisfaction. A good work team makes the job more enjoyable (Luthans, 2008:143).

Employees will feel important and recognised in the organisation if they perceive that both their colleagues and superiors care about them. "Good relations among colleagues, having the support of superiors and subordinates will generally create a feeling of contentment in... establishments" (Aksu & Aktas, 2005:481). Feelings of a sense of belonging will enhance happiness, which will possibly translate into productivity within the organisation.

Therefore, it is important for organisations to ensure that there is free communication flow between employees and superiors to enhance their interaction.

Working conditions

Working conditions have an influence on job satisfaction. Working conditions refer to physical layout of the work environment aspects such as temperature, lighting, noise and ventilation. If working conditions are good (clean, attractive), employees will find it easier to carry out their jobs (Luthans, 2008:144). Nel *et al.*, (2008:585) argue that working conditions are not adequately taken into consideration by organisations. Working conditions can have both negative and positive effects on employees' job attitudes and reactions to their jobs. Work environment includes both physical and psychological, which encompass the following: lighting, temperature, noise, office arrangement, peer relationships, warmth, perceived rewards, supervisory style, job satisfaction, low morale, sick leave entitlement, inadequate remuneration and poor working conditions (Hitt, Miller & Colella, 2006:248; Pillay, 2009:2).

A caring climate is relevant in professional, service or public organisations, where the value of caring is intrinsic to the type of work and relationships with clients, and permeates other facets of organisational life (Shapira-Lishchinsky & Rosenblatt, 2010:166). However, several authors (Buitendach & De Witt; Roberts & Roseanne in Bellou, 2010:5) contend that employees feel satisfied when their workplace can meet their expectations by allowing them to utilise their abilities, values and experiences.

Contrary to the above, Aksu and Aktas, (2005:480) state that "working conditions and factors that affect working conditions are the most important factors affecting productivity". Organisations must ensure that the working environment is conducive for employees to do their job satisfactorily. Also, organisations can prevent job dissatisfaction by promoting health and safety in the work environment. Workplace health and safety legislation contains a number of provisions with which both the employer and the employee alike are obliged to comply, especially regarding proper clothing, equipment and hazardous materials. Therefore, collaboration between employees and management to ensure working conditions that promote physical and emotional health, balancing of work and family responsibilities, is in the interests of both parties. Not only does it enable the parties to meet legal obligation requirements, but it also contributes to a reduction of absenteeism rates, avoidance of law suits, reduction in health care costs, increased productivity and performance and job satisfaction.

2.19   Theories of job satisfaction

It is important to engage with theories around job satisfaction in this academic research. According to Schermerhorn, Hunt and Osborn (2003:103), motivational theories are categorised into three, mainly reinforcement, content and process. This study focuses on content and

process theories. Nel *et al.* (2008:337), believed that content theories are the 'what' of motivation, while process theories are viewed as the 'how' part of motivation. Content theories' focal points are on the needs and factors that motivate behaviour, whereas process theories concentrate on the emergence of behaviour and the factors that affect the strength and direction of the behaviour (Nel *et al.*, 2008:337). Aspects that motivate employees may include issues of psychological need for safety, job security, respect and status, which lead to self respect and self fulfilment (Schermerhorn, 2006:354).

The following content theories are discussed in this study: Maslow's hierarchy of needs, Herzberg's two factor theory and McClelland's achievement motivation theory. Process theories that are focused on include: The Valence Instrumental Expectancy theory, Equity theory and Goal setting theory.

2.19.1 Content theories

Maslow's hierarchy of needs

Maslow's five basic levels of needs are:

Level one: According to Kreitner and Kinicki (2007:237), Maslow's hierarchy of needs is divided into five levels. They state that level one of the hierarchy refers to the satisfaction of physiological needs, which include basic needs such as food, water, air and housing. "Money is one organisational award that is potentially related to these needs, to the extent that it provides for food and shelter" (Hitt, *et al.*, 2006:199). Basic needs in the workplace context will include, reasonable pay, pleasant working conditions and, where possible, cafeteria facilities.

Level two: After physiological needs have been satisfied, employees become concerned with meeting their safety needs. These needs include security and protection from physical and emotional harm (Kreitner & Kinicki, 2007:237; Robbins, 2003:156). Hitt *et al.* (2006:199) state that people at this level consider their jobs as security factors and are willing to protect them. However, the authors state: "These employees might be expected to engage in low risk job behaviours, such as following rules, preserving the status quo and making career decisions based on security concerns". Employees need assurance that they are physically and psychologically safe in the workplace to instil commitment (Mullins, 2005:483). Employers should also ensure that compensation and benefits give employees prerogative to choose the suitable package. Therefore, organisations can satisfy this need by offering flexible packages and permanent jobs as security.

Level three: According to Robbins (2003:156), level three refers to social needs that entail the need for affiliation, focusing on the relationship with co workers or subordinates. "Good relations among colleagues, having the support of superiors and subordinates will generally create a feeling of contentment in a vocational education sector establishment" (Aksu & Aktas, 2005:481). Organisations should ensure that their supervisors or line managers have the required competencies to lead their respective teams. Employers should register their employees with professional associations to allow them to interact not only within, but also externally.

Level four: Once an individual employee satisfies the social needs, they turn their focus on meeting the esteem needs. Esteem needs exist at the fourth level of the hierarchy and relate to feelings of self respect and respect from others. According to Hitt et al., (2006:200), people in this category desire recognition, achievement, status and power. Employees in this category aspire to be recognised through high job status, and they like to get feedback from their jobs. Organisations can satisfy employees' needs through pensions, health insurance, severance pay, employee assistance plans, and so on (Luthans, 2005:242).

Level five: Self actualisation needs are the fifth level of Maslow's hierarchy of needs. According to Robbins *et al.* (2009:145), self actualisation needs include the need for growth, the need to achieve one's potential and, finally, the need for self fulfilment. Organisations should create opportunities for creativity and innovation and reward them. "People who have become self actualised are self fulfilled and have realised all their potential" (Luthans, 2005:241).

Despite being used for centuries, Maslow's hierarchy of needs has been criticised for lack of empirical evidence to support the theory, and several studies that sought to validate the theory, found no support. Robbins *et al.* (2009:145) argue that there is little support found that needs structures are organised along the scope suggested by Maslow.

Figure 2.1:   Maslow's hierarchy of needs is depicted below

Source: www.abraham-maslow.com

Herzberg's two factor theory

This particular theory is consistent with Maslow's theory above. According to Kreitner and Kinicki (2007:240), Frederick Herzberg surveyed a large number of 203 participants of accountants and engineers about their feelings towards their jobs to determine factors responsible for job satisfaction and job dissatisfaction. Luthans (2005:243) asserts that Herzberg's theory can be divided into two groups, which are known as motivator and hygiene factors.

Motivator factors include: achievement, recognition, work itself, responsibility, advancement and growth. Motivators are seen to be effective in motivating employees because they are linked to strong effort and good performance (Kreitner & Kinicki, 2007:240). "These factors when increased will lead to greater levels of satisfaction" (Hitt *et al.*, 2006:204).

Hygiene factors mainly describe the work content or work environment, and primarily serve to prevent job dissatisfaction, but do not necessarily lead to satisfaction (Luthans, 2005:244). Hygiene factors include: company policy and recognition, technical supervision, relationship with supervisor, work conditions, salary, relationship with peers, personal life, and relationship with subordinates, status and security. These are called hygiene factors, suggesting that they are preventative and environmental in nature (Luthans, 2005:243). However, another study, which was conducted by Spitzer (in Droussiotis & Austin, 2008:210) found that demotivators within the

workplace include the following: politics, being taken for granted, unnecessary rules, dishonesty, unproductive meetings, unfairness and over control.

Herzberg's theory indicates that employees will be motivated by challenging jobs, which offer opportunities for achievement, recognition, responsibility, advancement and growth (Luthans, 2005:244). The author further indicates that managers can motivate their employees by applying these factors to jobs. However, according to Schermerhorn *et al.* (2003:114), Herzberg's two factory theory is an important guideline for organisations when they design jobs that include two important aspects of all jobs: what employees do in terms of job content and the job context in which they do it. Schermerhorn *et al.* (2003:114) quote Herzberg as follows: "If you want people to do a good job, give them a good job to do".

According to Robbins and Coulter (2005:396), Herzberg's theory influences job redesign. Also, the concept of job enrichment is derived from Herzberg's theory (Nel *et al.*, 2008:340). Robbins (2003:161) adds that the popularity of vertically expanding jobs to allow employees more responsibility and control can be attributed to Herzberg's research findings.

However, according to Hitt *et al.*(2006:205), this theory has been criticised, because some research has shown that both motivator and hygiene factors contribute to satisfaction and dissatisfaction. Another criticism is that Herzberg's theory oversimplifies the complexities of work motivation (Luthans, 2005:244). Furthermore, Hitt *et al.* (2006:5) report that empirical evidence for Herzberg's theory is not found, and most support around the theory has been obtained by using Herzberg's own methodology only. However, in spite of all these criticisms, Herzberg expanded Maslow's hierarchy of needs theory and made it more applicable to work motivation (Luthans, 2005:245).

Figure 2.2:   Herzberg's two factor theory is depicted below

Hygiene factors in job context affect job *dis*satisfaction	Motivator factors in job context affect job satisfaction
‣ Organizational policies	‣ Achievement
‣ Quality of supervision	‣ Recognition
‣ Working conditions	‣ Work itself
‣ Base wage or salary	‣ Responsibility
‣ Relationships with peers	‣ Advancement
‣ Relationships with subordinates	‣ Growth
‣ Status	

High   Job *Dis*satisfaction   0   Job Satisfaction   High

Source: Schermerhorn et al. (2003:114)

McClelland's achievement motivation theory

McCllelland's need theory was one of the motivational theories, which was developed in the 1960s by David McClelland. This theory focuses on three needs: a need for affiliation, a need for power and, finally, a need for achievement (Nel *et al.*, (2008:339).

Need for affiliation

The need for affiliation is defined as a "desire to spend time in social relationships and activities" (Kreitner & Kinichi, 2007:239). Employees who have a high need for affiliation will be satisfied with jobs that involve working with people and establishing close interpersonal relationships (Robbins, 2003:163). Robbins *et al.* (2009:148) stipulate that research indicates that employees who have a high need for power and a low need for affiliation make good managers. They further state that for someone to succeed in managerial effectiveness, they should have a high power need motive.

Need for power

According to Robbins (2003:162), the need for power refers to "the need to make others behave in a way that they would not have otherwise". The author claims that employees with high need for power have a desire to influence and control others. Employees who have a high need for power strive to influence, coach, teach, mentor and encourage other employees to achieve set goals (Kreitner & Kinicki, 2007:239). Organisations need supervisors who can influence, coach, teach, mentor and encourage their subordinates to improve performance. Employees who have strong power needs will be satisfied with jobs, which offer power and authority to direct and control all resources, both human and material. Luthans (2005:413) ascertains that an employee who possesses power has the ability to manipulate or make others think otherwise.

Need for achievement

In terms of McClelland's need for achievement, Hitt *et al*. (2006:202) define it as "behaviour toward competition with standard of excellence". Employees who have a strong need for achievement strive for challenging but achievable goals, however, they expect feedback on their achievement. According to Robbins and Coulter (2005:396), employees with a need for achievement strive for personal achievement rather than the rewards for success.

Schermerhorn *et al*. (2003:113) suggest that managers should learn these needs in order to enable them to create work environments, which are responsive to a need for achievement, need for affiliation and need for power.

2.19.2 Process theories

According to Hitt *et al*. (2006:207), process theories emphasise the cognitive processes in which people engage to influence the direction, intensity and persistence of their behaviour.

Process theories, which are discussed in this study include: Vroom's expectancy theory, Adams' equity theory and Goal setting theory. These theories highlight that employees' decisions to exert more effort to his/her work depends on both negative and positive feelings about their job.

Vroom's expectancy theory

Vroom's expectancy theory was developed by Victor Vroom. This theory constitutes the concept of Valence (V), Instrumentality (I) and Expectancy (E). Therefore, Vroom's theory is popularly known as the VIE theory (Luthans, 2008:175). Kreitner and Kinichi (2007:247) define valence as a positively or negatively value of the rewards or outcomes. This means that an employee can

perceive the outcome either positive or negative which in turn determines whether the employee will be satisfied or dissatisfied. However, according to Schermerhorn *et al.* (2003:116), employees are motivated when they believe that: (1) effort will lead to performance; (2) performance will be compensated; and (3) the compensation is valuable and highly positive.

Schermerhorn *et al.* (2003:117) define valence as the value that an employee attaches to different outcomes of the job. The authors claim that for the reward to motivate the employee, it should be a high and positive reward and be associated with expectancy, instrumentality and valence outcomes.

Instrumentality is defined as the subjective probability that a certain effort will lead to performance (Hitt *et al.*, 2006:207). According to Nel *et al.* (2008:344), "performance is instrumental when it leads to a specific outcome or outcomes". Nel *et al.* (2008:343) state that employees will exert more effort if they perceive that a desired outcome will be attained and in turn will lead to certain rewards. In this regard, Vroom's theory links expectation and task realisation to the probability of work outcomes (Schermerhorn *et al.*, 2003:117).

Expectancy is an employee's belief that a certain level of effort will lead to a certain level of performance and reward (Nel *et al.*, 2008:344). Kreitner and Kinicki (2007:248) believe that the following factors influence an employee's expectancy perceptions: self esteem; self efficacy; previous success at the task; help received from a supervisor and subordinates; information necessary to complete the task; and good materials and equipment with which to work.

Figure 2.3 illustrates the key concepts of Vroom's expectancy theory
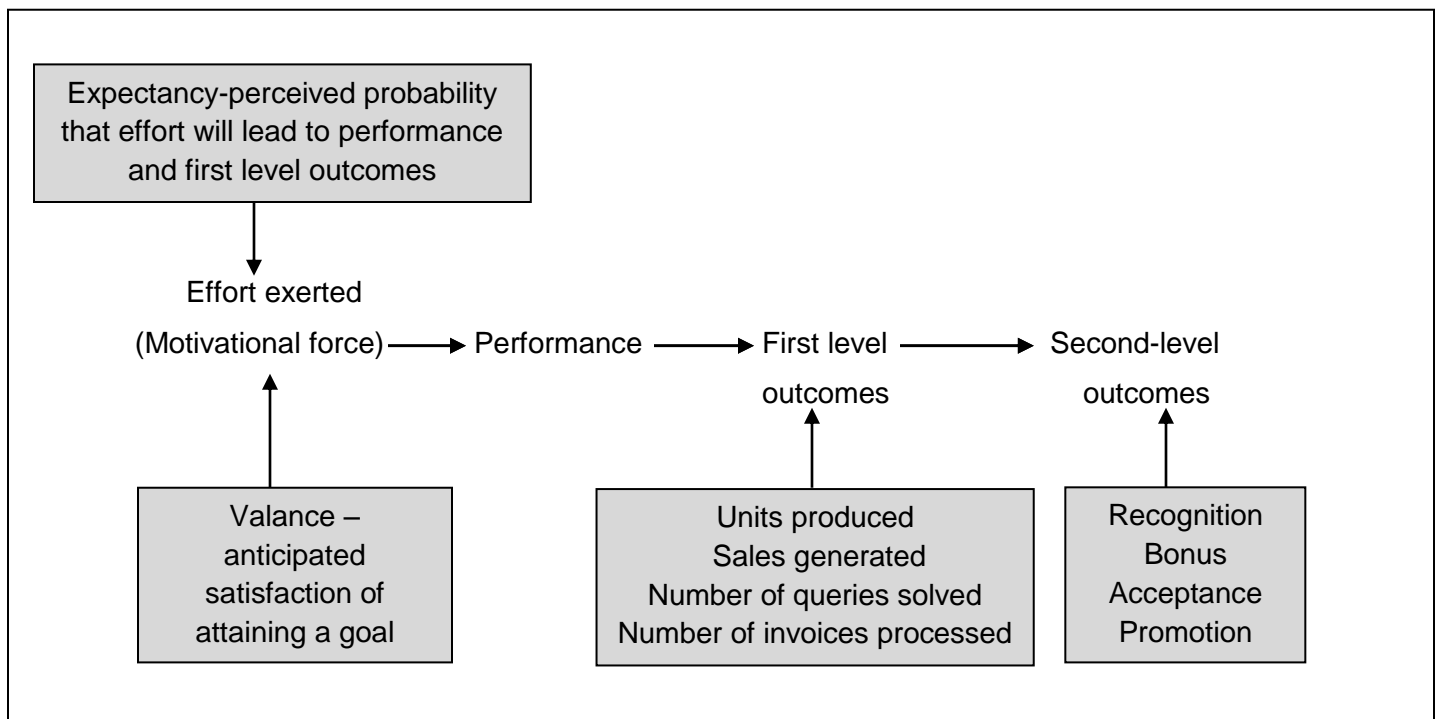
Although the theory has its own criticisms, most of the research evidence is in support of the theory (Robbins, 2003:173).

Adams' Equity theory

The Equity theory was developed by Stacy Adams. According to this theory, employees go around and observe what effort other employees put into their work and what rewards follow their output, and then they compare these rewards to theirs. This comparison can lead to equity or inequity, depending on employees' perceptions (Hitt *et al.*, 2009:209).

Individual employees perceive the existence of a state of equity when their job inputs in relation to their job outputs are equivalent to that of relevant others. "If we perceive our ratio to be equal to that of the relevant others with whom we compare ourselves, a state of equity is said to exist; we perceive our situation as fair and that justice prevails" (Robbins *et al.* 2009:155). Robbins (2003:171) identifies that employees might assess themselves in relation to friends, neighbours, co workers, colleagues in other organisations and previous jobs that they themselves had occupied. Inputs refer to those elements that they bring to their jobs and these elements include effort, experience, education and competence (Robbins, 2003:170; Robbins *et al.*, 2009:155). Conversely, several authors believe that outputs are those elements that employees receive from their jobs in the form of pay, status, promotion, raises, fringe benefits, job security, challenging assignments, recognition and participation in decision making (Kreitner & Kinicki, 2007:242; Luthans, 2005:251; Robbins, 2003:170; Robbins *et al.*, 2009:155).

According to Kreitner and Kinicki (2007:244), recently researchers expanded the definition of equity to include organisational, distributive and procedural justice. Organisational justice refers to the extent to which employees perceive fairness that prevails within the workplace. Distributive justice considers fairness in terms of how resources and rewards are allocated among individual employees (Robbins *et al.*, 2009:156). Procedural justice is regarded as fairness in the processes and procedures that are applied to make allocation decisions. Forret and Love (2008:248) emphasise that these are key issues that organisations should urgently address because of the impact that they have on job satisfaction, organisational commitment, organisational behaviour citizenship, productivity and withdrawal behaviour in the work environment. According to Robbins *et al.*, (2009:155), employees tend to compare their input-outcome ratio with that of other employees and if they perceive it to be fair, employees will experience satisfaction.

Pfeifer (2010:61) advances that inequity exists when there is a perception amongst employees that they are under rewarded compared to others, or whether they are over rewarded in relation to their job outputs. The response will be determined by whether the outcome is perceived as either negative or positive.

Several authors (Hitt *et al.*, 2006:209; Robbins, 2003:171; Schermerhorn *et al.*, 2003:115) believe that when employees perceive an inequity, they can be predicted to make a choice between the following six alternatives:

- Change their inputs or increasing/decreasing inputs (reduce performance efforts);
- Change their outcomes;
- Distort their perceptions of self;
- Distort their perceptions of others;
- Choose a different referent (psychologically distort the comparisons); and
- Leave the field or leave the organisation.

For, organisations, which need to address the issue of inequity concerns, Schermerhorn *et al.* (2003:116) have identified the following steps to assist such organisations to cope with equity comparison:

- "Recognise that comparisons are inevitable in the workplace;
- Anticipate felt negative inequities when rewards are given;
- Communicate clear evaluations of any rewards given;
- Communicate an appraisal of performance on which the reward is based; and
- Communicate comparison points appropriate in the situation".

Figure 2.4:   Equity theory model

Ratio comparisons	Perception
$O/1_A < O/1_B$	Inequity due to being under – rewarded
$O/1_A = O/1_B$	Equity
$O/1_A > O/1_B$	Inequity due to being over – rewarded

*Where: $O/1_A$ represents the employees; and $O/1_B$ represents relevant others.

Source: Robbins (2005:186)

The above model summarises the equity theory, as discussed in the study. In general, employees would like to be treated justly in relation to their basic conditions of employment. The basic conditions include physiological needs, that is, safe working conditions, reasonable working hours, a reasonable workload and comfort, economic needs of job security, satisfactory remuneration and benefits and psychological needs of respect, good interpersonal relations and credible management.

Goal setting theory

According to Locke (in Robbins *et al.*, 2009:150; Robbins, 2003:166), working towards the attainment of a goal is a significant source of work motivation. Goal setting theory is defined by Schermerhorn *et al.* (2003:161) as the "process of developing, negotiating and formalising the targets or objectives that a person is responsible for accomplishing".

The argument advanced by Robbins (2003:166) is that employees tend to perform better when they obtain feedback in terms of their progression towards the attainment of goals. In addition, he further states that continuous feedback enables employees to identify possible discrepancies that would be a hindrance to the achievement of attaining goals.

According to Locke and Henne (in Roos, 2005:31), goals affect employee behaviour in four ways:

- They direct attention and action to those behaviours, which a person believes will achieve a particular goal;
- They mobilise effort towards reaching the goal;
- They increase the person's persistence, which results in more time spent on the behaviours necessary to attain the desired goal; and
- They motivate the person's search for effective strategies for goal attainment.

Kreitner and Kinicki (2007:273) note five guidelines for writing SMART goals in terms of the goal setting theory:

- **Specific:** Goals should be stated in precise rather than vague terms and they should be quantified where possible.
- **Measurable:** A measurement device is needed to assess the extent to which a goal is accomplished.
- **Attainable:** Goals should be realistic, challenging and attainable. Impossible goals reduce motivation because people fear failure.
- **Result oriented:** Corporate goals should focus on desired end results that support the organisation's vision.
- **Time bound:** Goals specify target dates for completion.

Goal setting theory is important for organisations since it will assist to ensure that employees' performance evaluations are tied to targets' achievement. This theory will also assist organisations to identify gaps within the organisation. It can be used as tools to identify training needs for the organisation.

2.20   Consequences of job satisfaction

Research findings (Al-Ahmadi,2009:42; Grobler *et al.*, 2006:122; Luthans, 2005:197,215; Metle, 2003:603; Nel *et al.*, 2008;580; Robbins, 2003:24,80,83; Schermerhorn *et al.*, 2003:120) show that the concept of job satisfaction has an impact on absenteeism, staff turnover, productivity, performance and customer satisfaction. However, this study's focus is on the following consequences: absenteeism, staff turnover, productivity, leadership style and customer satisfaction.

2.20.1 Job satisfaction and absenteeism

Absenteeism is a deadly pandemic, which should be monitored and continuously managed; if it is not managed it will reduce and cripple the organisation's efficiency and effectiveness. Research by Kreitner and Kinicki (2007:197) indicates that job satisfaction levels are related to absenteeism. Therefore, organisations should ensure that these two variables are researched, and that recommendations are implemented to improve organisational performance.

According to Nel *et al.* (2008:580), absenteeism is regarded as withdrawal behaviour when it is used as a way of escaping an undesirable working environment. Dissatisfied employees are prone to missing their jobs; this means that it is imperative for employers to design more interesting jobs. "Job satisfaction influences absenteeism or the failure of people to attend work" (Schermerhorn *et al.*, 2003:120).

The relationship between job satisfaction and absenteeism is moderate and normally less than +.40 (Robbins, 2003:80). The author further highlights that the moderate relationship between job satisfaction and absenteeism stems from factors such as an organisation's liberal sick leave policy, whereby employees are encouraged to take some time off. According to the author, there are many other factors such as sick pay versus well pay, which could reduce the correlation between job satisfaction and absenteeism. Findings of 74 Meta analysis studies revealed a moderate relationship between job satisfaction and absenteeism (Luthans, 2005:197). According to the author, the results from these studies are reversal, because when satisfaction is high, absenteeism tends to be low. Conversely, when satisfaction is low, absenteeism tends to be high. Also, Kreitner and Kinicki (2007:197) conducted three different Meta analyses, which reported a weak negative relationship between satisfaction and absenteeism.

The above discussions suggest that dissatisfied employees will avoid work by being absent. However, findings from the literature on the relationship between job satisfaction and absenteeism indicate that absenteeism is influenced by various factors.

2.20.2 Job satisfaction and turnover

Absenteeism refers to an employee's temporary withdrawal from the workplace, whilst employee turnover is permanent withdrawal. According to Morrell, Loan-Clarke and Wilkinson (2004:161), the reasons for employee turnover can be divided into two categories, namely voluntary and involuntary, and incurs significant costs to the organisation. Luthans (2005:215)

identified several factors, which may lead to the resignation of the employee besides job satisfaction, and these are outlined below.

- Some people cannot see themselves working for a different employer so they continue to work even if they are unsatisfied with their jobs.
- The other factor is the economy, because when the economy is doing well and the unemployment is low, there will be an increase in staff turnover because people can easily get better employment opportunities in other organisations. If there are many opportunities employees will still leave even if they are happy with their current job. However, if there are few jobs in the country and downsizing, restructuring, mergers and acquisitions are taking place, dissatisfied employees remain in their current jobs.

However, Luthans (2005:215) warns that high job satisfaction will not necessarily influence low employee turnover, but will assist in maintaining low employee turnover rates.

Employee turnover is an important variable for managers, as it disrupts organisational continuity and carries huge costs. Morrell *et al.*(2004:161) indicate that employee turnover has both direct and indirect costs, which are: replacement; recruitment and selection; temporary staff; management time; morale; pressure on remaining staff; costs of learning; products or services quality; and organisational memory. According to Advisory, Conciliation and Arbitration Services (in Hendrie, 2004:435), financial implications include: additional staffing or overtime payments to alleviate shortages; disrupted production; work interruptions; increased cost of production owing to new staff's inexperience; increased staff turnover with remaining staff that feel pressured and overworked; and low morale and damage to company's reputation. Different employee turnover costs stem from separation costs, replacement costs and training costs (Grobler *et al.*, 2006:122; Robbins, 2003:24), and the disadvantages of new inexperienced employees (Luthans, 2005:215).

On the contrary, Chalkiti and Sigala (2010:349) believe that new employees bring new knowledge, skills and experience to the organisation. In support, Grobler *et al.* (2006:125) state that a firm amount of turnover is expected, unavoidable and viewed as beneficial for the organisation, but some turnovers are viewed as dysfunctional when it becomes excessive, creates an unstable workforce, and increases human resources costs and organisational ineffectiveness. This shows that employee turnover can also be beneficial to the organisation.

Employee turnover is an important concept that needs serious attention from managers, as it is costly and prevents organisations from functioning smoothly. In support of this view, Tuzun

(2009:729) states that "understanding, which elements foster job satisfaction is important because influences of this type have substantial consequences at both the individual and organisational levels". Overall, higher recruitment rates and training costs can be expected (Grobler *et al.*, 2006:405).

Kreitner and Kinicki (2001:197) and Luthans (2005:215) found a moderate negative relationship between job satisfaction and employee turnover, which indicates that dissatisfied employees are more likely to quit their jobs than their satisfied colleagues. Several authors (in Chalkiti & Sigala, 2010:337) conclude that individual employees who are satisfied with their job are less likely to leave an organisation than the ones who are dissatisfied. Other variables such as labour market conditions, expectations of alternative job opportunities, job tenure, guaranteed improved conditions, opportunities for career development and progression, and unsociable working conditions can intervene in the relationship between job satisfaction and employee turnover.

Revelations in the above discussions show the importance of job satisfaction in an organisation. If employees are dissatisfied they will provide low quality services and products

2.20.3 Job satisfaction and productivity

Research findings indicate that there is a moderate relationship between job satisfaction and performance (Luthans, 2005:215). However, the author quickly highlights that motivated employees are not necessarily productive employees. Al-Ahmadi (2009:42) claims that several researchers supported the notion that performance causes satisfaction, and found that a low but consistent relationship existed between performance and job satisfaction.

According to Knoop's (in Al-Ahmadi, 2009:42), study job satisfaction leads to various positive outcomes among employees such as more productivity, a high quality of service and intent to remain in the organisation. The usual assumed perception is that satisfied employees are productive employees. As noted by Robbins (2003:80), "...organisations with more satisfied employees tend to be more effective than organisations with fewer satisfied employees".

Productivity is more likely to lead to satisfaction, rather than job satisfaction lead to productivity (Robbins, 2003:80). However, Drach-Zahavy (in Al-Ahmadi, 2009:41) argues that good management practices play an important role in an effort to ensure that employees perform to the maximum. Conversely, Babin and Boles (in Linz, 2003:384) found that "supportive supervision and other aspects of the work environment are related to increased job satisfaction".

This concludes that personal and organisational factors can affect employee job satisfaction either positively or negatively.

Interestingly, Noor (2008:72) notes that job performance feedback is another work related variable that has been found to have a significant influence on job satisfaction. This means that employees are more satisfied when they receive information about their performance.

The above discussions illustrate that job satisfaction is an important concept for managers to monitor, since it has an impact on productivity. Therefore, organisations, which are serious about productivity improvement, should ensure that their employees are satisfied in the workplace.

2.20.4 Job satisfaction and leadership style

Leadership has been highlighted in the literature as one of the variables, which influences job satisfaction. Leadership style is the behavioural pattern adopted by an organisation's leaders when addressing organisational issues (Awan & Mahmood, 2010:256). Therefore, this suggests that managers should be able to adapt to any type of leadership style, depending on the situation encountered. According to Goleman (in Chen & Silverthorne, 2005:280), leadership style has both a negative and positive impact on the organisation, departments, teams and work environment as whole, therefore, good managers know that to obtain best performance results from employees, they should not only rely on a single leadership style.

As supported by Chen and Silverthorne (2005:286), "leaders have to adopt more adaptable leadership styles in order to encourage employee willingness to perform. Organisations should focus on employees to improve leaders' leadership skill, because there is no leadership without someone to follow".

2.20.5 Job satisfaction and customer satisfaction

According to Robbins (2003:83), job satisfaction is crucial for employees who work in service sectors because they interact with customers on a daily basis. The author postulates that satisfied employees will be friendly to customers, responsive to customers' needs, which in turn customers would appreciate, and hence this will increase the bottom line. Job satisfaction is an important concept for employers because dissatisfied employees are prone to excessive employee turnover and absenteeism (Metle, 2003:603). Does an organisation expect a dissatisfied employee to provide quality service to customers? Therefore, the organisation

should ensure that employees' needs are also met in order to foster their relationship with the customers that they serve.

The literature review above proposes that employers should ensure that employees are satisfied to enable them to serve their customers satisfactorily.

According to Kreitner and Kinicki (2007:192 – 194), there are five key models of job satisfaction:
- *Need fulfilment* – These models suggest that satisfaction is determined by the extent to which the characteristics of the job allow individuals to fulfil their needs;
- *Discrepancies* – these are the models, which propose a result of met expectations. A meta analysis of 31 studies that included 17 241 people demonstrated that met expectations were significantly related to job satisfaction (Kreitner & Kinicki, 2007:194).
- *Value attainment* – according to these models, satisfaction is related to fulfilment of the individual's perception of essential work values.
- *Equity* – this model proposes that job satisfaction is a function of how fairly an individual is treated at work.
- *Dispositional/genetic components* – postulates that job satisfaction is partly a function of both personal traits and genetic factors.

Table 2.5:   Job satisfaction in relation to other organisational factors

Job satisfaction correlates		
Variables related with satisfaction	Direction of the relationship	Strength of the relationship
Motivation	Positive	Moderate
Job involvement	Positive	Moderate
Organisational citizenship behaviour	Positive	Moderate
Organisational commitment	Positive	Strong
Absenteeism	Negative	Weak
Tardiness	Negative	Weak
Withdrawal cognitions	Negative	Strong
Turnover	Negative	Moderate
Heart disease	Negative	Moderate
Perceived stress	Negative	Strong
Pro union voting	Negative	Moderate
Job performance	Positive	Moderate
Life satisfaction	Positive	Moderate
Mental health	Positive	Moderate

Source: Kreitner and Kinicki (2007:196)

2.21 Chapter summary

Absenteeism and job satisfaction are complex phenomena, which have been extensively researched. Various studies indicate that these variables have effects on employee productivity. The literature has provided a better understanding of factors that can be attributed to the causes of absenteeism and job dissatisfaction.

Various definitions of absenteeism indicate that absenteeism does not only include unauthorised absence, but also sick leave and authorised absence. Hence, absenteeism is both voluntary as well as involuntary. The literature review has revealed that absenteeism is caused by various factors such as personal factors, job related factors, industry type and economic factors and organisational and work group culture. As a result, the effects of absenteeism are felt at both micro and macro levels, with disruptive and costly consequences. Employees do not report to work for different reasons. Personal factors reflect the context of age, gender, length of service, marital status, education, health, and income level. Organisation factors depend on size of the organisation, size of work group, nature of supervision, shift work, overtime, incentive schemes and type of work. There are also attitudinal factors, which include job satisfaction and the state of the economy. Finally, there are social factors, which include community circumstances, inadequate transport systems and violence.

Extensive research has been conducted on employee absenteeism as a result of the high costs associated with employee absenteeism. The direct costs that the organisation incurs are salary and other benefits. Indirect costs comprise increased workloads, reduced productivity and low employee morale. These costs represent huge losses for the organisation, which can be avoided if proper absenteeism management strategies are implemented.

The law (Employment Act and Public Service Act) makes provision for employees to take a certain number of paid sick leave days in any period of three years, even though unscheduled leave disrupts organisational operational requirements. To address the absenteeism phenomenon, it is critical for organisations to introduce absence management programmes, which will benefit all concerned stakeholders.

It is because of high absenteeism levels that exist within the Department of Technical Vocational Education and Training that led to this study. From the department's monthly reports one can conclude that absenteeism exists through various forms of leaves, especially sick leave utilisation. This led to the conclusion that non attendance of some the employees from work has

negative effects on the quality of services that are rendered. This also compromises the desired set standards and quality expectation from customers. From DTVET's analysis the researcher can conclude that absenteeism is negatively affecting service delivery, which has been in the spot light for years. It is also a worrying factor since the Government is investing a lot on technical and vocational education. In his 2013/2014 Budget Speech, the Minister of Finance and Development Planning, Honourable Matambo, announced that the Ministry of Education and Skills Development was allocated P7.93 billion or 23 percent, which is the largest share of the recurrent budget.

Organisations are spending millions on financing health care costs and loss in productivity, as well as making efforts to try and manage absenteeism levels in the workplace. Therefore, it is crucial that supervisors or line managers should ensure that absenteeism is not tolerated. If supervisors allow these ill disciplined behaviours, the situation will deteriorate. Absenteeism has adverse effects on employees who report for work regularly, and these effects have a negative impact on the efficiency and effectiveness of the organisation.

Evidence from the literature revealed that employee absenteeism can be attributed to several factors, which include but are not limited to ill health, personal and organisational factors. Indeed, there are many factors that contribute to high absenteeism in the workplace. These factors need to be studied thoroughly by organisations, especially by human resources practitioners in order for them to advise management to make informed decisions regarding this phenomenon. Furthermore, HR practitioners must promote awareness of all factors that contribute towards the rise of employee absenteeism in order to manage and control absenteeism more effectively, efficiently and economically. However, organisations should realise that absenteeism rates can be reduced to acceptable standards if proper strategies are implemented and monitored effectively.

On the contrary, for any organisation planning for the introduction of an absenteeism strategy, there should be knowledge pertaining to the causes of absenteeism and the problem should be addressed at both an individual and organisational level. It is critical that strategy is developed whilst being informed by factors that cause absenteeism.

According to the above literature review discussions, it is imminent that absenteeism is a worldwide problem that is expensive and also disruptive, if not addressed.

The previous section provided an overview of the causes, impact and costs of absenteeism in an organisation, as well as strategies to manage absenteeism. Absenteeism has shown to be attributed to personal factors, organisational factors, attitudinal factors and social factors. As a result of the multi faceted and complex causes of absenteeism, the effects are felt by all stakeholders at all levels with disruptive and costly consequences.

Absenteeism can either be planned or unplanned. Although labour law makes provisions for employees to take a certain number of sick days off per annum, when they are certified ill by doctor that they are not fit for work, unscheduled leave of absence disrupts service delivery. Absenteeism can cripple a country economically through high medical costs and a low productivity syndrome among employees. There is evidence that countries are losing millions in currency because of employees who do not turn up for work. Absenteeism has dire effects on the overall performance and effectiveness of an organisation. If organisations want to curb absenteeism problems, it is important that they find the root causes of the absenteeism scourge and develop relevant programmes or strategies for this problem, because the benefits will be enjoyed by all stakeholders. This will also have a significant impact on productivity.

Therefore, it is significant that employers should establish mechanisms to monitor and measure all types of absences effectively so that absenteeism can be detected in its early stages. This will also enable employers to take appropriate action, as well as provide assistance to employees who need support.

Another contributing factor to absenteeism in the workplace is when employees are dissatisfied with their jobs. Since another objective of this study is to assess the level of job satisfaction in the DTVET, the next section examines the concept of job satisfaction.

Job satisfaction is an important phenomenon for organisations because it correlates with other variables such as absenteeism, employee turnover, performance and organisational commitment. Based on the literature review, all these variables have direct consequences on an organisation's efficiency and effectiveness. According to Tuzun (2009:729), it is important to understand, which elements of job satisfaction lead to satisfaction at both individual and organisational levels. The author claims that employees who have higher levels of job satisfaction develop more positive attitudes towards their jobs.

Low job satisfaction is associated with both direct and indirect costs to the organisation. The literature highlighted that satisfied employees are productive employees, and are committed to

their organisation and have high work attendance rates. Hence the causes of job dissatisfaction are diverse, as they include both the intrinsic and extrinsic factors.

The literature review has revealed that a lack of job satisfaction can have dismal consequences for an organisation. It is, therefore, crucial that all supervisors are aware of the importance of ensuring that their employees are happy. While the content theories provide insight into individuals and the needs, which motivate them, the process theories on the other hand focus on how individuals are motivated and each of these theories has a different approach.

Absenteeism and job satisfaction are variables, which have been extensively researched and it has been noted that they are both associated with high costs in organisations. Organisations should ensure that both absenteeism and job satisfaction are properly managed to minimise their escalation. According to Friday and Friday (2003:427), if these two variables are combined in the long term it could have an adverse effect on the bottom line of an organisation.

Unless proven otherwise, this study will be the first of its kind that addresses the issue of high absenteeism within Botswana's public service.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This study was undertaken to determine which factors contribute to employee perceptions of the causes of absenteeism and job satisfaction in the Department of Technical Vocational and Training in Botswana.

The chapter examines the research study's research design and methodology, population, sampling size and techniques, methods of data collection (instruments employed), data collection procedure, reliability and validity of the instruments, data analysis procedures, problems encountered, and a chapter summary.

3.2. Research design and methodology

Welman and Kruger (2001:46) provide the following definition for a research design: "The plan according to which we obtain research participants and collect information from them". However, Mouton (2001:49) believes that the research design gives an indication of the "type of study that are undertaken in order to provide acceptable answers to the research problem or questions".

A descriptive, quantitative research design was used for the study. The design is preferred, because it ensures a complete description of the situation, with minimum bias in collection of the data and it reduces errors in the interpretation of the data collected (Horn, Snyder, Coverdale, Louie & Roberts in Netshidzati, 2012:44).

3.3. Research question and objectives

The study problem led to the research question of the phenomenon under investigation:

What are the causes of absenteeism and job satisfaction in the Department of Technical Vocational Education and Training in Botswana?

The research objectives were formulated as stated in Section 1.3 as the following;
- To determine the causes of absenteeism and job satisfaction in DTVET.
- To identify level of absenteeism in DTVET.

- To discuss the impact of absenteeism in an organisation.
- To discuss absenteeism costs in an organisation.
- To examine job satisfaction level in DTVET.
- To make recommendations to DTVET management that could help improve employees' attendance.

According to Welman et al. (2005:7), the purpose of science is to explain phenomena, precisely, the causes of these phenomena. In this study the absenteeism and job satisfaction problem is being investigated from the perspective of the sample as it is them who are involved.

3.4. Population and sampling

3.4.1. Population

According to Welman, Kruger and Mitchell (2005:52), the population is the object, which may comprise individuals, groups, organisations, human products and events, or the conditions to which they are exposed to. It encompasses the total collection of all units of analysis about which the researcher wishes to draw conclusions. The target population is the population to which the researcher ideally would like to generalise his/her results (Welman & Kruger, 2001:119).

For the purpose of this study the population consisted of all the employees of the Department of Technical Vocational Education and Training.

3.4.2. Sampling technique

Arkava and Lane (in De Vos, Strydom, Fouche & Delport, 2005:194) explain that sample refers to elements of the entire population who are to be included in the data collection. It is impractical and uneconomic to involve all members of the population in a research study. Hence, the researcher relies on data that is obtained from a sample of the population.

In the present study the sample was drawn from the Department of Technical Vocational Education and Training with a population of 1005, and it was based on the high absenteeism rate over the past five years. The composition of the sample represents various levels of employees within the population. It is on this basis that the researcher drew up a sample from the 15 divisions of DTVET, which are spread across the country. The questionnaires were distributed among all divisions. It would not have been feasible to include all employees in the organisation, as this would have necessitated the preparation, issuing and collection of 1005 survey questionnaires. Instead, a non-probability accidental (incidental) sample consisting of

278 respondents represented the population. "We simply reach out and take the cases that are at hand, continue the process until the sample reaches a designated size" (de Vos, Strydom, Fouche and Delport, 2005:202).

Welman *et al.* (2005:55) emphasise the importance of sample selection in order to generalise the results of the study, hence the sample must be representative. This means that the sample has the exact properties as the population from which it is drawn, but in smaller numbers. According to Welman *et al.* (2005:56), a distinction drawn between probability and non probability samples are that probability samples are characterised by random sampling, which means that an element or member of the population can be included in the sample. Whereas non probability sampling is more subjective, as it includes convenience sampling, as well as the self selection of samples.

"The advantage of non probability samples is that they are less complicated and more economical than probability samples" (Welman *et al.*, 2005:68).

3.4.3. Sample size

According to Computerised Personnel Management System Infinium (2009:56), Department of Technical Vocational Education and Training had 1005 employees and the utilised sample was identified from this population. Sekaran (2003:294) postulates that the ideal sample size of 30% is considered acceptable for most research purposes, as it provides the ability to generalise to a population. This study sample is limited by its size, as it was only done in the DTVET, therefore this restricts the generalisation of the findings to technical and vocational education sector institutions. The ideal sample size for the selected population of 1005 (*N=1005*) is, therefore, appropriately 278 (*n=278*) individuals. This study focused on a sample of 278 employees as high absenteeism rates cut across all divisions within the Department.

Table 3.1. Sample size for a given population size

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320

50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	**1000**	**278**	75000	382
210	136	1100	285	1000000	384

Source: Sekaran (2003:294).

3.5.   Methods of data collection

3.5.1. Instruments employed

According to Mouton (2001:105), there are three common methods of primary data collection, namely observation, interviews and questionnaires. Sekaran (2003:236) suggests that a questionnaire is an efficient data collection mechanism, provided the researcher knows exactly what is required and how to measure the variables of interest. Only one measurement instrument (a questionnaire) was used for data collection, which is a quantitative data type method. Sekaran, (2003:236) and Saunders, Lewis and Thornhill (2009:401) state that questionnaires can be administered personally, mailed to respondents or even electronically distributed, depending on the situation.

Questionnaires were distributed among employees at fifteen (15) different divisions at DTVET. Some questionnaires were emailed while others were personally distributed by the researcher.

The questionnaire was divided into four sections to facilitate order in the processing of data which, was done through Moonstats computer software: section 1 examined biographical information of participants; section 2 examined the causes of absenteeism; section 3 further examined causes of absenteeism using open and closed ended questions, while section four examined job satisfaction factors

3.5.2. Data collection procedure

A letter seeking permission to conduct a study in the Department of Technical Vocational Educational and Training in Botswana was submitted to the Director on the 29th December 2009. Permission to conduct the study was granted by the Director of Department of Technical Education and Training on the 12th January 2010. Once permission was granted, the researcher sent a covering letter and questionnaires to all employees through DTVET's email domain. The covering letter confirmed the purpose of the research and the ethical considerations of confidentiality and anonymity of participants. Thereafter, the researcher took some time off to conduct the study and the researcher targeted divisional quarterly general staff meetings. Questionnaires were distributed to willing participants at these, meetings and they were requested to complete them within 2 weeks, which participants found reasonable. The completed questionnaire was collected from the Divisional Human Resource Officer.

While participants completed the questionnaires, assistance was offered by the researcher, where necessary, and they were also guaranteed full anonymity. Additionally, the researcher informed participants of their right to withdraw from the research if they wished to do so. At the end of each session participants who completed the questionnaires were debriefed.

The data was collected by means of a Likert type questionnaire, as the main data collection method owing to the fact that it is relevant to social sciences, easier to compile, simple to understand and completed by respondents. Participants were asked to complete the questionnaire without identifying themselves, thus anonymity was assured, which helped participants to be honest in their answers.

The researcher decided to use a questionnaire because it could be constructed based on the problem under investigation. Furthermore, the questions could be designed to ask about relevant issues that the participants have experienced during the course of their work. According to Welman *et al.* (2005:174), the concepts and variables involved and the relationships that are investigated should also be clear and should guide the questionnaire design process.

According to de Vos *et al.* (2005:168), some of the advantages of hand delivering a questionnaire relate to time saved, increased response rates, as well as the opportunity given to respondents to clarify any difficulties with the fieldworker.

Advantages of having a questionnaire as an appropriate tool for data collection:

▪ The cost is low;

▪ Structured questions make analysis easier; and

▪ Respondents have sufficient time to complete the questionnaire at their own pace.

Disadvantages of questionnaires:

▪ The main problem with questionnaires is the non-response to certain items on the questionnaire; and

▪ Participants fail to return completed questionnaires (de Vos *et al.*, 2005:166).

3.5.3. Reliability and validity of the measuring instrument

According to Welman and Kruger (2001:142), effective design of a measurement instrument such as a questionnaire enhances the validity and reliability of the research findings.

Reliability

Reliability of a data collection instrument refers to the extent to which a data collection instrument can be depended on to yield consistent results if used repeatedly (Saunders, Lewis, & Thornhill, 2009:156). De Vos et al. (2005:163) state: "Reliability is primarily concerned not with *what* is being measured, but with *how well* it is being measured". Reliability in this study, in terms of the questions relating to causes of absenteeism and job satisfaction, is reliable since some of the questions were adopted from the job satisfaction surveys and were tested before, however, it should be noted that results will not always be the same. Hence, it can said reliability of the results are dependent on the participants' responses. Thus, it appears unlikely that responses will be different if the questionnaire is repeated with the same set of participants. This addresses the assertion that when deciding whether the findings are reliable or not, a researcher needs to ask: "Will the evidence and conclusion stand up to closet scrutiny?" (Welman & Kruger, 2001:145).

Validity

The validity of a measurement instrument is the extent to which the instrument measures what it is intended to measure (Leedy & Ormrod, 2010:28). According to Babbie and Mouton

(2001:125), "validity refers to the extent to which a specific measurement provides data that relates to commonly accepted meanings of a particular concept".

In order to ensure the validity of the results (consistency), the same set of questions were administered to all participant types.

The following actions were taken to ensure the content, face and construct validity of the questionnaire:

- The development of the questionnaire was based on the literature review content and insights gained from other existing absenteeism questionnaires;
- Some relevant questions to this study were modified to reflect DTVET's situation and the Assistant Director – Human Resources Management and Heads of Division within DTVET;
- The questionnaire was also reviewed by the study supervisor before it was administered to participants; and
- Finally, appropriate statistical techniques were used to analyse the collected data.

Pilot study

A newly constructed measurement instrument should be tested before it is administered to the actual sample (de Vos, 2005:171). This process of testing is by means of a pilot study, which entails the administering of the questionnaire to a limited number of the targeted population. According to Saunders *et al.* (2009:394), the purpose of a pilot test is to refine the questions on the questionnaire in order to ensure that there is no ambiguity or bias so that the measuring instrument is fine tuned for data collection. A pilot study also allows for assessment of the validity and reliability of the questionnaire (Saunders *et al.*, 2009:597).

For the purpose of this study, 15 respondents who represented their divisions participated in this study and they were randomly selected to test the questionnaire so that the necessary revisions were made before administration of the questionnaire to the target respondents. The results of the piloted project showed that 13 out of the 15 employees found the questionnaire to be clear and understandable. The three employees indicated that they did not feel comfortable reporting on their absenteeism history. The feedback received from the pilot study was then used to refine the questionnaire prior to it being subjected to the target population. For example, the original job satisfaction and absenteeism questionnaire was originally scaled at 6: Likert type scale of (1) disagrees very much, (2) disagree moderately, (3) disagree slightly, (4) agree slightly, (5) agree moderately and, lastly, (6) agree very much. The rating scale was amended to 5 Likert type scale statements of (1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree and (5) strongly agree.

The pilot study, is therefore, viewed as a dress rehearsal for the actual research investigation (Welman *et al.*, 2005:148). Welman *et al.* (2005:148) summarise the purposes of a pilot study as:

- To detect possible flaws in the measurement procedures;
- To identify unclear or ambiguously formulated items; and
- An opportunity for researchers and assistants to notice non verbal behaviour.

Mugenda and Mugenda (in Chepkilot, 2005:191) add other purposes of a pilot study as:

- Questions, which are vague will be revealed and addressed accordingly;
- Comments and suggestions made by the respondents during the pilot study will be incorporated and thus improve the instruments; and
- Deficiencies of the questionnaire will be revealed and the necessary amendments will be made.

3.6. Ethical considerations

According to De Vos *et al.* (2005:57), the term ethics means "...preferences that influence behaviour in human relations". It is the responsibility of the researcher to ensure the protection of the rights of both the participants and those of the organisation in which the study is being conducted. Therefore, the researcher should always maintain objectivity and scientific research (Babbie & Mouton, 2001:526). The following ethical issues, though not exhaustive, have been identified by several authors (De Vos *et al.*, 2005:58; Welman *et al.*, 2005:201) as important, and which, should be considered by researchers when undertaking any study:

- **Informed consent** – participants were made aware that participation in the study is voluntary, and that they have the right to withdraw at any stage without consequences;
- **Right of privacy** – the participants' right to privacy and confidentiality will be protected through the use of pseudonyms, withholding their business units and department anmes and any information that could expose their identities, such as their supervisors' names. In addition, if during data collection, some individuals names, such as supervisors and the medical personnel, are in advertently mentioned, these will not be revelead in the fidings;
- **Protection from harm** – Head of Divisions and Assistant Director – Human Resources were always present at the staff welfare meetings to assure or confirm to participants that no one will be victimised as a result of his/her participation and for honest responses to the questionnaties. Furthermore, no one must write his/her name on the questionniare because what is important is the honest information given to the questionnaire; and

- **Involvement of the researcher** – the researcher reported the results of the study as is, without any manipulation of participants.

3.7.   Data analysis procedures

Data analysis refers to "...the systematic organisation and synthesis of research data, and the testing of research hypotheses" (De Vos *et al.*, 2005:716). The data was analysed by using tables and graphs where necessary. In analysing data, the Moonstats software and Excel spreadsheet was used for variables and data coding. Regarding the software, there are various descriptive statistics, which included frequency distribution, pie charts, bar charts, and histograms. Responses to each section of the questionnaire were summarised, while the most significant were briefly discussed. Graphic presentations were used to further elaborate on the results.

A summated (5 Likert scale) was used to analyse the data according to measurement items. The respondents were given five options of strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4), and strongly agree (5) to choose from.

3.8.   Problems encountered

While conducting this study the researcher encountered certain problems. It was not easy to find participants to complete the questionnaire as some indicated that they do not want to be victimised for contributing to the study. Another factor was that divisions are scattered around the country owing to regionalisation of the Ministry of Education and Skills Development. In most cases participants indicated that they were busy with lectures, as most of the targeted population are in the lecturing profession. It was a further challenge for participants to return questionnaires, but eventually 226 questionnaires out of 278 were returned.

3.9.   Chapter summary

This chapter explained the research design, research question and objectives, population and sampling, methods of data collection, ethical considerations, data analysis procedures and problem encountered. A self explanatory questionnaire was used to collect data for this research study and only 226 respondents participated. The collected data was analysed by the use of Moonstats software and Excel spreadsheets and the results are presented in chapter four.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.1.   Introduction

In this chapter the results of the study are reported and discussed. A total of 278 questionnaires were issued and only 226 questionnaires were returned giving 81% response rate. The data from the questionnaires were analysed to obtain results for the research. Hence, the evidence is analysed in detail and interpreted in relation to the key research objectives, which was to investigate employees' perceptions on the causes of absenteeism and job satisfaction in the Department of Technical Vocational Education and Training in Botswana.

4.2.   Results

Section one of the questionnaire required the respondents to provide biographical information, which comprised gender, age, marital status, family composition, highest qualification, position, salary scale, tenure, division, occasions being absent and number of sick leave days given while in the employ of DTVET from 2005 until 2009.

These questions were included in the questionnaire owing to their potential value as independent variables to probe similarities or differences in response to various sections of the questionnaire. The information obtained from the questions contained in Section 1 is presented and discussed below.

4.2.1. Please indicate your gender (Figure 4.1, n = 226)

PIE CHART FOR GENDER

Male: 52.65%

Female: 47.35%
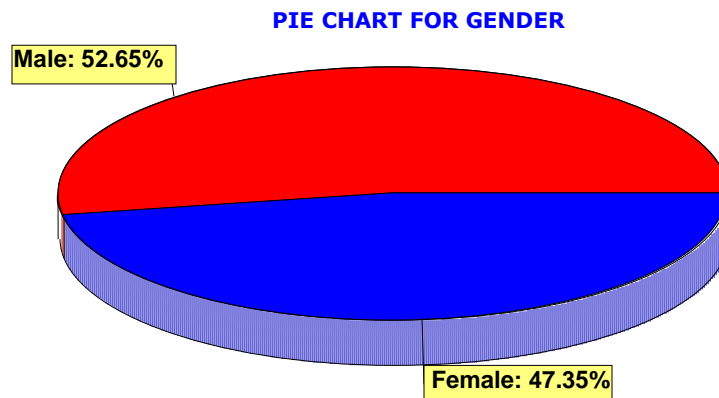
Respondents' gender was required to know the different genders that participated in the study. It is evident from Figure 4.1 that male respondents were a majority (52.65%) while the remaining 47.35% aree female. Taking into consideration that vocational training sector is

traditionally perceived to be a male dominant sector, one would have expected a higher difference.

4.2.2. Please indicate your age group (Figure 4.2, n = 226)

Please indicate your age group
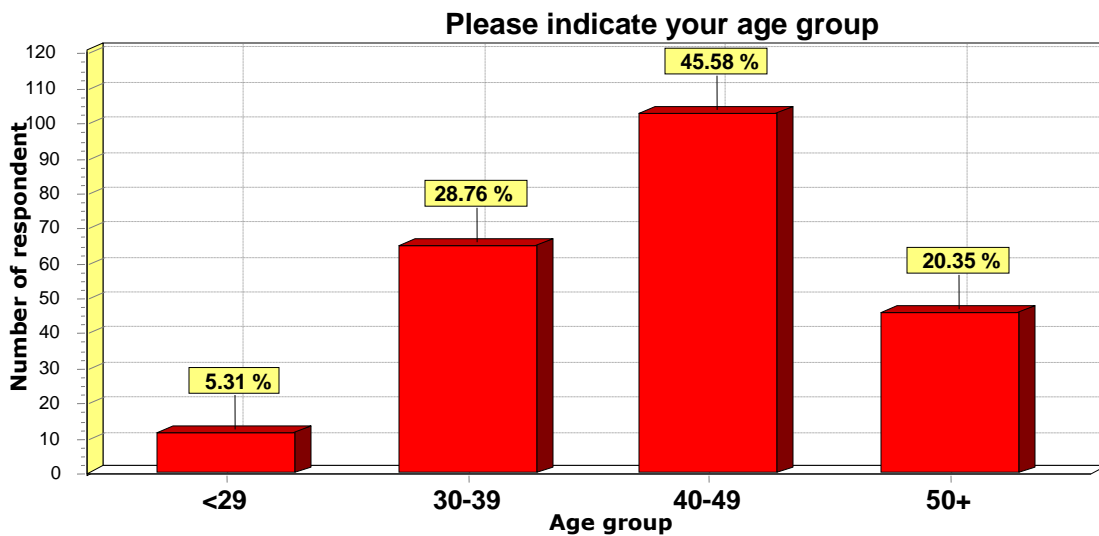
The basis for this information was to determine the age range of the respondents. Figure 4.2 presents respondents' age categories. It appears that a higher percentage of respondents represents the 40 – 49 years of age at 45.58%, followed by ages between 30 – 39 years of age at 28.76%. This shows that most of the respondents are between the ages of 40 – 49, since this range has the highest percentage.

4.2.3. Please indicate your marital status (Figure 4.3, n = 226)
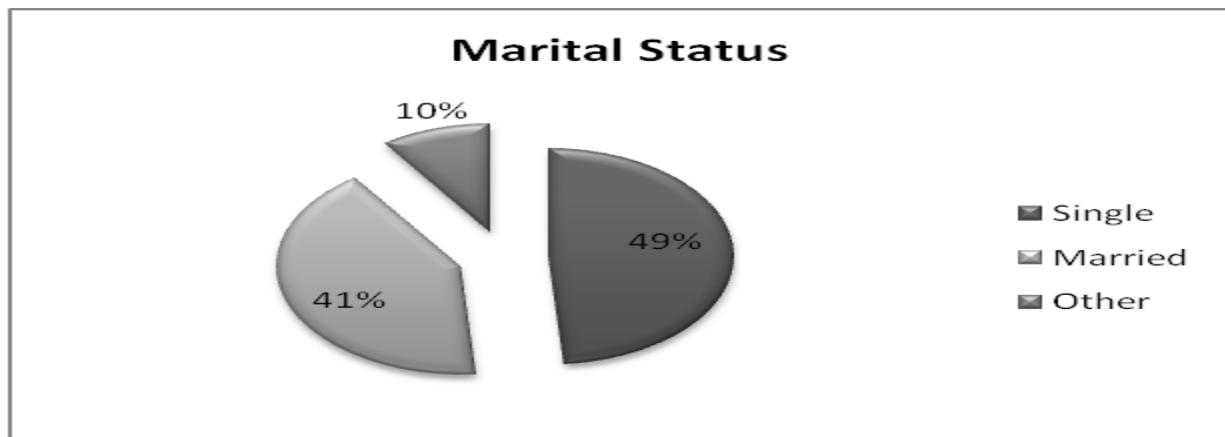
The responses given in Figure 4.3 indicate that 49% of respondents are single, while 41% are married, and the remaining 10% are either divorced or widowed.

4.2.4. Please indicate your family composition (Figure 4.4, n = 226).

Family composition
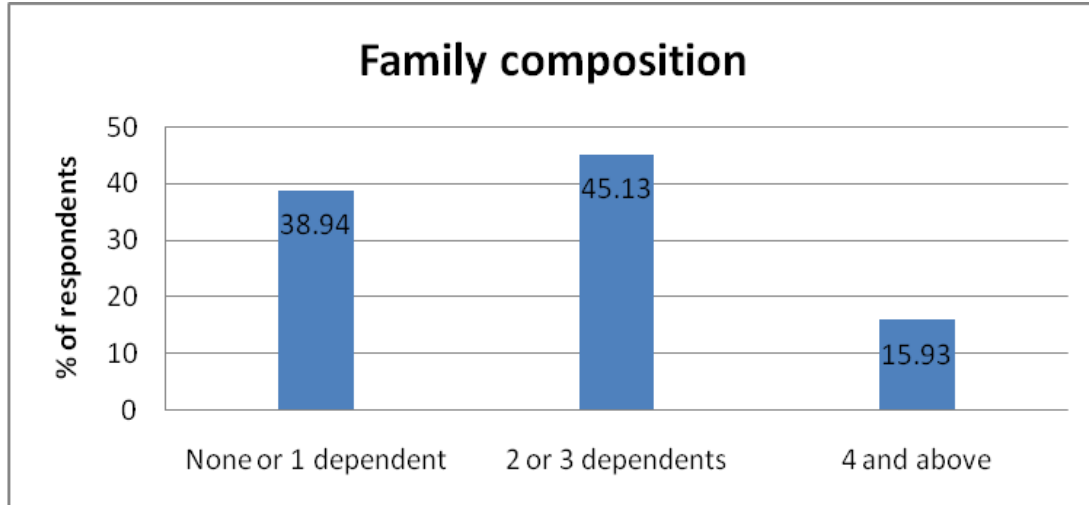
The basis for this information was to determine the family range of the respondents. Data given in Figure 4.4, regarding family composition, shows that 45.13% of respondents have between two or three dependents; while 38.94% have no dependent or have one dependent. The remaining 15.93% of respondents have four or more dependents. This shows that a majority of respondents have 2 or 3 dependents, since this range has the highest percentage.

4.2.5. Indicate your highest qualification (Figure 4.5, n = 226)

Indicate your highest qualification
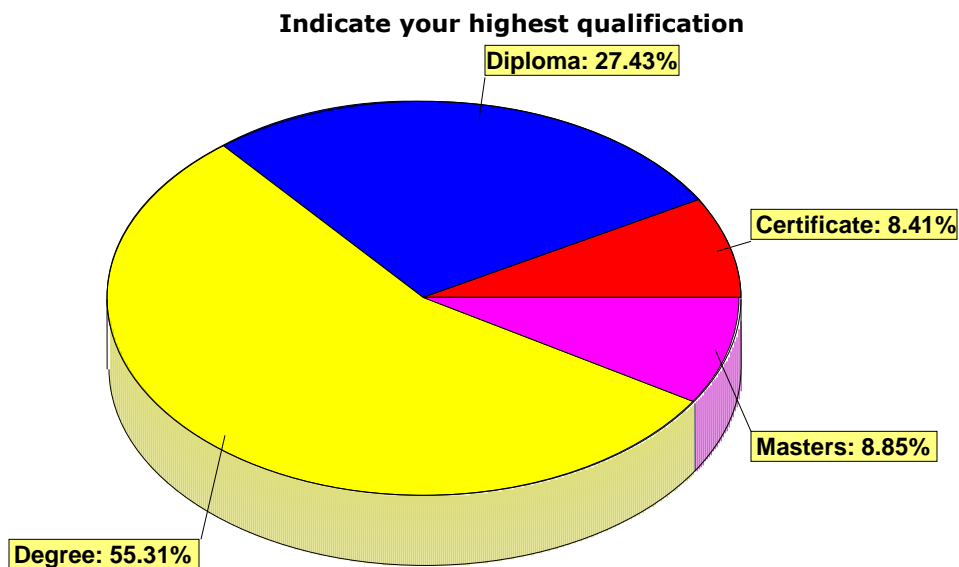
Respondents' highest qualifications were sourced to ascertain their qualifications, as this could affect levels of understanding of the effects of absenteeism in the vocational education department. Figure 4.5 above demonstrates the highest qualifications held by respondents, and shows that 55.31% of the respondents possess a degree, 27.43% has a diploma, 8.85% has masters' and 8.41% hold certificates.

4.2.6. What is your position? (Figure 4.6, n = 226)

The chart below represents different positions held by the respondents. The different positions ranged from management, administrators, education officers, lecturers and support services. The responses in Figure 4.6 revealed that of the 226 participants, 28% of the respondents were professionals, another 28% held lecturing positions, 18% were in management, and 13% of respondents worked in support services and as administrators.
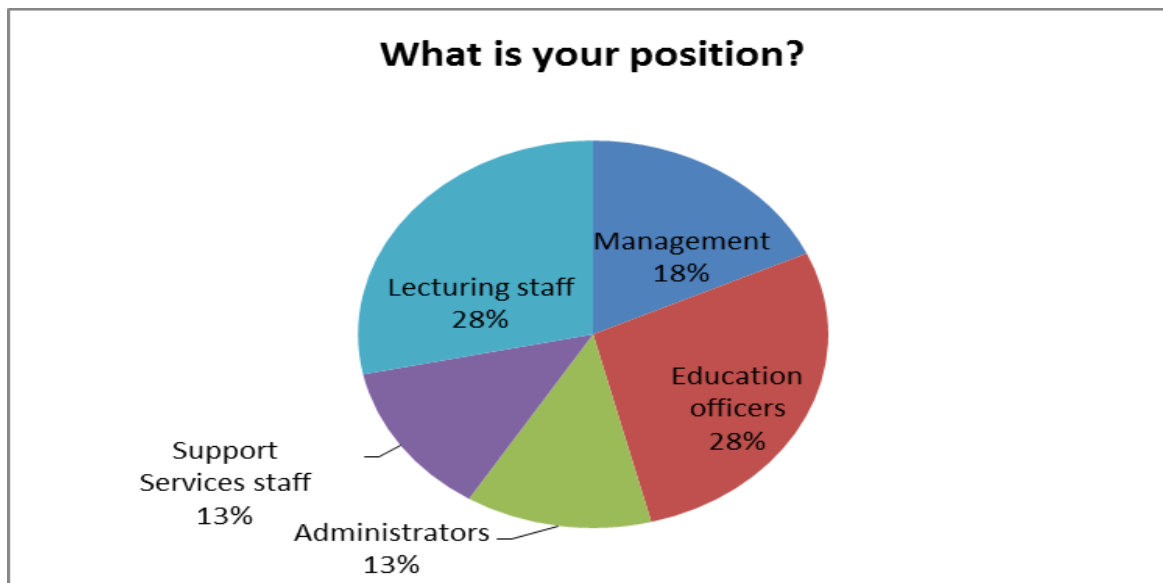
4.2.7. Indicate your current salary scale (Figure 4.7, n = 226)

According to data presented in Figure 4.7, the majority of respondents were on a D3 salary scale (40.71%), while 28.76% were on C1234, 15.49% indicated that they were on D4, 8.85% were on D2, and 4.42% were on other salary scales. At least 1.33% showed that they were on D1, while remaining 0.44% were on E2. The purpose of this question was to determine salary differences among the respondents.

Indicate your current salary scale
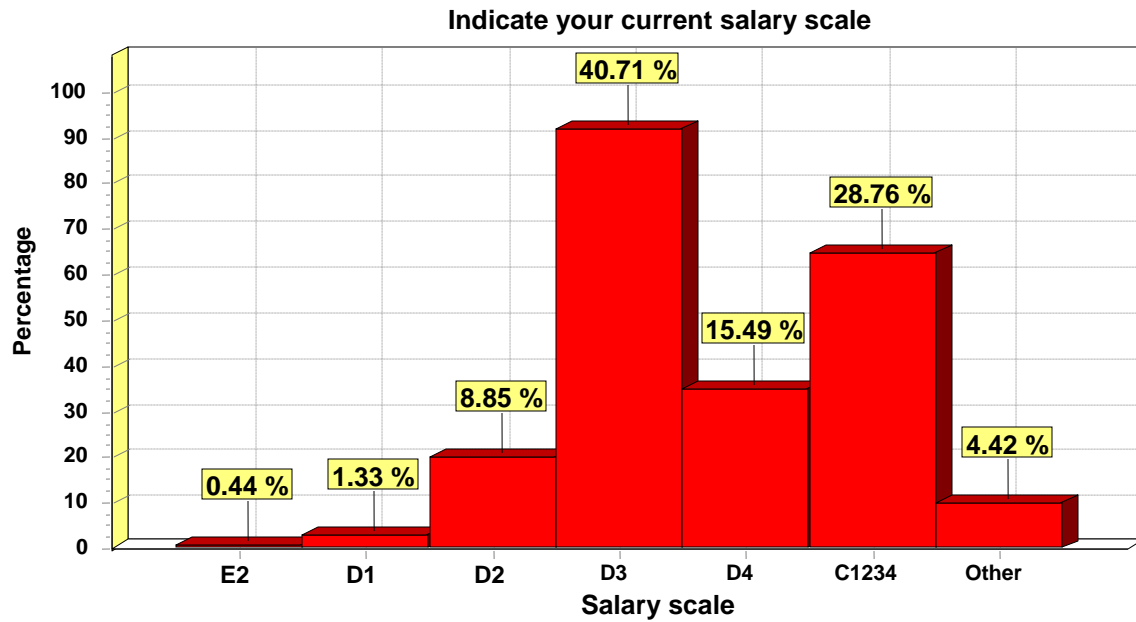
4.2.8. How long have you been working at DTVET?

(Figure 4.8, n = 226)

How long have you been working at DTVET?
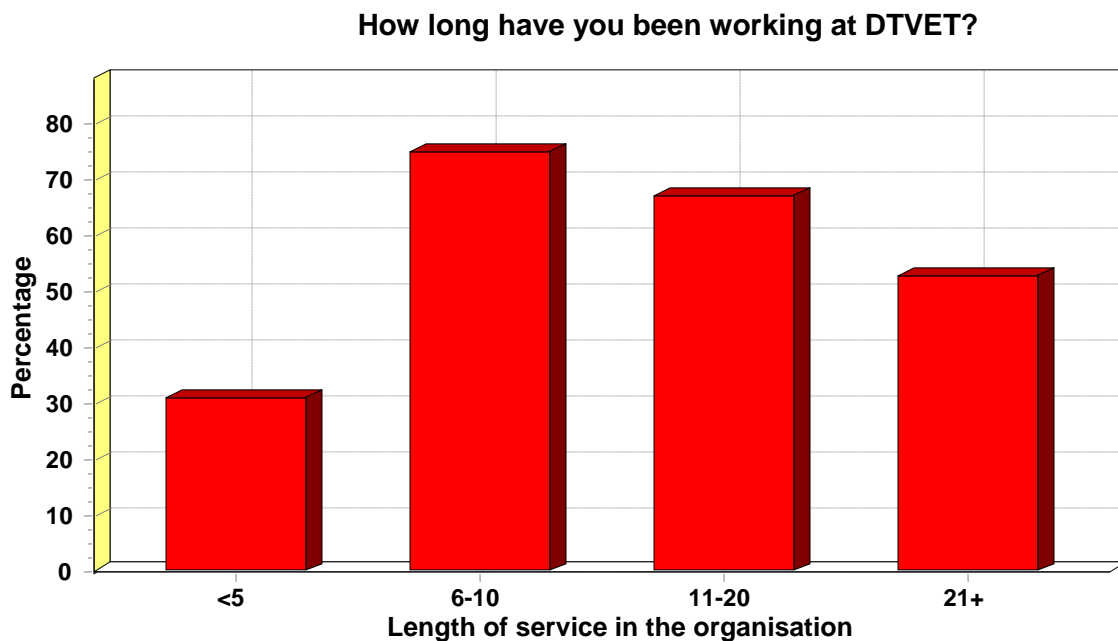
The purpose of this question was to determine the respondents' length of service in the employ of DTVET. According to Figure 4.8, 33.19% of respondents have been working for the department for 6 – 10 years; 29.65% for 11 – 20 years, 23.45% for 21 years and above, and 13.72% for 5 years and less.

4.2.9. Indicate the division in which you work. (Figure 4.9, n = 226)

Please indicate the division in which you work
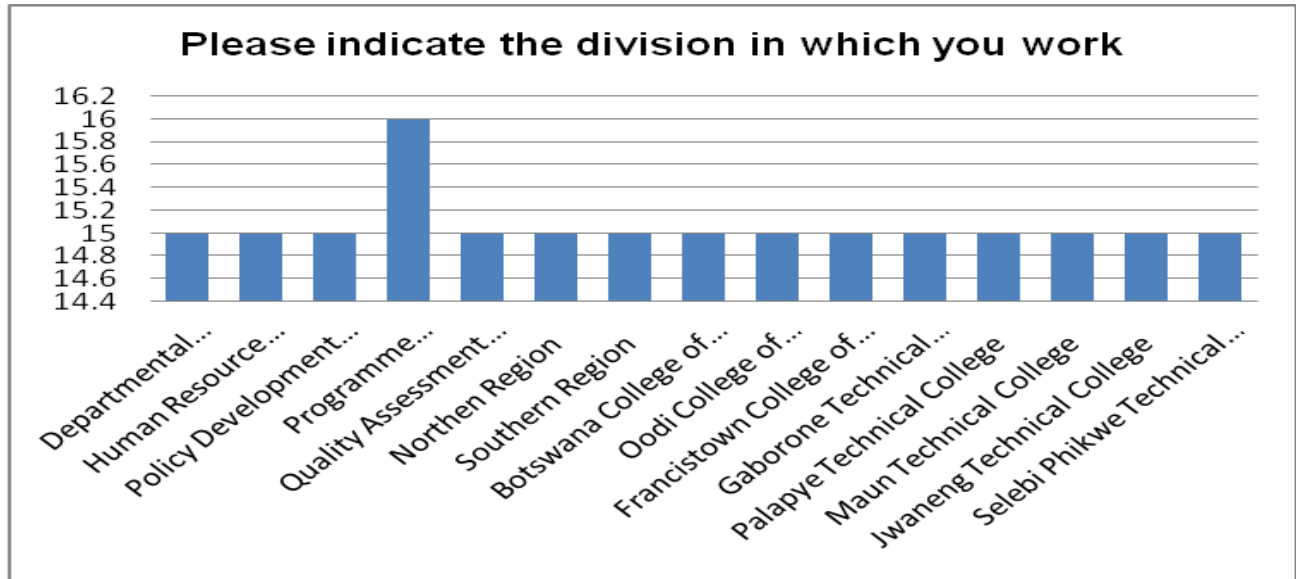
The rationale behind this question was to determine divisional representatives among the respondents. It is clear from the above figure that every division was represented. The number of respondents in each division is representative of the number of people who are employed by the organisation.

4.2.10. Indicate the number of days/times you have been absent from work owing to illness in a year during the period 2005 until 2009 (Figure 4.10, n = 226)

How many days/times have you been absent?
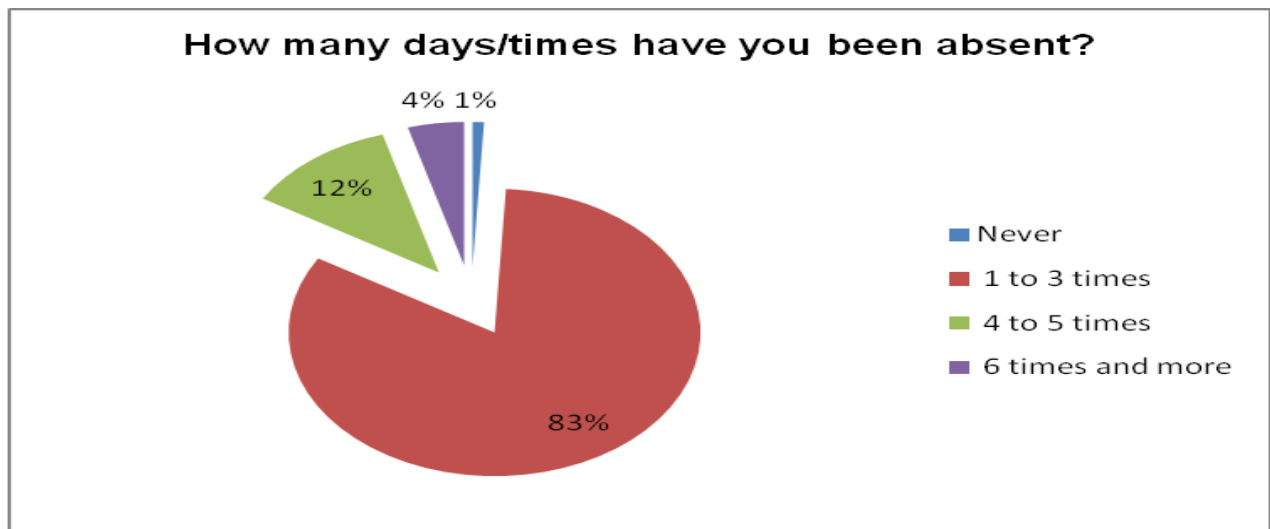
According to responses shown in Figure 4.10 above, a majority of respondents (83%) indicated that they have been absent between one to three times, 12% have been absent on four to five times, while 4% were absent six times and more, and the remaining 1% indicated that they have never been absent.

4.2.11. Indicate, on average, how many sick leave days you were given for the above occasions, (Figure 4.11, n = 226).

How many sick leave days were given to you?
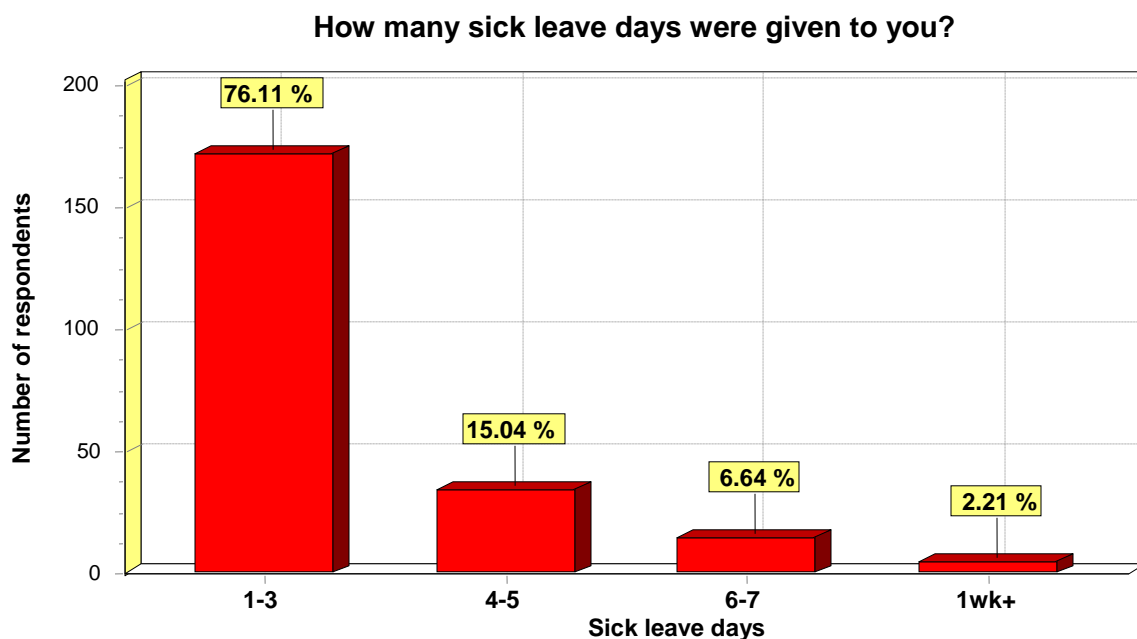
It was necessary for the researcher to know if employees utilised their sick leave benefit. A total of 76.11% of respondents indicated that they received sick leave of between one and three days, 15.05% of respondents were given sick leave of four to five days, while 6.64% were given six to seven days, and only 2.21% of respondents received sick leave for one week or more. It is clear that a significantly high number of respondents reported to have been engaged in shorter incidences of absences, which is generally considered more disruptive than long term absences (Robbins, 2004:24).

4.3.   Section 2: Absenteeism questions

This section of the questionnaire was completed and scored by using the 5 point Likert scale with 1 being "Strongly disagree", 2 "Disagree", 3 "Neither agree nor disagree", 4 "Agree" and 5 "Strongly disagree". The results of the absenteeism questionnaires are presented in the form of tables and graphs for easy interpretation, and are presented and discussed individually. This section also presents the descriptive statistic results.

4.3.1. I am absent from work owing to colds/flu

Figure 4.12, (n = 226)

Results in Figure 4.12 below reveals that from a total of 226 respondents, 87.61% agreed that they were absent from work because of colds/flu, while 11.50% (3.54% plus 7.96%) disagreed and a total 0.88% of respondents neither agreed nor disagreed.
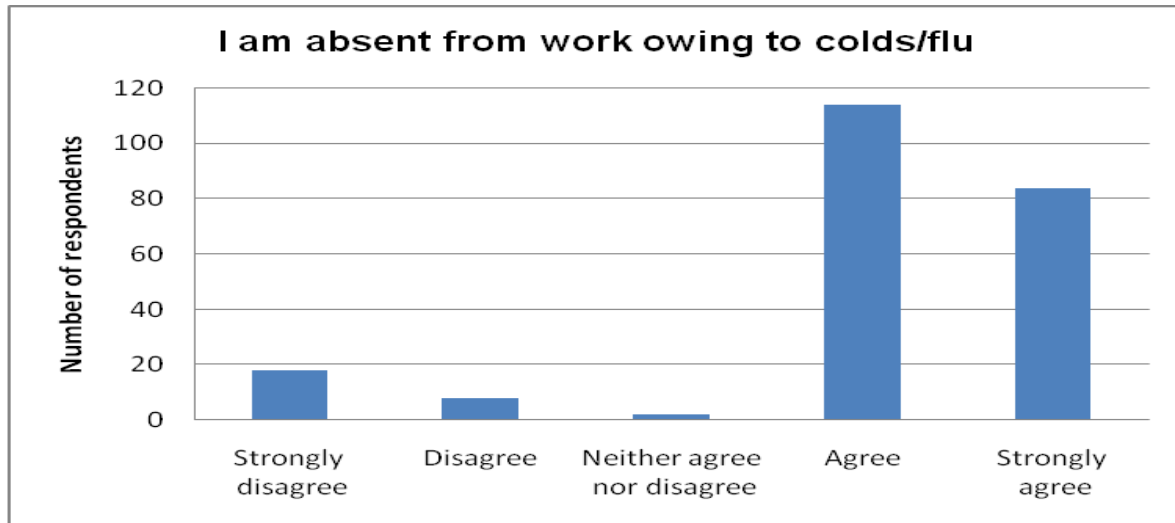
4.3.2. I am absent from work owing to stomach upsets

Figure 4.13, (n = 226).
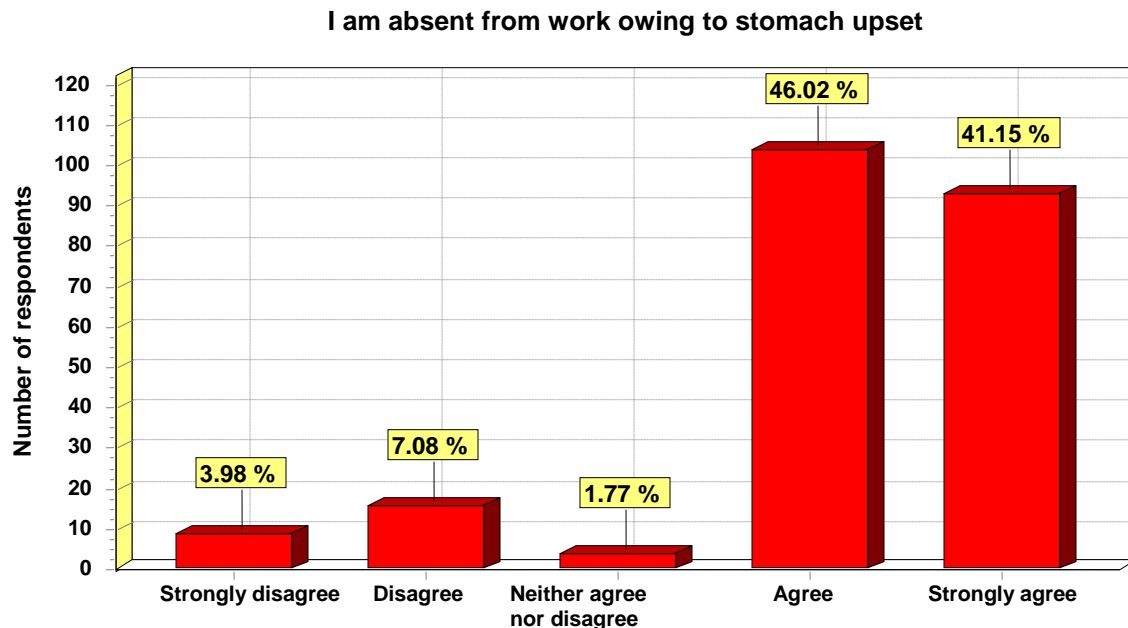
Figure 4.13 above illustrates that 46.02% of responses agreed that they are absent owing to stomach problems, while 41.15% strongly agreed which gives a total of 87.17% (46.02% plus

41.15%). Conversely, 3.98% of respondents strongly disagreed, 7.08% disagreed, totalling 11.06% (3.98% plus 7.08%), and 1.77% of respondents were neutral.

4.3.3. I am absent from work owing to headaches

Figure 4.14 (n = 226)

I am absent from work owing to headaches
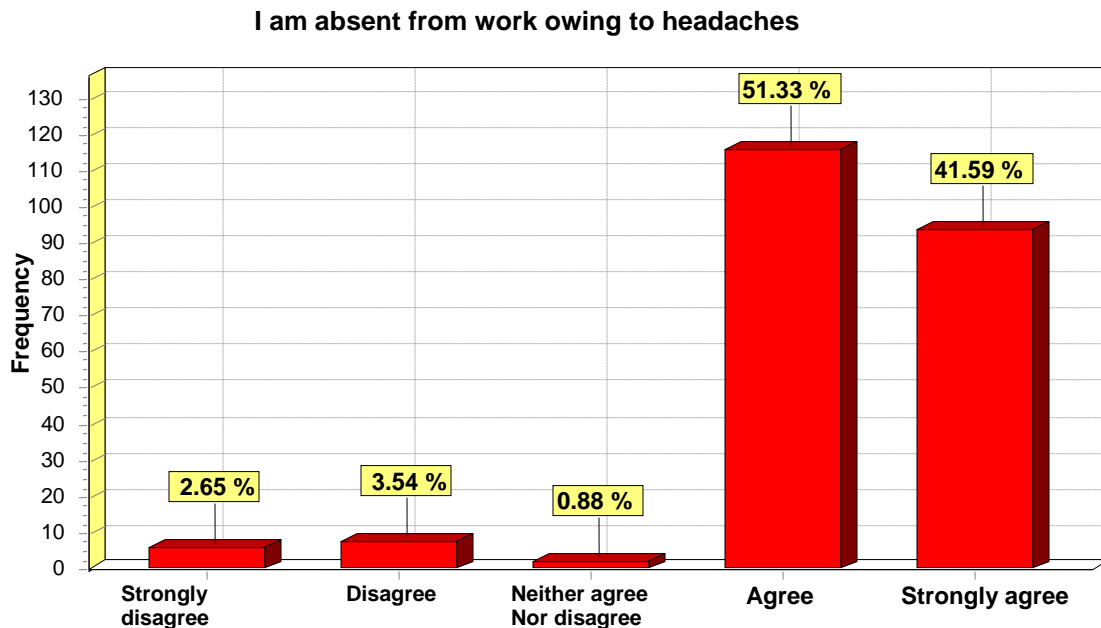
The rationale for this question was to determine if headaches are among the causes of absenteeism in the workplace. Of the total 226 respondents, 51.33% agreed that headaches are among absenteeism causes, and 41.59% strongly agreed, totalling 92.92% (51.33% plus 41.49%). However, 3.54% disagreed, while 2.65% strongly disagreed, which totalled 6.19% (3.54% plus 2.65%), and a total 0.88% of respondents remained neutral.

4.3.4. I am absent from work owing to backache problems
Figure 4.15 (n = 226)
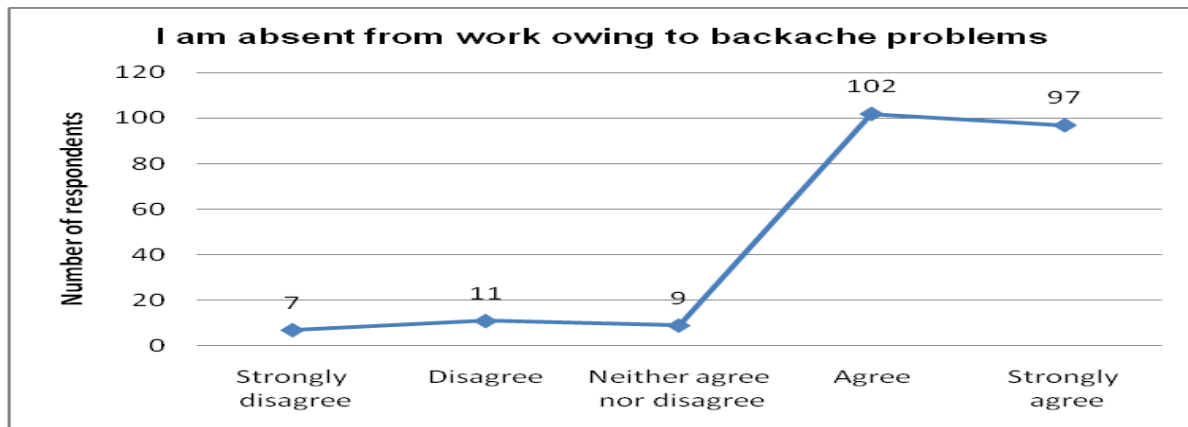
A total of 226 responses were received, with 45.13% agreeing that backache problems causes them to be absent from work, and 42.92% strongly agreed, which gives a total of 88.05% (45.13% plus 42.92%). Only 4.87% disagreed and 2.65% strongly disagreed, totalling 7.52% (4.87% plus 2.65%). The remaining 4.42% of respondents neither agreed nor disagreed.

4.3.5. I am absent from work owing to stress/emotional problems
Figure 4.16 (n = 226)
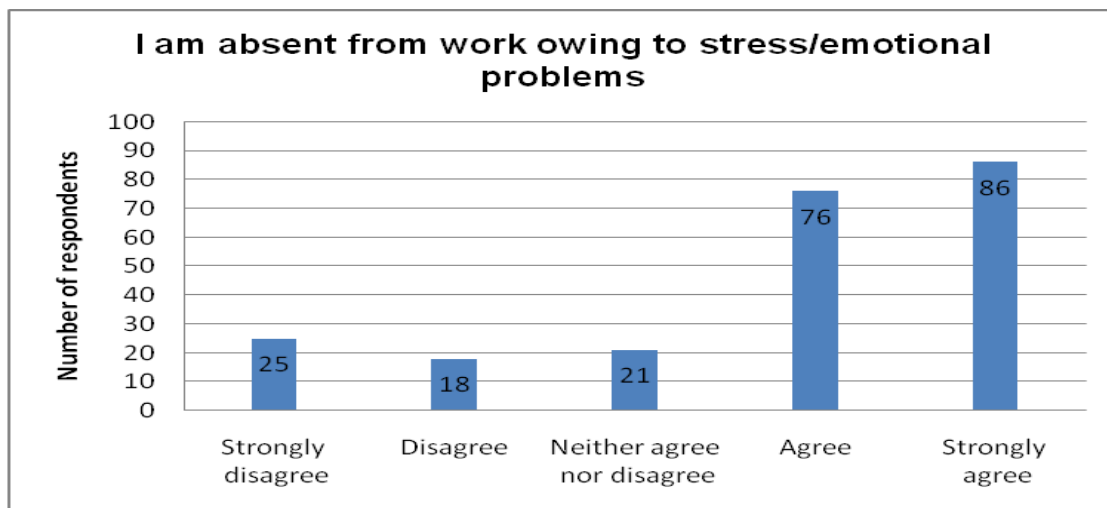
According to Figure 4.16, 38.05% of respondents strongly agreed that stress and emotional problems have contributed to causes of absence, and 33.63% agreed, which totalled 71.68% (38.05% plus 33.63%). A total of 11.06% respondents strongly disagreed, while 7.96% disagreed, which gives a 19.02%. A few respondents remained uncertain (9.29%).

4.3.6. I am absent from work owing to alcohol abuse

Figure 4.17 (n = 226)
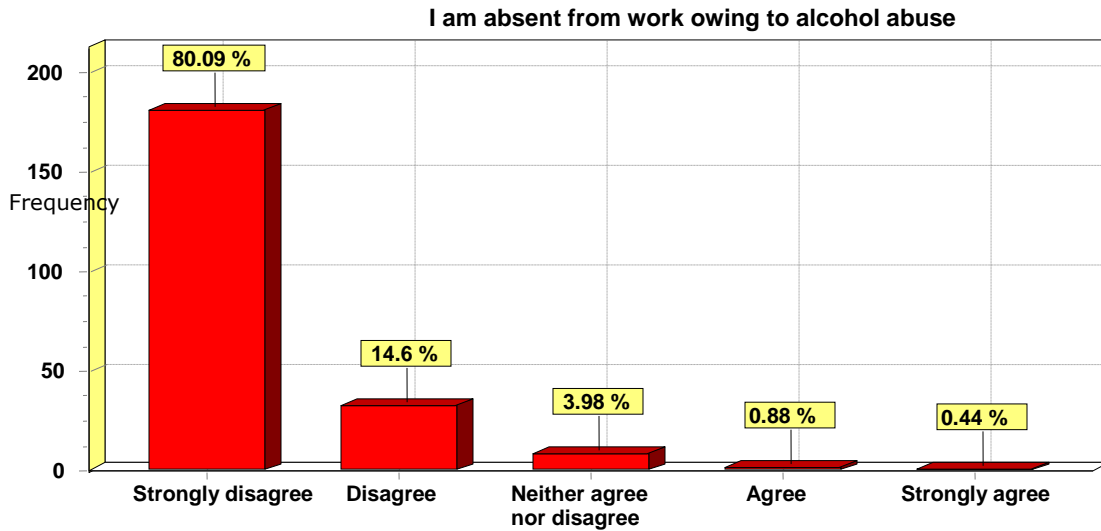
The responses given in Figure 4.17 revealed that of the 226 participants, 80.09% of the respondents strongly disagreed that they are absent from work owing to alcohol abuse, and 14.6% of respondents disagreed, which totalled 94.15% (80.09% plus 14.6%). A total of 0.88% of respondents agreed, while 0.44% strongly agreed that alcohol abuse lead to them being absent from work. About 3.98% of the respondents were undecided about the issue.

4.3.7. I am absent from work owing to HIV/AIDS related diseases

Figure 4.18 (n = 226)
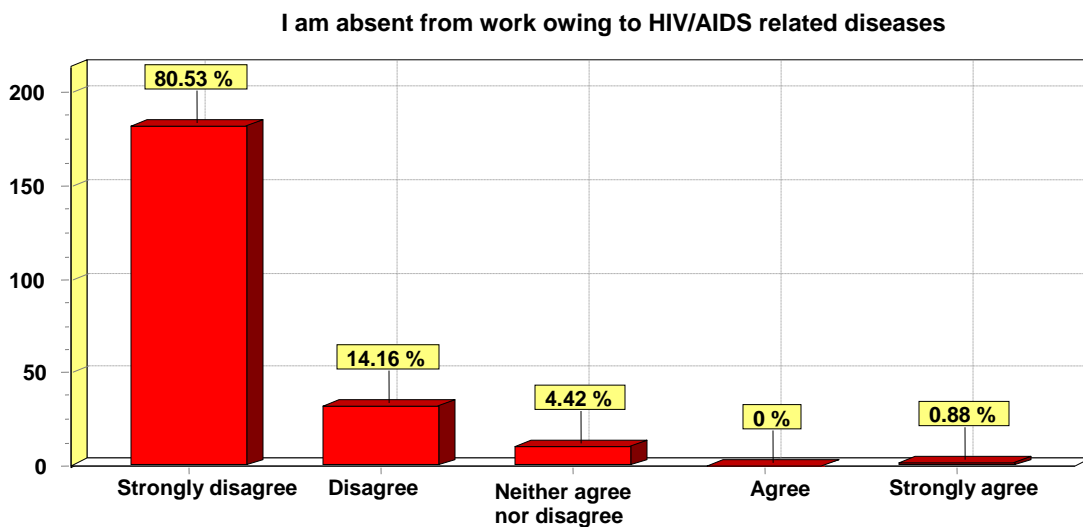
The above table shows that a majority of respondents (80.53%) strongly disagreed and 14.16% of respondents disagreed, which totalled 94.69% (80.53% plus 14.16%). A total of 0.88% strongly disagreed while nobody agreed.

4.3.8. I am absent from work owing to family problems
Figure 4.19 (n = 226)

I am absent from work owing to family problems
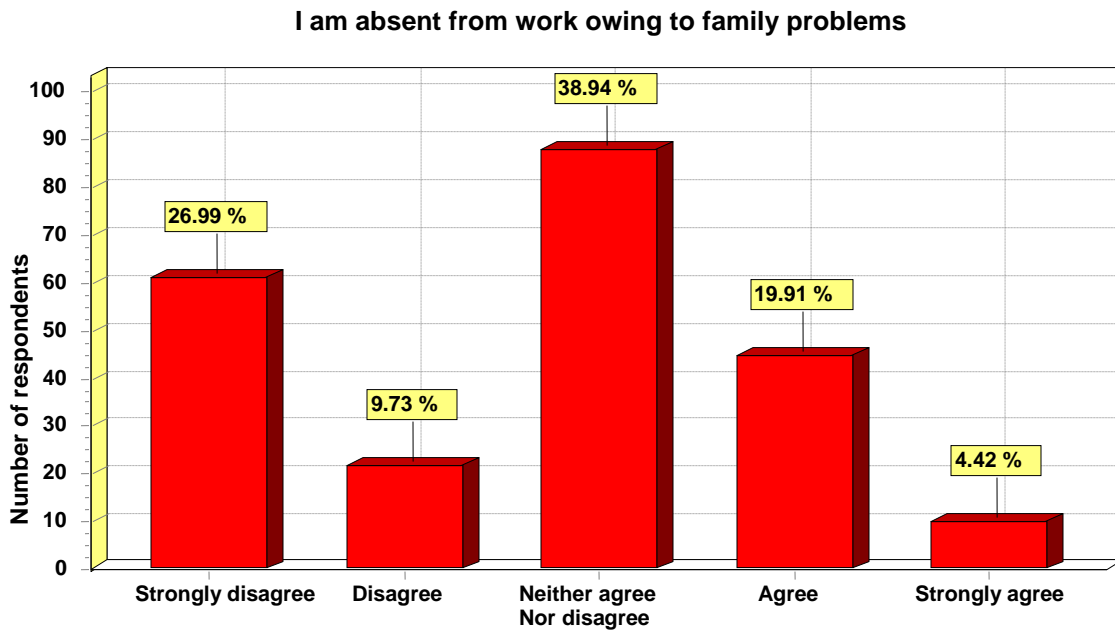
Figure 4.19 indicates that of the 226 respondents, 38.94% of them neither agreed nor disagreed that they absent themselves owing to family problems. A total of 26.99% of respondents strongly disagreed and 9.73% disagreed, which totalled 36.72% who disagreed that family problems cause absenteeism. The other responses (19.91%) agreed with the statement, while 4.42% of respondents strongly agreed, which totalled 24.33% (19.91% plus 4.42%).

4.3.9. I am absent from work owing to financial problems

Figure 4.20 (n = 226)

I am absent from work owing to financial problems
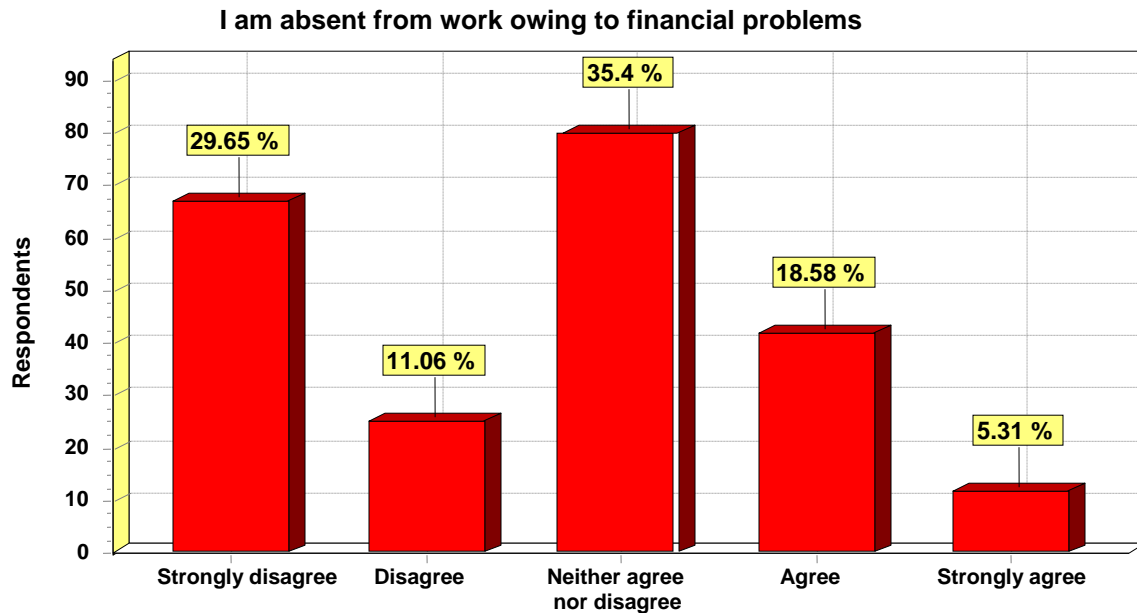
The above figure reveals that 35.4% of the respondents neither agreed nor disagreed that financial problems cause absenteeism. A total of 29.65% strongly disagree, while 11.06% agree totalling 40.71% (29.65% plus 11.06%). A total of 18.58% of respondents agreed and 5.31% strongly agreed that financial problems cause absenteeism in the workplace.

4.3.10. I consider sick leave as an entitlement to my service conditions

Figure 4.21

I consider sick leave as an entitlement to my service conditions
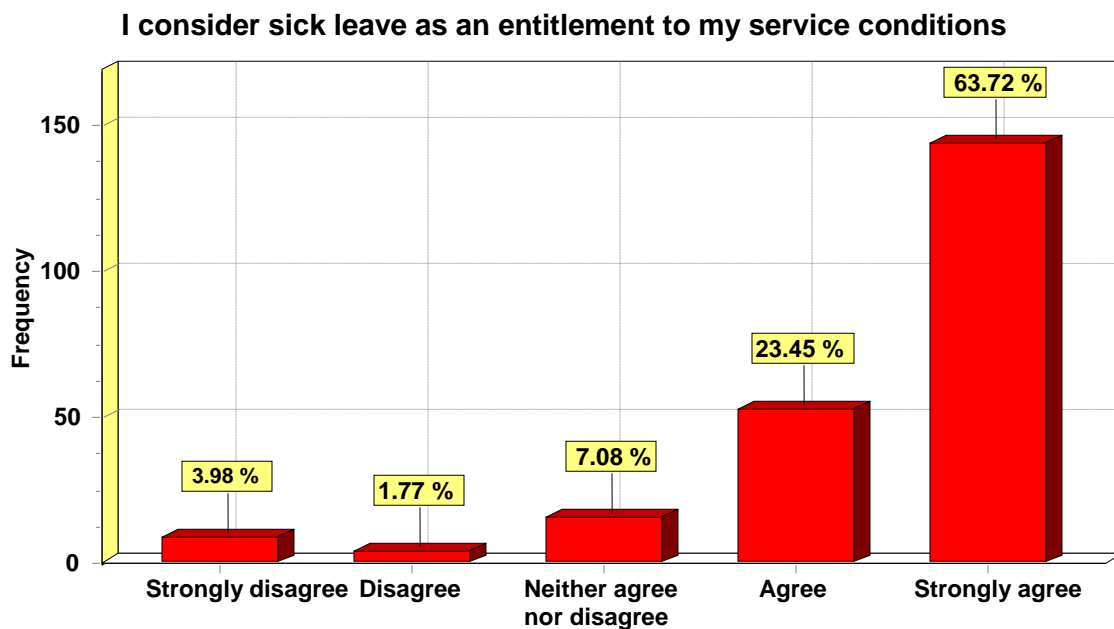
Figure 4.21 above shows that 63.72% of respondents strongly agreed that they consider sick leave as an entitlement of their conditions of service, while 23.45% agreed, which totals 87.17% (63.72% plus 23.45%). A total of 3.98% of respondents strongly disagreed and 1.77% disagreed, totalling 5.75% (3.98% plus 1.77%). The other 7.08% neither agreed nor disagreed.

4.3.11. I am absent from work owing to transport problems
Figure 4.22 (n = 226)

I am absent from work owing to transport problems
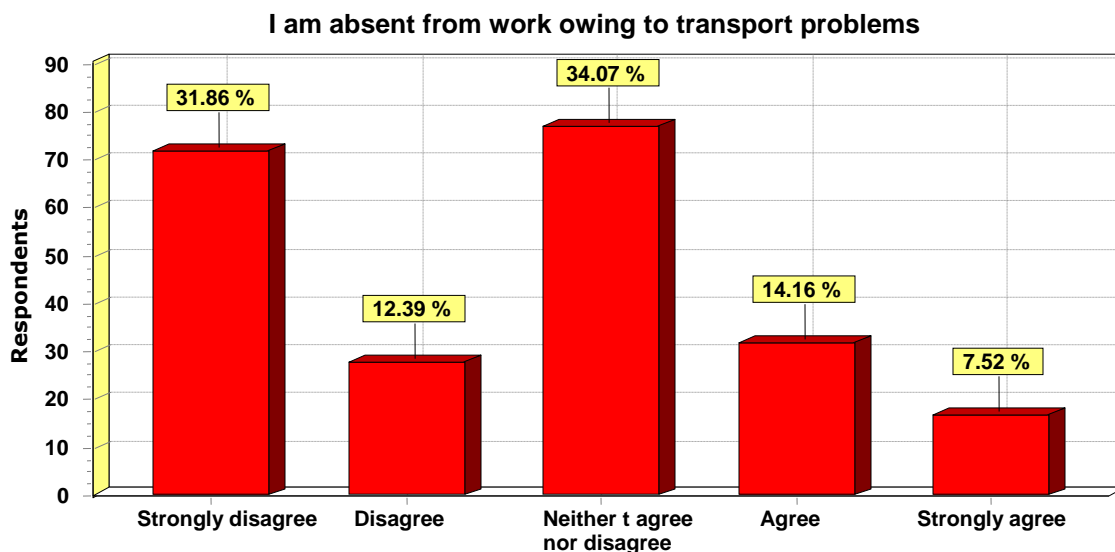
The responses given in Figure 4.22 revealed that of the 226 participants, 31.86% of the respondents strongly disagreed that they are absent from work owing to transport problems, and 12.39% of respondents disagreed, which totalled 44.25% (31.86% plus 12.39%). A total of 14.16% of respondents agreed, while 7.52% strongly agreed that transport problems lead to them being absent from work. About 34.07% of the respondents were undecided about this issue.

4.3.12. I am absent from work owing to bad weather

Figure 4.23 (n = 226)

I am absent from work owing to bad weather
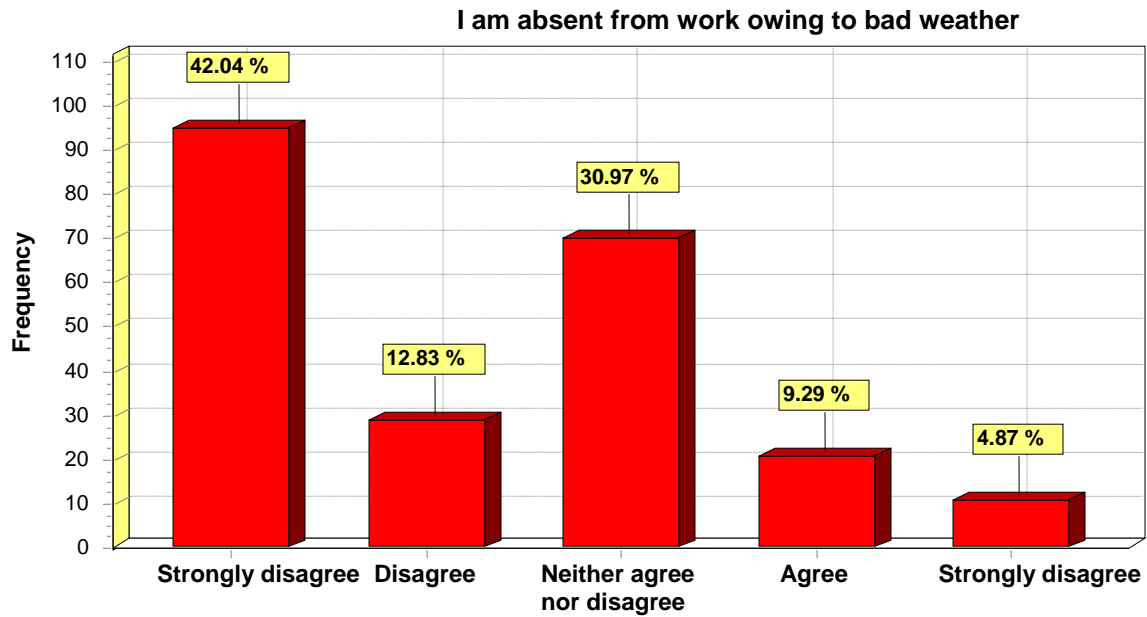
According to data presented in Figure 4.23, a significant number of respondents (42.04%) strongly disagreed that their absence from work is owing to bad weather, while 12.83% of respondents disagreed, totalling 54.87% (42.04% plus 12.83%). A total of 9.29% respondents agreed that bad weather causes their absence, and at least 4.87% strongly agreed, totalling 14.16% (9.29% plus 4.87%). Only about 30.97% of respondents neither agreed nor disagreed with the above statement.

4.3.13. I am absent from work owing to boredom

Figure 4.24 (n = 226)

I am absent from work owing to boredom
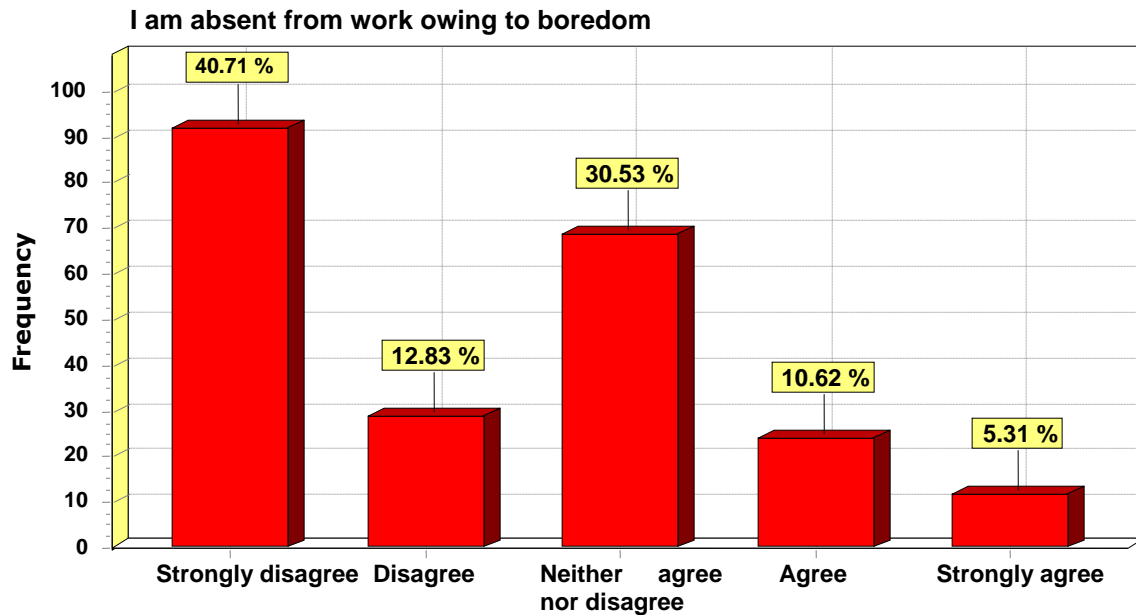
Figure 4.24 above shows that 40.71% of respondents strongly disagreed that they are absent from work owing to boredom, while 12.83% disagreed, which totals 53.54% (40.71% plus 12.83%). A total of 10.62% of respondents agreed and 5.31% strongly agreed, totalling 5.75% (16.37% plus 1.77%). The other 30.53% neither agreed nor disagreed.

4.3.14. Perceptions regarding organisational factors which influence absenteeism

Participants were asked to indicate how, in their opinion, organisational factors influence their decision to stay away from their workplace.

Table 4.1: Respondents' perceptions regarding organisational factors which influence absenteeism

Question	n	1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Total of SD+D	Total of SA+A
1: I do not like the autocratic style of my supervisor.	226	(8.85%) 20	(3,54%) 8	(11,95%) 27	(30,97%) 70	(44,69%) 101	(12,39%) 28	(75,66%) 171
2: My supervisor uses a one way method of communication.	226	(6,19%) 14	(3,98%) 9	(7,96%) 18	(33,19%) 75	(48,67%) 110	(10,18%) 23	(81,86%) 185
3: My problems are not satisfactorily solved.	226	(2,65%) 6	(2,65%) 6	(3,54%) 8	(26,55%) 60	(64,60%) 146	(5,31%) 12	(91,15%) 206
4: Conflicts among employees are not resolved.	226	(2,21%) 5	(1,33%) 3	(2,65%) 6	(30,97%) 70	(62,83%) 142	(3,54%) 8	(93,81%) 212
5: My supervisor always criticises me for making mistakes.	226	(3,10%) 14	(4,42%) 18	(15,04%) 34	(31,86%) 72	(38,94%) 88	(14,16%) 32	(70,80%) 160
6: I am delegated a lot of responsibilities without remuneration.	226	(3,10%) 7	(4,42%) 10	(15,04%) 34	(30,53%) 69	(46,90%) 106	(7,52%) 17	(77,43%) 175
7: I am absent from work owing to tolerance for absenteeism in the department.	266	(4, 87%) 11	(8, 41%) 19	(12, 83%) 29	(28.76%) 65	(45,13%) 102	(13,28%) 30	(73, 89%) 167
NOTE 1: Strongly disagree and disagree, agree and strongly agree - were grouped together for interpretation.							
NOTE 2: Highlighted scores show the majority of the respondents' ratings.							

Discussion of the results of resposndents' perception on organisational factors which influence absenteeism

The responses indicate that, in general, conflicts among employees are not resolved and problems are not satisfactorily resolved, conflicts in the workplace, which are not properly

resolved have a significant contribution on employees' decisions to be absent from their workplace.

The most significant organisational factors, which causes absenteeism in the DTVET, in order of priority, are:

- Lack of proper grievance procedures to resolve conflicts among employees: 93.81 per cent of respondents agreed;
- Unsatisfactorily resolved employees' grievances: 91.15 per cent of respondents agreed;
- Supervisor's one way leadership style or method = 81.86 per cent of respondents agreed;
- Lack of remuneration for delegated responsibilities: 77.43 per cent of respondents agreed;
- Supervisor's autocratic leadership style: 75.66 per cent of respondents agreed; and finally
- Supervisor's criticisms when mistakes are made: 70.80 per cent of respondents agreed.

These results indicate that the respondents believe that management do not appreciate their contribution to the organisation and, furthermore, respondents indicate that no systems have been established to address employees' grievances fairly.

4.3.15. Perceptions regarding working conditions which influence absenteeism

Individual respondents were asked to indicate how, in their opinion, working conditions influence their absenteeism. Table 4.2 reflect the results of this section of the questionnaire.

Table 4.2: Respondents' perceptions regarding working conditions which influence absenteeism

Question	n	1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Total of SD+D	Total of SA+A
1: There is a lack of reward systems for excellence performance.	226	(2,21%) 5	(3,10%) 7	(3,98%) 9	(45,13%) 102	(45,58%) 103	(5,31%) 12	(90,71%) 205
2: Absenteeism procedures are not applied consistently among employees.	226	(2,65%) 6	(1,33%) 3	(3,10%) 7	(41,15%) 93	(51,77%) 117	(3,98%) 9	(92,92%) 210
3: There is a lack of employee health promotion programmes in the workplace.	226	(0,44%) 1	(0,44%) 1	(3,54%) 8	(39,38%) 89	(56,19%) 127	(0,88%) 2	(95,58%) 216
4: There is insufficient information about changes that are implemented in the Department.	226	(10,18%) 23	(3,98%) 9	(13,27%) 30	(34,96%) 79	(37,61%) 85	(14,16%) 32	(72,57%) 164
5: There is work overload owing to shortages of staff.	226	(0,88%) 2	(90,44%) 1	(0,88%) 2	(26,99%) 61	(70,80%) 160	(1,33%) 3	(97,79%) 221
6: There are insufficient opportunities to work independently.	226	(2,65%) 6	(1,77%) 4	(3,98%) 9	(24,34%) 55	(67,26%) 152	(4,42%) 10	(91,59%) 207
7: There is a lack of clear roles within the Department.	226	(2,65%) 35	(13,72%) 31	(29,20%) 66	(17,26%) 39	(24,34%) 55	(16,37%) 66	(41,59%) 94
8: There is unfair selection of employees for career progression and training opportunities.	226	(36,28%) 82	(13,27%) 30	(11,06%) 25	(14,60%) 33	(24,78%) 56	(49,56%) 112	(39,38%) 89
9: There is no teamwork spirit within the Department.	226	(35,84%) 81	(7,08%) 16	(15,04%) 34	(20,80%) 47	(21,24%) 48	(42,92%) 97	(42,04%) 95

Discussion of the results of respondents' perception on working conditions which influence absenteeism

Significantly working conditions, which influence absenteeism, according to respondents' opinions, are as follows, and in order of importance:

- DTVET employees are overworked: 97, 79 per cent of respondents' agreed;
- Lack of employee health programmes: 95, 58 per cent of respondents agreed;
- Inability to apply absenteeism policies and procedures consistently: 92, 92 per cent of respondents agreed;
- Lack of autonomy owing to bureaucratic red tape: 91, 59 per cent of respondents agreed;
- Lack of effective performance reward systems: 90, 72 per cent of respondents agreed;
- Poor communication strategies: 72, 57 per cent of respondents agreed;
- Unfair selection procedures for career and training opportunities: 49, 56 per cent of respondents agreed;
- Lack of team work spirit: 42, 92 per cent of respondents agreed; and finally
- Unclear roles: 41, 59 per cent of respondents agreed.

Work overload appears to be a major contributing factor to employees taking unscheduled leave of absence from work. Lack of health programme opportunities to assist employees to lead a healthy lifestyle is another factor, which causes absenteeism. Respondents seem to be unhappy with managements' inconsistent implementation of absenteeism policies and procedures.

4.4. Section 3: General questions

4.4.1. List other factors that cause absenteeism

Data related to this question was extracted from the open-ended questions in the questionnaire. The following were presented as other reasons for absenteeism:

- Untrained supervisors;
- Lack of implementation of general orders;
- Supervisors lack of understanding of the department's mandate and policies;
- Non performers are promoted and high performers are sidelined;
- Lack of professionalism and ethics;
- Lack of interpersonal and human skills by supervisors; and
- Poor selection and recruitment policies.

4.4.2. Do you think that there is an absenteeism problem in the DTVET?

Figure 4.25 (n = 226)

Do you think that there is an absenteeism problem in the department?
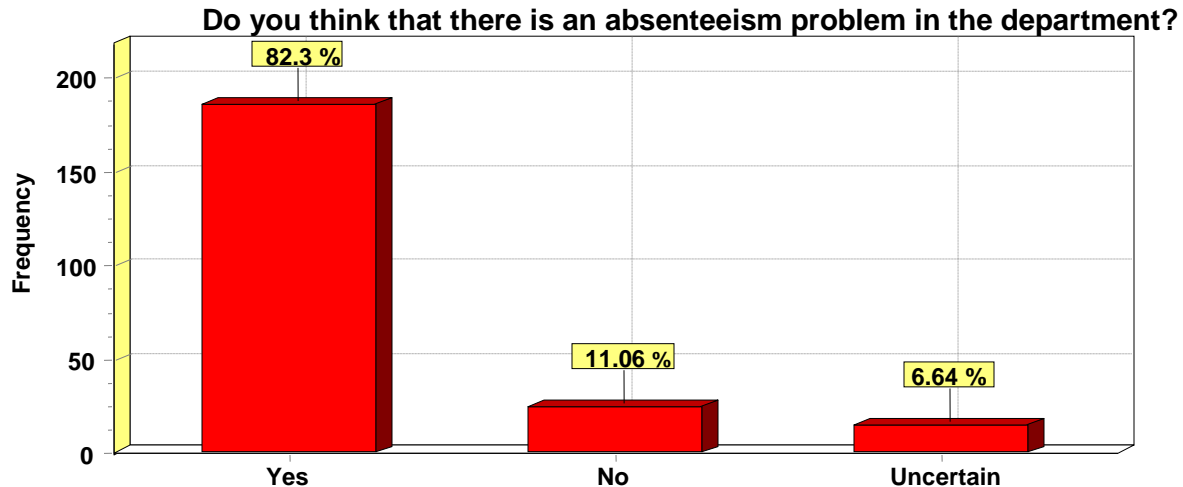
The results presented in Figure 4.25 above indicate that 82.3% of respondents think that there is an absenteeism problem in the department, while 11.06% said that there is no absenteeism problem, and 6.64% of the respondents were uncertain about the question. The following quotations illustrate the different nature of responses, just to cite a few:

"I think there is lack of knowledge regarding absenteeism costs both on the employer and employee";

"People are not comfortable with the poor supervision and unconducive work environment";

"We are tired of the autocratic leadership style of supervisor in the organisation";

"No action is taken when officers are absent, instead they are requested to fill in leave forms retrospectively to replace the lost day"; and

"More officers follow suit to utilise the opportunity".

4.4.3. Do you think that some of your colleagues take sick leave without really being ill?
Figure 4.26 (n = 226)
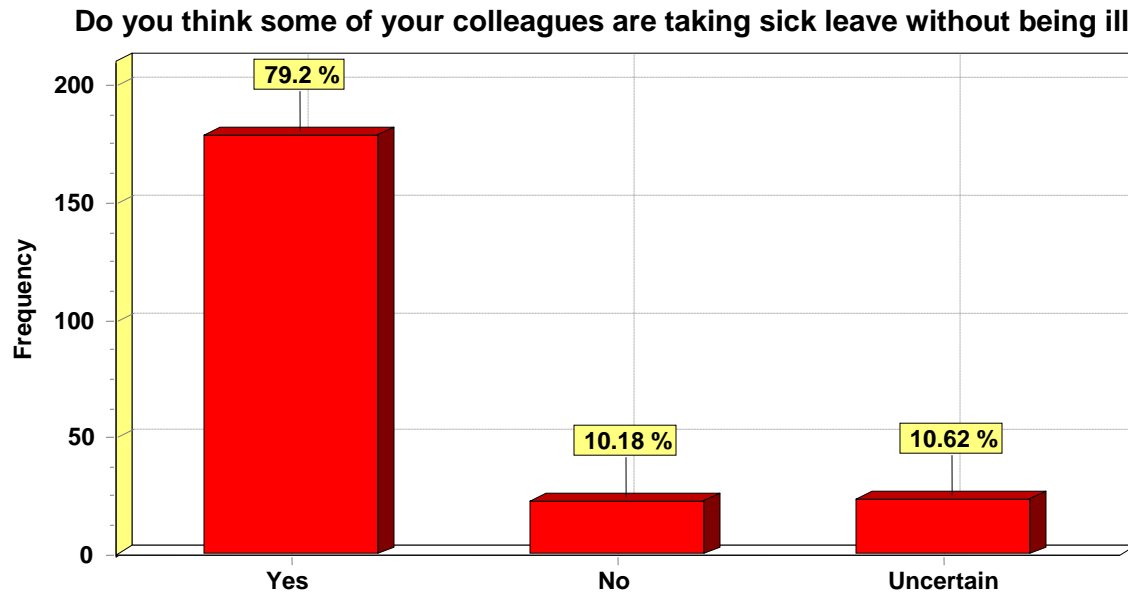
According to data presented in Figure 4.26 above, a significant 79.2% of respondents indicated that their colleagues take sick leave without really being ill, while 10.18% of the respondents disagreed, and the remaining 10.62% were uncertain about this question.

The following are some of the respondents' opinions about why employees do not report for duty.

- "Sometimes it's because supervisors disallow leave unnecessarily";
- "Most of the time when officers feel tired they submit sick leave especially on Mondays"; and
- "Sick leave sometimes are easily bought from medical practitioners, as such employees will always get them".

4.4.4. What solutions can you suggest?

The following possible solutions were suggested by the respondents:

- Flexible working arrangements;
- Educate employees on absenteeism and its impact on the organisation;
- Award employees for motivate them;
- Flexible fringe benefits to employees;
- Leave plans should be encouraged;
- Supervisors should be allowed to send an officer to go on leave if they see signs of fatigue;
- Subsidised club membership fees;
- Employee assistance programmes;

- Employees should fully utilise wellness officers that are provided by the organisation;
- Establishment of Industrial Relations Unit/Employment Relations Unit to be able to resolve employees problems internally; and
- Involve employees on issues that concern them for their input.

4.4.5. General remarks on absenteeism in the DTVET

The following are some of the remarks deduced from the respondents' scripts;

- "I think supervisors should lead by example";
- "Supervisors should stop calling employees only when there are problems or crises";
- Management should improve communication within the department;
- Supervisors lack HR, leadership, and administration skills; and
- Unhappy employees are likely to be absent most of the time because they feel they are not being valued.

4.4.6. Summary of causes of absenteeism in the DTVET

Figure 4.27
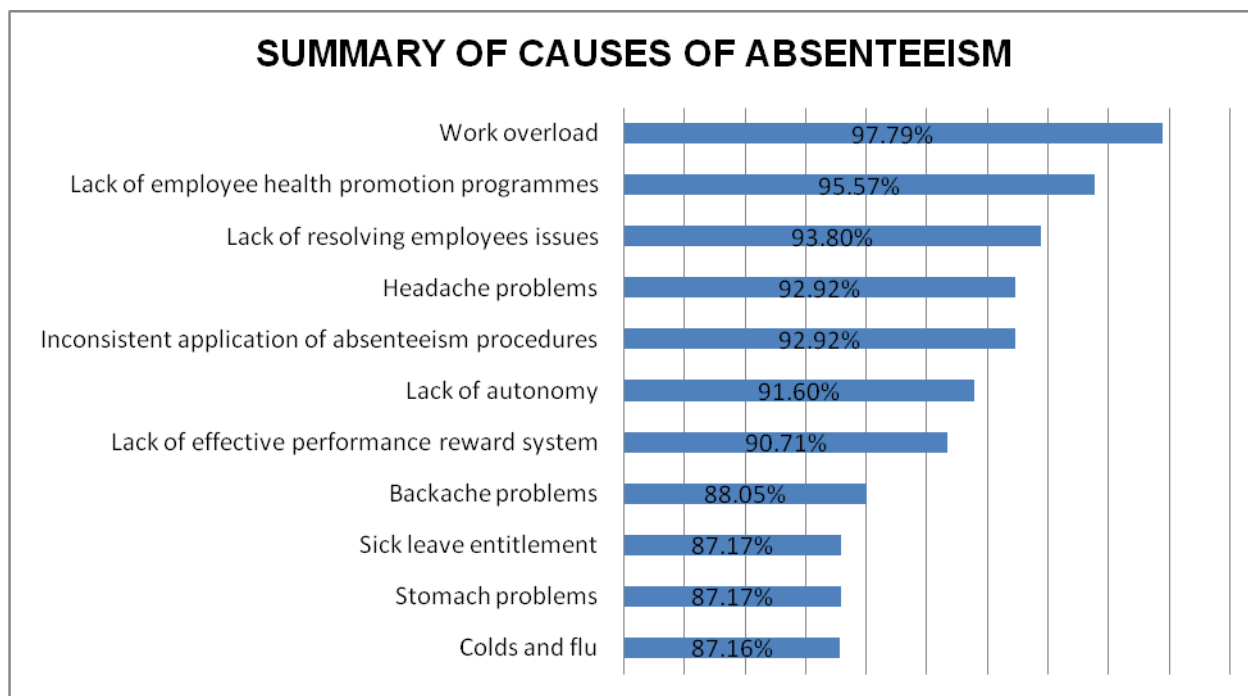
According to results from the study, the most significant working conditions, which influence absenteeism, are presented in Figure 4.27, starting with the one, which got the highest marks and ending with the least marks.

It can be concluded from the above results that the working environment under which employees perform their daily duties are not conducive.

4.5. Section 4: Job satisfaction questions

The purpose of this section was to identify levels of satisfaction among employees towards their jobs within the organisation. The literature review indicated that job satisfaction comprises of five factors, which are satisfaction with the work itself, salary, opportunity for promotion, supervision, and relationship with co workers (Grobler *et al.*, 2006:116; Luthans, 2005:212, McHugh, 2002:733; Nel *et al.*,2008:585; Robbins *et al.*,2009:78).

4.5.1. I feel that I am being paid a fair amount for the work that I do
Table 4.3

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	87	38.50	38.5
Disagree	97	42.92	81.42
Neither agree, nor disagree	9	3.98	85.40
Agree	28	12.39	97.79
Strongly agree	5	2.21	100.00
Total	**226**	**100.00**	

The basis for the above question was to determine whether employees are satisfied with their pay salary. According to the above results, a total of 38.50% of respondents strongly disagreed that they are paid fairly for the work that they do, and 42.92% disagreed, which totalled 81.42% (38.50% plus 42.92%). A total of 12.39% of respondents agreed with the statement, while 2.21% strongly agreed, which totalled 14.60% (12.39% plus 2.21%). The remaining 3.98% neither agreed nor disagreed with the statement.

4.5.2. There is too few chances of promotion in my job
Table 4.4

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	16	7.08	7.08
Disagree	8	3.54	10.62
Neither agree, nor disagree	11	4.87	15.49
Agree	123	54.42	69.91
Strongly agree	68	30.09	100.00
Total	**226**	**100.00**	

The above question was asked to ascertain if employees are satisfied with promotion opportunities within the organisation. The results indicate that 30.09% of the respondents strongly disagreed that there are opportunities for promotion, and 54.42% of respondents disagreed, which totalled 84.51% (30.09% plus 54.42%). A total of 7.08% of respondents strongly agreed with the statement, while 3.54% of respondents agreed, which totalled 10.62% (7.08% plus 3.54%). A total of 4.87% of respondents neither agreed nor disagreed that there are few chances of promotion within the organisation.

4.5.3. My supervisor is quite competent to do his/her job

Table 4.5

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	11	4.87	4.87
Disagree	83	36.73	41.60
Neither agree, nor disagree	34	15.04	56.64
Agree	76	33.63	90.27
Strongly agree	22	9.73	100.00
Total	**226**	**100.00**	

Individual respondents were asked to indicate whether their supervisors are competent to do their jobs. The survey indicated that 33.63% of respondents agreed that their supervisors are competent to do their jobs, while 9.73% of respondents strongly agreed, which totalled 42.36% (33.63% plus 9.73%). However, a total of 4.87% of respondents strongly disagreed with the statement, and 36.73% of the respondents disagreed, giving a total of 41.60% (4.87% plus 36.73%). A total of 15.04% of respondents remained neutral regarding this question.

4.5.4. I am not satisfied with the benefits that I receive

Table 4.6

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	7	3.10	3.1
Disagree	16	7.08	10.18
Neither agree, nor disagree	6	2.65	12.83
Agree	105	46.46	59.29
Strongly agree	92	40.71	100.00
Total	**226**	**100.00**	

According to data presented in Table 4.6 above, a significant 46.46% of respondents indicated that they are not satisfied with the benefits that they receive, while 40.71% of the respondents strongly agreed, which totals 87.17% (46.46% plus 40.71%). A total of 3.10% of respondents strongly disagreed with the statement, while 7.08% of respondents disagreed, which totalled 10.18% (3.10% plus 7.08%). The remaining 2.65% of respondents were uncertain.

4.5.5. When I do a good job I receive recognition for it

Table 4.7

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	97	42.92	42.92
Disagree	74	32.74	75.66
Neither agree, nor disagree	8	3.54	79.20
Agree	28	12.39	91.59
Strongly agree	19	8.41	100.00
Total	**226**	**100.00**	

As indicated in Table 4.7 above, 42.92% of the respondents indicated that they strongly disagreed that they receive recognition for good work done, while 32.74% of the respondents disagreed, which gives a total of 75.66% (42.92% plus 32.74%). At least 12.39% of the respondents agreed with the statement, and 8.41% of the respondents disagreed, totalling 15.93% (3.54% plus 12.39%). A total of 3.54% of the respondents neither agreed nor disagreed with the statement.

4.5.6. Many of our rules and procedures make doing a good job difficult

Table 4.8

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	5	2.21	2.21
Disagree	7	3.10	5.31
Neither agree, nor disagree	7	3.10	8.40
Agree	97	42.92	51.33
Strongly agree	110	48.67	100.00
Total	**226**	**100.00**	

Results in Table 4.8 above reveal that from a total of 226 respondents, 48.67% strongly agreed that available rules and procedures make doing a good job difficult, while 42.92% agreed, which totalled 91.59% (48.67% plus 42.92%). A total of 2.21% of the respondents strongly disagreed with the statement, 3.10% of respondents strongly disagreed and 3.10% disagreed. The remaining results 3.10% of the respondents indicated that they neither agreed nor disagreed with the statement.

4.5.7. I like the people that I work with

Table 4.9

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	18	7.96	7.96
Disagree	40	17.70	25.66
Neither agree, nor disagree	32	14.16	39.82
Agree	98	43.36	83.18
Strongly agree	38	16.81	100.00
Total	**226**	**100.00**	

Table 4.9 indicates that of the 226 respondents, 43.36% of them agreed that they like the people that they work with, while 16.81% of respondents strongly agreed with the statement, totalling 60.17% (43.36% plus 16.81%). A total of 17.70% of the respondents strongly disagreed with the statement, and only 7.96% strongly disagreed, which totalled 25.66% (17.70% plus 7.96%). The remaining 14.16% neither agreed nor disagreed with the statement.

4.5.8. Sometimes I feel that my job is meaningless

Table 4.10

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	9	3.98	3.98
Disagree	9	3.98	7.96
Neither agree, nor disagree	4	1.77	9.73
Agree	110	48.67	58.40
Strongly agree	94	41.59	100.00
Total	**226**	**100.00**	

The rationale behind this question was to ascertain whether employees feel that their job is valued by the organisation. According to the above results, a total of 48.67% of the respondents strongly agreed that sometimes they feel that their jobs are meaningless, and 41.59% agreed, which totalled 90.26% (48.67% plus 41.59%). A total of 3.98% of that respondents strongly disagreed with the statement, while 3.98% disagreed, which totalled 7.96% (3.98% plus 3.98%). The remaining 1.77% neither agreed nor disagreed with the statement.

4.5.9. Communication seems good within this organization

Table 4.11

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	30	13.27	13.27
Disagree	84	37.17	50.44
Neither agree, nor disagree	49	21.68	72.12
Agree	54	23.89	96.01
Strongly agree	9	3.98	100.00
Total	**226**	**100.00**	

Communication among employees is important. Hence, this question was asked to check if employees frequently engaged in effective communication. The results for Table 4.11 above indicates that of the 226 participants, 37.17% of the respondents strongly disagreed that there is good communication within the organisation, while 13.27% of respondents disagreed, which totalled 50.44% (37.17% plus 13.27%). A total of 23.89% of the respondents strongly agreed with the statement, while 3.98% strongly agree with the statement, which totalled 27.87% (23.89% plus 13.27%). About 21.68% of the respondents neither agreed nor disagreed with the statement.

4.5.10. Raises are too few and far between

Table 4.12

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	19	8.41	8.41
Disagree	14	6.19	14.60
Neither agree, nor disagree	17	7.52	22.13
Agree	82	36.28	58.41
Strongly agree	94	41.59	100.00
Total	**226**	**100.00**	

Of the total 226 respondents, 41.59% strongly agreed that raises are too few and far between, and 36.28% of the respondents agreed, which totalled 77.87% (41.59% plus 36.28%). However, 8.41% of the respondents strongly disagreed, while 6.19% disagreed which, totalled 14.60% (8.41% plus 6.19%). A total of 7.52% of respondents chose to be neutral.

4.5.11. Those who do their job well stand a fair chance of being promoted
Table 4.13

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	80	35.40	35.4
Disagree	98	43.36	78.76
Neither agree, nor disagree	17	7.52	86.28
Agree	14	6.19	92.48
Strongly agree	17	7.52	100.00
Total	**226**	**100.00**	

According to the above results, a total of 43.36% of the respondents disagreed that when you do well, you stand a chance of being promoted, and 35.40% of the respondents strongly disagreed, which totalled 78.76% (35.40% plus 43.36%). A total of 7.52% of the respondents strongly agreed with the statement, while 6.19% agreed with the statement which totalled 13.71% (17.52% plus 6.19%). The remaining 7.52% neither agreed nor disagreed with the statement.

4.5.12. My supervisor is unfair towards me
Table 4.14

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	26	11.50	11.5
Disagree	37	16.37	27.87
Neither agree, nor disagree	19	8.41	36.28
Agree	107	47.35	83.62
Strongly agree	37	16.37	100.00
Total	**226**	**100.00**	

Table 4.14 above illustrates that 47.35% of the respondents agreed that their supervisors are unfair towards them, while 16.37% strongly agreed, which gives a total of 63.72% (47.35% plus 16.37%). Conversely, 16.37% of the respondents strongly disagreed with the statement, and 11.50% strongly disagreed, totalling 27.87% (11.50% plus 16.37%). A total of 8.41% of the respondents remained neutral.

4.5.13. The benefits that we receive are as good as most other organisations offer
Table 4.15

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	78	34.51	34.51
Disagree	89	39.38	73.89
Neither agree, nor disagree	15	6.64	80.53
Agree	31	13.72	94.24
Strongly agree	13	5.75	100.00
Total	**226**	**100.00**	

According to data presented in Table 4.15 above, a significant number of respondents (39.38%) strongly disagreed that the benefits that they receive are as good as in other organisations, while 34.51% of the respondents agreed with the above statement, which totalled 73.89% (34.51% plus 39.38%). A total of 13.72% of respondents agreed with the statement, while at least 5.75% strongly agreed, which totalled 20.36% (13.72% plus 5.75%). A total of 6.64% of the respondents neither agreed nor disagreed with the statement.

4.5.14. I do not feel that the work that I do is appreciated
Table 4.16

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	9	3.98	3.98
Disagree	6	2.65	6.63
Neither agree, nor disagree	6	2.65	9.29
Agree	107	47.35	56.63
Strongly agree	98	43.36	100.00
Total	**226**	**100.00**	

The results for Table 4.16 above indicates that of the 226 participants, 47.35% of the respondents agreed that their work is not appreciated, while 43.36% of the respondents agreed,

which totalled 90.71% (47.35% plus 43.36%). A total of 3.89% of the respondents strongly agreed with the statement, while 3.98% strongly disagreed with the statement, and 2.65% of the respondents disagreed, which totalled 6.63% (3.98%% plus 2.65%). A total of 2.65% of the respondents neither agreed nor disagreed with the statement.

4.5.15. My efforts to do a good job are seldom blocked by red tape

Table 4.17

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	2	0.88	0.88
Disagree	6	2.65	3.53
Neither agree, nor disagree	13	5.75	9.29
Agree	85	37.61	46.90
Strongly agree	120	53.10	100.00
Total	**226**	**100.00**	

A majority of the respondents (53.10%) strongly agreed that bureaucratic systems dent efforts to do a good job, while 37.61% of respondents agreed, which totalled 90.71% (53.10% plus 37.61%). A total of 2.65% of respondents disagreed with the statement, while 0.88% of respondents strongly disagreed with the statement, which totals 3.53% (0.88% plus 2.65%). A total of 5.75% of the respondents neither agreed nor disagreed with the statement

4.5.16. I find that I have to work harder at my job because of other peoples' incompetence

Table 4.18

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	6	2.65	2.65
Disagree	5	2.21	4.86
Neither agree, nor disagree	18	7.96	12.83
Agree	98	43.36	56.19
Strongly agree	99	43.81	100.00
Total	**226**	**100.00**	

Results in Table 4.18 above reveal that from a total of 226 respondents, 43.81% strongly agreed that they had to work harder owing to incompetence on the part of their colleagues, while 43.36% of respondents agreed with the statement, which totalled 87.17% (43.81% plus

43.36%). A total of 2.65% of the respondents strongly disagreed with the statement, and 2.21% of respondents disagreed, which totalled 4.86% (2.65% plus 2.21%). The remaining 7.96% indicated that they neither agreed nor disagreed with the statement.

4.5.17. I like my job

Table 4.19

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	16	7.08	7.08
Disagree	97	42.92	50.00
Neither agree, nor disagree	16	7.08	57.08
Agree	63	27.88	84.96
Strongly agree	34	15.04	100.00
Total	**226**	**100.00**	

Table 4.19 indicates that of the 226 respondents, 42.92% of respondents disagreed that they like their job, while 7.08% of respondents strongly disagreed with the statement, totalling 50% (42.92% plus 7.08%). A total of 27.88% of respondents agreed with the statement, and 15.04% strongly disagreed, which totalled 42.92% (27.88% plus 15.04%). The remaining 7.08% neither agreed nor disagreed with the statement.

4.5.18. The organisation's goals are not clear to me

Table 4.20

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	19	8.41	8.41
Disagree	68	30.09	38.50
Neither agree, nor disagree	79	34.96	73.45
Agree	55	24.34	97.79
Strongly agree	5	2.21	100.00
Total	**226**	**100.00**	

According to data presented in Table 4.20, significant number of the respondents (34.96%) neither agreed nor disagreed that the organisation's goals are not clear. A total of 30.09% of respondents disagreed with the statement, while 8.41% of respondents strongly disagreed with the above statement, which totalled 38.50% (30.09% plus 8.41%). On the contrary, a total of

24.34% of respondents agreed with the statement, while at least 2.21% strongly agreed, which totalled 26.55% (24.34% plus 2.21%).

4.5.19. I feel unappreciated by the organization when I think about what they pay me
Table 4.21

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	8	3.54	3.54
Disagree	10	4.42	7.96
Neither agree, nor disagree	9	3.98	11.95
Agree	113	50.00	61.95
Strongly agree	86	38.05	100.00
Total	**226**	**100.00**	

As indicated in Table 4.21, 50% of the respondents indicated that they strongly agreed that they are unappreciated, considering the pay that they receive, while 38.05% of the respondents agreed, which totalled 88.05% (50% plus 38.05%). At least 4.42% of respondents disagreed with the statement, and 3.54% of the respondents strongly disagreed, totalling 7.96% (4.42% plus 3.54%). A total of 3.98% of the respondents neither agreed nor disagreed with the statement.

4.5.20. People get ahead as fast here as they do in other organisations
Table 4.22

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	65	28.76	28.76
Disagree	107	47.35	76.11
Neither agree, nor disagree	11	4.87	80.97
Agree	29	12.83	93.80
Strongly agree	14	6.19	100.00
Total	**226**	**100.00**	

According to the above results, a total of 47.35% of respondents disagreed that people get ahead as fast as they do in other organisations, and 28.76% of respondents strongly disagreed with the statement, which totalled 76.11% (47.35% plus 28.76%). A total of 12.83% of respondents agreed with the statement, while 6.19% strongly agreed with the statement, which

totalled 19.02% (12.83% plus 6.19%). The remaining 4.87% of respondents neither agreed nor disagreed with the statement.

4.5.21. My supervisor shows too little interest in subordinates' feelings
Table 4.23

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	12	5.31	5.31
Disagree	12	5.31	10.62
Neither agree, nor disagree	9	3.98	14.60
Agree	104	46.02	60.62
Strongly agree	89	39.38	100.00
Total	**226**	**100.00**	

According to the above results, a total of 46.02% of respondents agreed with the statement that supervisors show little interest in workers feelings, and 39.38% of the respondents strongly agreed, which totalled 85.40% (46.02% plus 39.38%). A total of 5.31% of the respondents strongly disagreed with the statement, while another 5.31% disagreed with the statement, which totalled 10.62% (5.31% plus 5.31%). The remaining 3.98% neither agreed nor disagreed with the statement.

4.5.22. The benefit package that we have is equitable
Table 4.24

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	93	41.15	41.15
Disagree	96	42.48	83.63
Neither agree, nor disagree	16	7.08	90.71
Agree	13	5.75	96.46
Strongly agree	8	3.54	100.00
Total	**226**	**100.00**	

The rationale for this question was to determine whether employees are satisfied with their package benefit. The above table indicates that a total of 42.48% of respondents disagreed with the statement that the benefit package is equitable, while 41.15% of respondents strongly disagreed, which totalled 83.63% (42.48% plus 41.15%). A total of 5.75% of respondents

agreed with the statement, while 3.54% strongly agreed, which totalled 9.29% (5.75% plus 3.54%). A total of 7.08% of respondents neither agreed nor disagreed with the statement.

4.5.23. There are few rewards for those who work here

Table 4.25

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	16	7.08	7.08
Disagree	11	4.87	11.95
Neither agree, nor disagree	17	7.52	19.47
Agree	88	38.94	58.41
Strongly agree	94	41.59	100.00
Total	**226**	**100.00**	

As indicated in Table 4.25, 41.59% of the respondents strongly agreed that there are rewards in their organisation, while 38.94% of the respondents agreed, which totalled 80.53% (41.59% plus 38.94%). At least 7.082% of respondents strongly disagreed with the statement, and 4.87% strongly disagreed, which totalled 11.95% (7.08% plus 4.87%). A total of 7.52% of the respondents neither agreed nor disagreed with the statement.

4.5.24. I have too much to do at work

Table 4.26

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	3	1.33	1.33
Disagree	4	1.77	3.10
Neither agree, nor disagree	8	3.54	6.64
Agree	105	46.46	53.10
Strongly agree	106	46.90	100.00
Total	**226**	**100.00**	

Respondents were asked to indicate if they have too much work to do. The rationale behind the question was to ascertain whether employees perceive that they have an overload of work. According to the results, a total of 46.90% of the respondents strongly agree with the notion, while 46.46% of the respondents agreed, which totalled 93.36% (46.90% plus 46.46%). Only 1.77% of respondents disagreed with the statement, and 1.33% of the respondents strongly

disagreed, totalling 3.10% (1.77% plus 1.33%). A total of 3.54% of the respondents neither agreed nor disagreed with the statement.

4.5.25. I enjoy my co workers

Table 4.27

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	6	2.65	2.65
Disagree	21	9.29	11.94
Neither agree, nor disagree	24	10.62	22.56
Agree	108	47.79	70.35
Strongly agree	67	29.65	100.00
Total	**226**	**100.00**	

According to the above results, a total of 47.79% of respondents agreed that they enjoyed working with their colleagues, while 29.65% of respondents strongly agreed, which totalled 77.44% (47.79% plus 29.65%). A total of 9.29% of respondents disagreed with the statement and 2.65% of respondents strongly disagreed with the statement, which totalled 11.94% (5.31% plus 5.31%). The remaining 10.62% neither agreed nor disagreed with the statement.

4.5.26. I often feel that I do not know what is going on in the organization

Table 4.28

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	23	10.18	10.18
Disagree	52	23.01	33.19
Neither agree, nor disagree	68	30.09	63.28
Agree	59	26.11	89.38
Strongly agree	24	10.62	100.00
Total	**226**	**100.00**	

The basis for this question was to determine whether employees understand the organisation's mission and vision. The results indicated that 26.11% of respondents agreed that they understand where the organisation is going, while 10.62% of respondents strongly agreed, which totalled 36.73% (26.11% plus 10.62%). A total of 23.01% of respondents disagreed with the notion, and 10.18% of respondents strongly disagreed with the statement, which totalled

33.19% (23.01% plus 10.18%). The remaining 30.09% of respondents neither agreed nor disagreed with the statement.

4.5.27. I feel a sense of pride in doing my job
Table 4.29

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	11	4.87	4.87
Disagree	34	15.04	19.91
Neither agree, nor disagree	21	9.29	29.21
Agree	103	45.58	74.78
Strongly agree	57	25.22	100.00
Total	**226**	**100.00**	

The responses shown in Table 4.29 reveal that of the 226 participants, 45.58% of the respondents agreed that they are proud in doing their job, and 25.22% of respondents strongly agreed, which totalled 71.80% (45.58% plus 25.22%). A total of 15.04% of respondents disagreed, while 4.87% strongly disagreed with the notion, totalling 19.91% (15.04% plus 4.87). A total of 9.29% of the respondents were neutral towards the question.

4.5.28. I feel satisfied with my chances for salary increases
Table 4.30

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	39	17.26	17.26
Disagree	132	58.41	75.67
Neither agree, nor disagree	18	7.96	83.63
Agree	25	11.06	94.69
Strongly agree	12	5.31	100.00
Total	**226**	**100.00**	

Table 4.30 indicates that of the 226 respondents, 58.41% disagreed that they are satisfied with their chances salary increases, while 17.26% of respondents strongly disagreed with the notion, totalling 75.67% (58.41% plus 17.26%). At least 11.06% of respondents agreed with the statement, and 5.31% strongly agreed, which totalled 16.37% (11.06% plus 5.31%). The remaining 7.96% of respondents neither agreed nor disagreed with the statement.

4.5.29. There are benefits that we do not have, which we should have

Table 4.31

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	2	0.88	0.88
Disagree	6	2.65	3.53
Neither agree, nor disagree	9	3.98	7.52
Agree	126	55.75	63.27
Strongly agree	83	36.73	100.00
Total	**226**	**100.00**	

Table 4.31 indicates that employees are dissatisfied because they feel that there are benefits, which they should have, but they do not. A total of 55.75% of respondents agreed that they are dissatisfied, as there are benefits that they feel they are entitled to, but do not receive, while 36.73% of respondents strongly agreed with the notion, which is a cumulative 92.48% (55.75% plus 36.73%). A total of 2.65% of respondents strongly disagreed with the statement and 0.88% of respondents disagreed with the statement, which totalled 3.53% (2.65% plus 0.88%). The remaining 3.98% of respondents neither agreed nor disagreed with the statement.

4.5.30. I like my supervisor

Table 4.32

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	27	11.95	11.95
Disagree	92	40.71	52.66
Neither agree, nor disagree	38	16.81	69.47
Agree	48	21.24	90.71
Strongly agree	21	9.29	100.00
Total	**226**	**100.00**	

According to the above results, a cumulative 52.66% (40.71% plus 11.95%) of respondents are dissatisfied with their supervisors. A total of 21.24% of respondents agreed with the above statement, and 9.29% of respondents strongly agreed, which totalled 31.53% (21.24% plus 9.29%). The remaining 16.81% of respondents neither agreed nor disagreed with the statement.

4.5.31. I have too much paperwork

Table 4.33

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	3	1.33	1.33
Disagree	5	2.21	3.54
Neither agree, nor disagree	9	3.98	7.52
Agree	125	55.31	62.83
Strongly agree	84	37.17	100.00
Total	**226**	**100.00**	

The majority of respondents (92%) agreed with the notion that there is too much paperwork. A total of 2.21% of respondents disagreed with the statement, and 1.33% of respondents strongly disagreed, which totalled 3.54% (2.21% plus 1.33%). The remaining 3.98% of respondents neither agreed nor disagreed with the statement (Table 4.33 refers).

4.5.32. I do not feel that my efforts are rewarded the way that they should be

Table 4.34

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	9	3.98	3.98
Disagree	11	4.87	8.85
Neither agree, nor disagree	5	2.21	11.06
Agree	103	45.58	56.63
Strongly agree	98	43.36	100.00
Total	**226**	**100.00**	

A total of 226 responses were received with 45.58% agreeing that their efforts are not accordingly rewarded, while 43.36% strongly agreed with the notion, which totalled 88.94% (45.58% plus 43.36%). A total 4.87% disagreed and 3.98% strongly disagreed with the notion, which totalled 8.85% (4.87% plus 3.98%). The remaining 2.21% of respondents neither agreed nor disagreed with the statement.

4.5.33. I am satisfied with my chances of promotion

Table 4.35

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	91	40.27	40.27
Disagree	100	44.25	84.52
Neither agree, nor disagree	5	2.21	86.73
Agree	19	8.41	95.14
Strongly agree	11	4.87	100.00
Total	**226**	**100.00**	

Table 4.35 above shows that of the 226 respondents, 44.25% of the respondents disagreed that they are satisfied with opportunities for promotion, while 40.27% of respondents strongly disagreed with the notion, totalling 84.52% (44.25% plus 40.27%). However, 8.41% of respondents agreed with the statement, while 4.87% strongly agreed, which totalled 13.28% (8.41% plus 4.87%). The remaining 2.21% of respondents neither agreed nor disagreed with the statement.

4.5.34. There is too much bickering and fighting at work

Table 4.36

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	10	4.42	4.42
Disagree	14	6.19	10.61
Neither agree, nor disagree	25	11.06	21.68
Agree	85	37.61	59.29
Strongly agree	92	40.71	100.00
Total	**226**	**100.00**	

According to the results, a cumulative 78.32% (40.71% plus 37.61%) of respondents agreed that there is too much bickering and fighting within the department. A total of 6.19% of respondents disagreed with the above statement, and 4.42% of respondents strongly disagreed, which totalled 10.61% (4.42% plus 6.19%). The remaining 11.06% of respondents neither agreed nor disagreed with the statement.

4.5.35. My job is enjoyable

Table 4.37

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	21	9.29	9.29
Disagree	31	13.72	23.01
Neither agree, nor disagree	46	20.35	43.36
Agree	77	34.07	77.43
Strongly agree	51	22.57	100.00
Total	**226**	**100.00**	

A total of 34.07% of respondents said that they enjoy doing their job, while 22.57% strongly agreed with the notion, totalling 56.64% (34.07% plus 22.57%). On the contrary, 13.72% of respondents disagreed and 9.29% of respondents strongly disagreed which totalled 23.01% (13.72% plus 9.29%). The remaining 20.35% of the respondents neither agreed nor disagreed with notion.

4.5.36. Work assignments are not fully explained

Table 4.38

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	10	4.42	4.42
Disagree	25	11.06	15.48
Neither agree, nor disagree	32	14.16	29.64
Agree	99	43.81	73.45
Strongly agree	60	26.55	100.00
Total	**226**	**100.00**	

Employees were dissatisfied because of unexplained work assignments. A cumulative 70% of the respondents (43.81% plus 26.55%) agreed with the statement. A total of 11.06% of respondents disagreed with the above statement, while 4.42% of respondents strongly disagreed, which totalled 15.48% (11.06% plus 4.42%). The remaining 14.16% of respondents neither agreed nor disagreed with the statement.

4.5.37. Overall, DTVET staff members are satisfied with their jobs

Table 4.39

	FREQUENCY	PERCENT	CUMULATIVE PERCENT
Strongly disagree	18	7.96	7.96
Disagree	63	27.88	35.84
Neither agree, nor disagree	18	7.96	43.80
Agree	68	30.09	73.89
Strongly agree	59	26.11	100.00
Total	**226**	**100.00**	

Overall, the results regarding employee satisfaction with their jobs showed that a significant 56.20% of the respondents (30.09% plus 26.11%) indicated that they are satisfied with their jobs. A total of 27.88% of respondents disagreed with the above statement, while 7.96% of respondents strongly disagreed, which totalled 35.84% (27.88% plus 7.96%). The remaining 7.96% of respondents neither agreed nor disagreed with the statement.

4.5.38. Summary of causes of job dissatisfaction

Figure 4.28
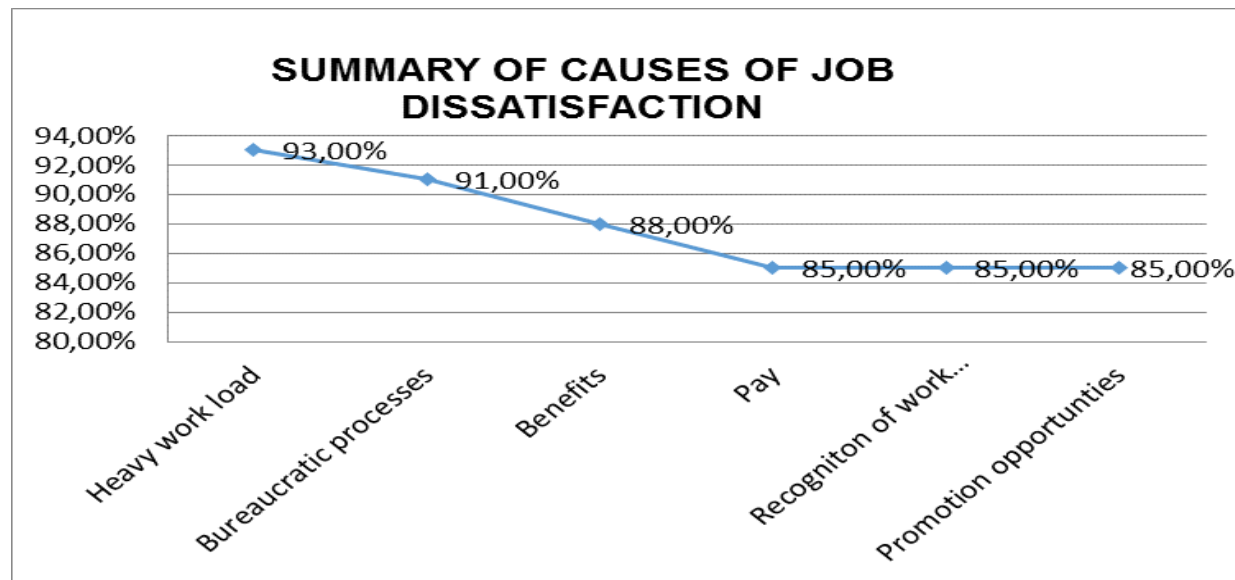
Conclusions were drawn from the empirical study's responses regarding the job dissatisfaction questions. The researcher analysed responses from Section Four's questions, which scored 85% and above. When considering job dissatisfaction, these respondents appeared to be dissatisfied with too their heavy workload, bureaucratic processes, benefits, pay, recognition of

work done and promotion opportunities. Findings from the study (see Figure 4.31) are discussed in detail in section 5.3.

Overall, the results show that the main causes of the high rate of absenteeism in the Department of Technical Vocational Education and Training, in order of importance, are: work overload, lack of employee health promotion programmes, lack of resolving employees' issues, headache problems, inconsistent application of absenteeism procedures, lack of autonomy, lack of an effective performance reward system, backache problems, sick leave entitlement, stomach problems and colds and flu.

According to the job dissatisfaction questionnaires, it emerged that the main job dissatisfiers are: workload, bureaucratic processes, benefits, pay, recognition of work done and promotion opportunities.

4.6.   Chapter summary

Chapter Four summarised the discussions and presentations of the results that were obtained from the questionnaire. The research questions were answered by respondents in Chapter Four. These research questions are explained in further detail in the next chapter. Biographical characteristics of respondents, which comprised gender, age, marital status, family composition, highest qualification, position, salary scale, tenure and division were analysed. Data was manipulated to a significant extent by making use of tables, pie charts, bar charts and histograms.

The research results show that there is a high absenteeism rate and a moderate level of job satisfaction at the Department of Technical Vocational Education and Training of Ministry of Education and Skills Development. Further analysis shows that mostly internal factors had a greater influence on causes of absenteeism than external factors. Workload has been highlighted as a key problematic issue. This may also have negative implications for the organisation in terms of service delivery. Therefore, the challenge is to deal with internal factors such as workloads, bureaucratic processes, benefits, pay, recognition of work done and promotion opportunities. This requires leadership support and the provision of resources.

The trends observed in the present study were consistent with previous research in both areas of absenteeism and job satisfaction. The objectives of the research have been achieved.

Results from the questionnaire also suggest that respondents' perceptions of management and organisational factors are mostly negative. Management should consider monitoring the perceived causes of absenteeism and job dissatisfaction factors in order to develop and implement proper strategies, which will reduce absenteeism and also enhance motivational strategies.

Conclusion and recommendations are presented in chapter 5.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1.   Introduction

In Chapter Four reference was made to research being a process that results in the generation of scientific knowledge by means of various objective methods and procedures (Welman & Kruger, 2005:2). This chapter presents a summary of the research results, while recommendations and limitations of the study are also discussed. The study's main aims were to investigate causes of absenteeism and job satisfaction in the Department of Technical Vocational Education and Training, and finally to recommend possible solutions to the problem. Several suggestions for future research opportunities are also proposed.

5.2.   Summary of research results of causes of absenteeism

The results show that during the period 2005 to 2009, there has been an increase in absenteeism rates in the Department of Technical Vocational Education and Trainning. This was revealed from the analysis of the DTVET Infinium database (Computerised Personnel Management System) reports in between 2005 – 2009, which was displayed in Figure 1.1. The highest absenteeism rate was achieved in 2009 with 11%, and the lowest was 4% in 2006.

The findings in this study highlighted a number of reasons for the high absenteeism rates in the DTVET. These are outlined below:

5.2.1. Work overload

According to the findings, (Figure 4.27, page 119), 97.79% of respondents reported that they are absent from work owing to work overload. The outcome is supported by CIPD's (2008:26) survey, which indicated that 60% of respondents believed that work related absences are mostly caused by workloads.

5.2.2. Lack of employee health promotion programmes

The findings (95.57%) indicated that there is lack of employee wellness programmes, where employees can join aerobics classes, and exercise regularly to reduce stress and fatigue, which influenced their decision to be absent. According to Church and Robertson (1999:305), wellness programs in an organisation may be the answer to many problems such as reducing specific risks such as high blood pressure, cholesterol, cigarette smoking, and obesity among

employees, and to maintain and improve overall health by increasing physical exercise, improving nutrition and addressing stress.

5.2.3. Lack of resolving employees' problems

The results revealed that employees' problems are not resolved. The 95.57% of respondents felt that only a one way channel of communication from top management to employees is operative within the organisation. Subsequently, employees' concerns and grievances are not addressed. This situation has forced employees to resort to absenting themselves from work as a coping mechanism. These results seem to concur with Grobler *et al's*. (2006:124) research findings that the nature of supervision in the workplace has a significant contribution to the causes of absenteeism.

5.2.4. Headache problems

In response, 92.92% of the respondents reported that they are absent owing to headache problems. The results are consistent with CIPD's (2012:6) report, which found that headache is one of the most contributing factors to unscheduled and short term absenteeism.

5.2.5. Inconsistent application of absenteeism procedures

The majority of the respondents 92.92% perceived that absenteeism rules and procedures are not applied consistently. As a result, this will influence employees to take unscheduled leave. According to Blair (2004:4), supervisors are key role players in the welfare of employees, as they have contact with the employees on a daily basis, therefore, they should be able to identify employees' problems early, and resolve them. However, Grobler *et al*. (2006:125) warn that employee absenteeism may continue in spite of the use of absence control methods. Authors further argue that if there is no written absenteeism policy in the company, there will be inconsistent enforcement of the policy, as well as a lack of absence documentation in the organisation. Contrary to this, the findings of research conducted by McHugh (2002:730) revealed that in organisations where there is great consistency, absenteeism is low and vice versa.

5.2.6. Lack of autonomy

The findings (91.60%) indicated that bureaucratic processes do not allow them to perform their duties optimally, hence this lead to withdrawal from the workplace. Robbins (2003:476) report that recent studies discovered that employees want jobs that give them some flexibility in their work schedules to enable them to better manage their work life conflicts.

5.2.7. Lack of effective performance reward system

The current study's results (90.70%) indicate that there is a lack of rewards or recognition for good performance, and as a result, employees resort to absenteeism as compensation for their efforts. Pierce (2009:5) supports the latter by stating that bad staff morale and discipline, poor management, inadequate remuneration and poor working conditions lead to high levels of absenteeism. Robbins (2003:192) reports that employee recognition includes but is not limited to personal attention, expressing interest, promotion, pay approval and appreciation for a job well done.

5.2.8. Backache problems

Survey results in figure 4.27 (page, 119) demonstrate that most (88.05%) absenteeism is attributed to backache problems. This seems to concur with the Chartered Institute of Personnel and Development's (2012:20) research findings that backache problems is amongst the most common causes of short term sickness, which lead to unscheduled absenteeism.

5.2.9. Sick leave entitlement

In response, 87.17% of the respondents reported that they regard taking sick leave as an entitlement to working conditions. Employees know that they are entitled to a certain number of sick leave days per year. They know that unutilised sick leave days will not be carried over to the next cycle year. Hence, most of employees take unscheduled leave so that they do not lose their sick leave entitlement. The finding is supported by Bennett's (2002:435) study, which revealed that 28% of the respondents agreed that they view sick leave as entitlement that should be utilised. Furthermore, the results reinforced the findings of Nel *et al.* (2008:581) who explained that if the employees' expectations were not met, they could abuse sick leave as a way of withdrawing temporarily from the job situation.

5.2.10. Stomach problems

The respondents' responses (87.17%) brought to light that stomach pains also contribute to employees' absenteeism rate in DTVET. This result confirms that personal illness is likely to keep employees away from the workplace, which was indicated as the highest (34%) cause of employee absenteeism (Pillay, 2009:1).

5.2.11. Colds and flu

The findings revealed that majority of respondents (87.16%) are absent owing to colds/flu. This is supported by studies, which were conducted by CIPD (2012:20) and McHugh (2002:729) who also found that colds and flu are among the top five causes of absenteeism in the workplace.

According to Pierce (2009:6), it is understandable as research has revealed that 14.05% of total sick absenteeism incidents are related to influenza.

5.3. Summary of levels of job dissatisfaction

It is clear from the data analysis that there is a low level of job satisfaction at the Department of Technical Vocational Educational and Training. The findings indicate that employees are not satisfied with various aspects of their jobs. The following conclusions were drawn from the findings of the empirical study, shown in Figure 4.28 in order of priority, and based on the highest scores received.

5.3.1. Work overload

The findings revealed that a majority (93%) of the respondents indicated that they are not satisfied with their jobs owing to work overload. Munro (2007:22) concurs with the findings, stating that a high workload, low pay, poor benefits and under trained supervisors are contributors of low morale and absenteeism.

5.3.2. Bureaucratic processes

The results indicate that the existence of bureaucracy at DTVET, whereby senior management and Heads of Department make all the decisions, created dissatisfaction among the workforce. A study, which was conducted by Spitzer (1995:210), concluded that politics, being taken for granted, unnecessary rules, dishonesty, unproductive meetings, unfairness and over control, lead to job dissatisfaction. McHugh's (2002:732) study found that junior staff members are not given an opportunity to be innovative and creative to work on their own, and this leads to low level morale.

5.3.3. Benefits

With regard to benefits, the study revealed that the respondents are not satisfied with the benefits that they receive from the employer. According to research conducted by Vakola and Nikolaou (2005:170), pay and benefits are occupational stressors that are associated with low motivation and morale. However, Boyar, Maertz Jr, Mosley Jr, and Carr (2008:220) had a different view that, in the absence of adequate benefits, supervisors can be supportive through encouragement, recognition and resource allocations, as they relate to work activities.

5.3.4. Pay

Findings from the current study presented in Table 4.38 reveal that respondents are not satisfied with the salary that they receive for the outstanding work that they do for the

organisation. A lack of competitive salaries may lead to job dissatisfaction. Nel *et al.* (2008:585) reveal that employees perceive their salaries as an indication that they are valuable to the organisation, however, if they perceive any inequality, this with lead to job dissatisfaction. Contributing to this, Grobler *et al.* (2006:217) indicate that employees who are adequately paid can provide for their primary needs.

5.3.5. Recognition of work done

Lack of an effective performance reward system for excellent performance was one of the significant findings of this study. Grobler *et al.* (2006:385) concur with the findings that employees need to see that hard work and superior performance are recognised and rewarded by the employer, and these tend to raise their expectations that the relationship will continue in the future.

5.3.6. Promotion opportunities

According to Grobler *et al.* (2006:235), promotion is the assignment of an employee to a higher level job and is recognition of the person's past performance and future promise. Findings from this study reveal that respondents rated lack of promotion as one of the factors, which contributes to job dissatisfaction. Survey findings by Friday and Friday (2003:429) found job level to be a significant predictor of workers' level of job satisfaction, of which the reverse is job dissatisfaction. In Grobler *et al.* (2006:171) postulate that a lack of possible promotion and advancement opportunities within an organisation can be a contributor to employee dissatisfaction and staff turnover.

It can be summarised that there are many factors that contribute to job dissatisfaction, hence employees have lower levels of morale. However, this contradicts the overall satisfaction results in Table 4.39, in which a majority (56.20%) of the respondents indicated that overall they are satisfied with their jobs.

5.4. Recommendations

According to Ntonzima (2004:150), the term "recommend" has more than one meaning; firstly, it suggests a fit for some purposes or advice as a course of action, or to make acceptable or desirable. The following recommendations should assist the DTVET's management to minimise their high rates of absenteeism, as well as promote overall job satisfaction among employees in the Department. Grobler *et al.* (2006:125) concur, and furthermore advise that strategies to enhance the ability to attend work should include:
- Creating a safe and healthy work environment;,

- Providing day care facilities in the work place;
- Creating programmes to assist troubled employees;
- Providing programmes to reduce job stress; and
- Providing recreational and exercise facilities.

Some of these recommendations may be within DTVET's management control, while others may require policy change from the central government, which will mean a policy directive from both the Ministry of Education and Skills Development, and the Directorate of Public Service Management. The recommendation of the study regarding managing absenteeism in Botswana vocational education sector, as informed by the literature and the population sample, are as follows:

1. The Public Service General Orders and Public Service Act should be reviewed to include the number of days an employee is entitled to annually. Currently, both documents do not have a specific number of sick leave days that an employee is entitled to in a year;
2. Develop,implement and monitor effectively attendance and absenteeism policy;
3. Introduction and implementation of an Employee Assistance Programme. Attending to various employees' personal and health related problems might lead to a reduction in absenteeism rates;
4. Review the current performance reward policy after consulting with employees, and incorporate their suggestions;
5. The promotion of a reward policy should be known to all employees and supervisors. The reward policy should be implemented with all line managers who are appraised. Implementation should enhance employees' morale and improve job satisfaction;
6. Considering the fact that salaries have been a thorny issue and have been raised whenever there are staff welfare meetings, salaries for the technical and vocational education sector should be benchmarked globally, and attractive and competitive packages should be compiled in consultation with relevant stakeholders;
7. Educate and train both management and employees about the effects of absenteeism on an individual employee, as well as the organisation. Human resource practitioners and a Wellness Coordinator could conduct renewal workshops, whereby HR will remind and/or sensitise employees on their contractual employment obligations, whereas the Wellness Coordinator will address health and safety issues;
8. Management should also try to reduce work-related stress factors such as unrealistic objectives and deadlines;

9. DTVET's management should engage private consultants to conduct both an organisational climate and job satisfaction survey on a regular basis to determine and improve job satisfaction levels;

10. DTVET's management should also appreciate employees' contributions in the organisation when they achieve organisational goals. Appreciation can be through announcement or by writing a letter of commendation and placing it on the notice board or by providing some incentives.

11. According to Nel *et al.* (2008:582), top management should establish the absenteeism patterns in the organization over a period of time (for example, three months). It was noted that staff turnover starts with regular employee absenteeism and thereafter staff turnover. Top management should make an effort to have weekly sessions, where the unit meets as a team to share information, experiences and concerns.

5.5. Chapter summary

The present chapter presented brief discussions and conclusions, which were drawn from the study. In conclusion, overall, the results show that absenteeism rates and low job satisfaction are a major problem at DTVET, and compared unfavourably to international trends, where absenteeism rates are at 3%, which is acceptable. Key factors that influence employee absenteeism and job satisfaction levels are related to internal factors, namely workload, lack of employee health promotion programmes, lack of resolving employees' problems, headache problems, inconsistent application of absenteeism procedures, lack of autonomy, lack of effective reward performance systems, backache problems, sick leave entitlement, stomach upsets, and colds and flu, which were all identified as critical causes of absenteeism of DTVET, as revealed by over 80% of the respondents. The most critical cause of absenteeism in the Department is work overload, with an overwhelming 97.79% of respondents mentioning this, and colds and flu (87.16%) being the least.

From the study analysis it was observed that job satisfaction was moderate in areas related to organisational factors in the DTVET. With regard to the objective of the study, determining the causes of job satisfaction in the department, this seems to have been achieved. The study indicated that 56.20% (Figure 4.39) of the respondents were satisfied with the jobs that they are doing within the department. From the above analysis, overall, it was observed that job satisfaction levels are satisfactory at DTVET. The problem areas identified were: too much workload; bureaucratic processes; benefits; pay; poor system of recognition of work done; and lack of promotion opportunities; and hence lead to job dissatisfaction. Based on the results of

this study, recommendations were devised to manage absenteeism, as well as improve levels of job satisfaction.

5.6. Limitations of the study

Some limitations should be noted when interpreting the results of this study. The limitations, however, present opportunities for future study.

The scope of the study is limited by its size of the sample. This limitation may restrict the generalisation of the findings to represent the employees perceptions on the causes of absenteeism and job satisfaction within the technical education sector in Botswana. The findings may have been different if a broader range of employees had been selected. Future research should be conducted by using a larger population that will be more representative of employees within the technical education sector in both the public and private sectors.

The major limitation is that data used in this study was collected in 2010/2011 financial. The researcher is aware that perceptions of participants might have changed. However, the researcher avoided to collect new data because the Department of Technical Vocational Education and Training was going through transformation by implementing the recommendation of decentralisation of all functions to district and subdistrict levels (Botswana. Ministry of Education, 2006:41). The department started the implementation of the new reporting structure whereby all employees of Ministry of Education and Skills Development in a district report to the District Director before their matter can be addressed to the Director responsible for that specilialised area. The researcher felt that transfer of employees and the new levels of operations might influence the result of the study.

5.7. Recommendations for future research

Futher research can be to conduct:

1. To conduct a comparative research study on absence of employees between public and private sector employee.
2. To investigate factors contributing absenteeism without relying on perceptions of employees.
3. To obtain more in depth information about employees dissatisfaction with some aspects of the organisation should provide valuable information in order to enhance job satisfaction, which will also improve productivity, and at the same time decrease absenteeism rates.

4. Organisations, should, therefore, develop and implement holistic employee wellness programmes, which are aimed at reducing illness absence.

5.8. Conclusion

The costs of unscheduled absenteeism, its impact on the organisation and levels of job satisfaction were highlighted in the literature review. Inputs elicited from the questionnaire responses further clarified the nature and complexity of the problem. In addition, secondary data also aided to identify the complexity of the problem. Based on the findings of the study, it can be confirmed that absenteeism at DTVET is caused by multiple factors. Acknowledgement and assessment of the findings could help the organisation to successfully design and implement interventions that could reduce absenteeism levels.

With regard to the objective of the study, determining causes of absenteeism and levels of job satisfaction at DTVET seems to have been achieved. The study has identified that absenteeism at DTVET is accounted for by the causes mentioned in Chapter Four: work overload; lack of employee health promotion programmes; lack of resolving employees issues; headache problems; inconsistent application of absenteeism procedures; lack of autonomy; lack of an effective performance reward system; backache problems; sick leave entitlement; stomach problems; and colds and flu. The following job dissatisfaction factors were also identified: too much workload; bureaucratic processes; benefits; pay; recognition of work done; and promotion of opportunities.

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APPENDICES:

Appendix A

P o Box 502474
GABORONE. Tel: 391 4298 Mobile: 7260 6292

29th December 2009.

Director
Department of Technical Vocational Education and Training

u.f.s: Principal Technical Education Officer I
Human Resource Development & Management

Dear Sir

REQUEST FOR PERMISSION TO UNDERTAKE RESEARCH AT DTVET
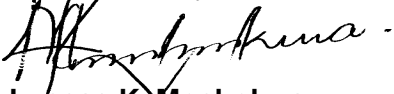
I am currently busy with research proposal for the Masters degree in Human Resource Management at the Cape Peninsula University of Technology. The title of the intended dissertation is "MANAGING ABSENTEEISM IN VOCATIONAL EDUCATION IN BOTSWANA". The study is part of the requirement towards the fulfilment for the master's degree in Human Resource Management at the Cape Peninsula University of Technology.

The purpose of this study is to investigate the causes of absenteeism specifically excessive sick leave and to determine the job satisfaction level status within the Department of Technical Vocational Education and Training. All information will be treated with confidentiality and anonymity.

Your favourable consideration will be highly appreciated.

Thank you.

Yours sincerely

Luccas K. Moshokwa
(Student Researcher).

TELEPHONE: 00 (267) 3655000
FAX: 00 (267) 3180941/2/3

REFERENCE NO. C/P/VE: 66 I (74)

REPUBLIC OF BOTSWANA

MINISTRY OF EDUCATION AND SKILLS
DEVELOPMENT
DEPARTMENT OF TECHNICAL AND
VOCATIONAL EDUCATION AND
TRAINING
PRIVATE BAG 062
GABORONE
BOTSWANA

12th January 2010

Mr Lucas Moshokwa
P. O. Box 502474
Gaborone

Dear Mr Moshokwa

RE: REQUEST FOR PERMISSION TO UNDERTAKE RESEARCH AT DTVET

Reference is made to your letter dated 30th December 2009 regarding the above captioned subject matter.

According to your letter, your research is about absenteeism and job satisfaction at Department of Technical and Vocational Education and Training (DTVET) and the other thing is that this research is part of the requirement towards the fulfillment of your Master's Degree in Human Resource Management with the Cape Peninsula University of Technology.

In view of the above points, we have taken note of the purpose of the study and how it is going to benefit the Department hence we grant you the permission to undertake this research as requested.

Thank you.

Yours faithfully

A. M. Phelelo
for/Director

DIRECTOR
PERSONNEL
2010 -01- 12
P/BAG 0062 GABORONE
TEL: 3655000
VOCATIONAL EDUCATION & TRAINING

SDB/dd

Cape Peninsula
University of Technology

Dear Participant,

I am Luccas Kgaugelo Moshokwa a Masters degree in Human Resources Management student in the Faculty of Business at the Cape Peninsula University of Technology. As part of my course I am requested to submit a research report. This survey forms part of my master's degree dissertation. As such I am requesting your voluntary participation in this research study.

Your honest opinion and experiences are very important in this study, therefore the questions need to be answered accurately to determine the factors that contribute to absenteeism in the Department of Technical Vocational Education and Training. The main objective is to identify the causes of absenteeism and job satisfaction status.

Participation in this study is voluntary. Anonymity will be maintained and all the information given by you will be managed with strict confidentiality. Please do not write your name on the questionnaire, and assurance is given that nobody except the researcher and the statistician will see your questionnaire once it is completed.

It should take you approximately 10 – 15 minutes to complete the questionnaire. Please place a cross in the appropriate box. After completing the questionnaire save the document and send it back to the following email address: lmoshokwa@gmail.com or lmoshokwa@gov.bw

Thank you in anticipation for your cooperation.

L. K. Moshokwa

Student researcher   Telephone: 361 3923   Fax: 390 7141

QUESTIONNAIRE SURVEY

MANAGING ABSENTEEISM IN VOCATIONAL EDUCATION IN BOTSWANA

Please use a black pen for your responses. Where required, please indicate your choice with a cross [**X**] in the appropriate box. If there is insufficient space provided for your written responses, please attach a separate piece of paper with the appropriate question number.

Please answer as frankly, honestly and objectively as possible.

SECTION 1

Biographical data

1.1.   Please indicate your gender

Male	
Female	

1.2.   Please indicate your age group

Under 29	
30 – 39	
40 – 49	
50 and above	

1.3.   Please indicate you marital status

Single	
Married	
Other	

1.4.   Please indicate your family composition

No or 1 dependent	
2 or 3 dependents	
4 and above dependents	

1.5.   Indicate your highest qualification

Certificate		Bachelor's degree		PhD	
Diploma		Master's degree		Other	

1.6.   What is your position: ....

1.7.   Indicate your current salary scale

E1		D1		D3		C1234	
E2		D2		D4		Other	

1.8.   How long have you been working at DTVET?

Less than 5 years	
6 – 10 years	
11 – 20 years	
21 and above	

1.9.   Please indicate the division in which you work

Departmental Management Division		Northern Region		Gaborone Technical College	
Human Resource Division		Southern Region		Palapye Technical College	
Policy Development Division		Botswana College of Engineering & Technology		Maun Technical College	
Programme Development & Delivery Division		Oodi College of Applied Arts & Technology		Jwaneng Technical College	
Quality Assessment & Assurance		Francistown College of Technical Vocational Education & Training		Selebi Phikwe Technical College	

1.10.   Indicate on how many times you have been absent from work owing to illness from 2005 to 2009.

Never	
1 to 3 times	
4 to 5 times	
6 times or more	

1.11.   Indicate, on average, how many sick leave days were given for the above occasions

1 – 3 days	
4 – 5 days	
6 – 7 days	
1 week and more	

SECTION 2

The following factors, namely personal, social, attitudinal and organisational have an influence on employee absenteeism. Indicate your response by marking the appropriate box with a cross [**X**].

	STATEMENTS	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
2.1	I am absent from work owing to colds/flu					
2.2	I am absent from work owing to stomach upsets					
2.3	I am absent from work owing to headaches					
2.4	I am absent from work owing to backache problems					
2.5	I am absent from work owing to stress/emotional problems					
2.6	I am absent from work owing to alcohol abuse					
2.7	I am absent from work owing to HIV/AIDS related diseases					
2.8	I am absent from work owing to family problems					
2.9	I am absent from work owing to financial problems					
2.10	I consider sick leave as an entitlement to my service conditions					
2.11	I am absent from work owing to transport problems					
2.12	I am absent from work owing to bad weather					
2.13	I am absent from work owing to boredom					
2.14	I do not like the autocratic style of my supervisor					
2.15	My supervisor uses one way communication method					
2.16	My problems are not satisfactorily solved					
2.17	Conflict among employees are not resolved					
2.18	My supervisor always criticises me for making mistakes					
2.19	I am delegated a lot of responsibilities without remuneration					
2.20	I am absent from work owing to tolerance for absenteeism in the department					

2.21	There is a lack of reward systems for excellence performance					
2.22	Absenteeism procedures are not applied consistently among employees					
2.23	There is a lack of employee health promotion programmes in the workplace					
2.24	There is insufficient information about changes that are implemented in the department					
2.25	There is work overload owing to a shortage of staff					
2.26	There is insufficient opportunities to work independently					
2.27	There is a lack of clear roles within the department					
2.28	There is unfair selection of employees for career progression and training opportunities					
2.29	There is no teamwork spirit within the department					

SECTION 3

General

3.1.   List any other reasons, which you believe to be the causes of employees being absent from the workplace.

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....

3.2.   Do you think that there is an absenteeism problem in the department?

Yes		No		Uncertain	

If yes, why?

....
....
....

3.3.   Do you think that some of your colleagues take sick leave without really being ill?

Yes		No		Uncertain	

If yes, why?

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3.4.   What solutions can you suggest for the problem of absenteeism?

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3.5.   General remarks (your opinions/suggestions) on absenteeism at DTVET.

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SECTION 4

	JOB SATISFACTION SURVEY Paul E. Spector Department of Psychology University of South Florida Copyright Paul E. Spector 1994, All rights reserved. PLEASE PLACE A CROSS IN THE COLUMN THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT THE STATEMENT/QUESTION.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
4.1	I feel that I am being paid a fair amount for the work that I do.					
4.2	There is little chance of promotion in my job.					
4.3	My supervisor is quite competent in doing his/her job.					
4.4	I am not satisfied with the benefits that I receive.					
4.5	When I do a good job I receive the recognition for it that I should receive.					
4.6	Many of our rules and procedures make doing a good job difficult.					
4.7	I like the people that I work with.					
4.8	Sometimes I feel that my job is meaningless.					
4.9	Communications seem good within this organization.					
4.10	Salary increases are too few and far between.					
4.11	Those who do well in the job stand a fair chance of being promoted.					
4.12	My supervisor is unfair to me.					
4.13	The benefits that we receive are as good as most other organizations offer.					
4.14	I do not feel that the work that I do is appreciated.					
4.15	My efforts to do a good job are seldom blocked by red tape.					
4.16	I find that I have to work harder at my job because of the incompetence of people that I work with.					
4.17	I like to do the things that I do at work.					
4.18	The goals of this organization are not clear to me.					
4.19	I feel unappreciated by the organization when I think about what they pay me.					
4.20	People get ahead as fast here as they do in other workplaces.					
4.21	My supervisor shows little interest in the feelings of subordinates.					
4.22	The benefit package that we have is equitable.					
4.23	There are few rewards for those who work here.					
4.24	I have too much to do at work.					
4.25	I enjoy my co-workers.					
4.26	I often feel that I do not know what is going on within the organization.					
4.27	I feel a sense of pride in doing my job.					

4.28	I feel satisfied with my chances of a salary increase.					
4.29	There are benefits, which we do not have, which we should have.					
4.30	I like my supervisor.					
4.31	I have too much paperwork.					
4.32	I do not feel that my efforts are rewarded the way that they should be.					
4.33	I am satisfied with my chances of promotion.					
4.34	There is too much bickering and fighting at work.					
4.35	My job is enjoyable.					
4.36	Work assignments are not fully explained.					
4.37	Overall, DTVET staff members are satisfied with their jobs.					

Thank you for your time, contribution and participation.

GRAMMARIAN CERTIFICATE

SHAMILA SULAYMAN PROOF READING AND EDITING SERVICES

31 March 2015

Dear Sir / Madam

This confirms that I have proof read and edited the research study entitled **"Managing absenteeism in vocational education in Botswana",** and that I have advised the candidate to make the required changes.

Thank you.

Yours faithfully

(Mrs) SHAMILA SULAYMAN

Communication Lecturer: CPUT

Professional Editor's Group

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