Investigating the causes of high absenteeism at a water utility site

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ABSTRACT

Absenteeism in the workplace contributes to the unplanned overtime which cost companies a lot of money. It also contributes to job dissatisfaction, fatigue and exhaustion on employees which reduces production. The research conducted was about absenteeism in the workplace. The objective of the study was about investigating the causes of high absenteeism at the Water Utility site. The study looked at the three absenteeism behaviors which are individual, social and economic approach. The population sampled was about 90% (56 participants) of the total population (62 Employees) at the Operations department in Vereeniging station and the population was the operators. The data was collected using the hard copy questionnaires and the research was of a quantitative nature.

The findings of the study showed that, the absenteeism at the operation department in Vereeniging station was caused by

- Unfair treatment by the Managers or Supervisors like unfair promotions to certain employees while overlooking other employees.
- Lack of support from the management side.
- Working long hours by the employees which results to fatigue.
- Employees are unappreciated by their managers or supervisors.
- Employees getting less bonus or recognition for their effort.
- Unfair disciplinary procedures applied.
- Poor communication.
- Earning less salary.
- Managers not managing absenteeism properly.
- Poor working conditions.

Keywords: absenteeism, workplace, operators, job satisfaction.

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1.1 INTRODUCTION

The foremost focus of the study is about the concept of absenteeism at the Operations department in Vereeniging station in the Water Utility. This chapter undertakes to define absenteeism and its impact at the Operations Department in Vereeniging station in the Water Utility.

Absenteeism is defined as an absence of employees from the regular work without prior permission (Tiwari, 2014). Absenteeism is when the workers fail to appear on the job as they are scheduled to work (Silpa and Masthanamma, 2015). Absenteeism takes place when workers cannot come to work due to injuries or other health related matters (Jinnett et al., 2017). Absenteeism is one of the biggest problems that a manager has to handle daily as it affects production, staff morale, and leads to financial losses (Munro, 2007).

The Water Utility has a water purification plant in Vereeniging town in the Gauteng Province. The water purification plant abstracts raw water from the Vaal River and purifies it using chemicals at the Vereeniging purification plant. After the raw water has been purified, the clean water or potable water is supplied to the Gauteng population.

1.2 PROBLEM STATEMENT AND CORE RESEARCH QUESTION

Absenteeism at the Operations department in Vereeniging station in the Water Utility is one of the major problems that the operations manager has to deal with on a daily basis because it creates a lot of unplanned overtime which results to over-expenditure of the budget. It forces other employees to work long hours which results in exhaustion/burnout and stress, and it also causes the operations department not to meet its key performance indicators on absenteeism every year.

The core research question is to investigate causes of high absenteeism at the Operations department in Vereeniging station in the Water Utility, so that action plans can be taken

and implemented to reduce the rate of absenteeism, and this will minimise the unplanned overtime and save the unplanned cost.

In the last two years, absenteeism rates at the Operations department in Vereeniging station in the Water Utility have been above the station set target of 3.3%(see Appendix H). According to the human resources records of the Water Utility at the Vereeniging station, in 2015 the operations department achieved 4.74% (see Appendix H), and in 2016 it was 5.39% (see Appendix G) which were both above the Stations set target. This has caused unplanned overtime at the operations department to shoot up every month when certain employees are absent at work, despite the fact that the operations department does cater for the planned overtime when it does its annual budget due to the nature in which it is operating.

The core function of the operations department is to purify the raw water to potable water, meet the required water quality standards and operate the plant twenty-four hours per day and seven days per week by pumping the potable water to various customers in Gauteng Province.

Operations department has four shifts, and out of four shifts, one shift is always on the weekend off for five resting days. This implies that three shifts are always at work and each shift works for eight hours. The first shift will work morning shift from 6 am to 2 pm, the second shift will work afternoon shift from 2 pm to 10 pm, and the third shift will work night shift from 10 pm to 6 am. After each shift has completed its seven days either in the morning or afternoon or night, then it will rest only a day for the preparation of the shift change like from the morning shift to afternoon shift or night shift. After resting for a day, it will then change its shift until all three shifts are completed, and then take five days resting period, and the four shifts are always overlapping to ensure that only one shift is always on the weekend off for five days.

When one or two operators are not at work due to illness as they claim, it means the supervisor on shift has to call for the operators who are already on the weekend off to come and replace the off-sick operators and in that way unplanned overtime has to be paid to the operators that are called in. This contributes to a lot of fatigue to the called

operators because they were supposed to be resting on their weekend off and all of a sudden are called to come and assist.

Most of the time the called operators will help out until their time to resume their shift scheduled starts, and by the time the called operators start their scheduled shift, already they are fatigued because they never rested during their resting days as they were called to come and assist. Some of the operators will not finish their scheduled shift; they will book off sick because of fatigue. This type of absenteeism is called involuntary absenteeism (also known as sickness absenteeism) refers to instances where employees do not attend work due to poor physical or mental health (Thirulogasundaram and Sahu 2014).

It also happened that the operators can be absent from work without any valid reason known to the supervisor on shift, especially when the operator has been working normal hours for the past four weeks without any overtime, the operator will call the supervisor on shift to inform him/her that he/she (operator) will not come to work because he/she is not feeling well. It was also observed that most of the sick leave days that are being taken by the operators are not more than three days per operator in a month, but they are taken monthly, and this type of absenteeism is called voluntary. Voluntary absenteeism is defined as time lost due to frequency and attitudinal and such absence which shorter in duration and though to reflect factors within an employee's control (Thirulogasundaram and Sahu 2014).

Perhaps, the operators that are constantly taking sick days are those that are not satisfied with their jobs due to certain reasons that need to be investigated and addressed. In general, employees who have higher levels of job satisfaction have lower rates of absenteeism (Schaufeli et al., 2009 and Ybema et al., 2010). Perhaps, nature (shifts) in which operations department is working is the cause of the high absenteeism. Studies have shown that working night shifts is associated with increased absenteeism; for many employees, shift work is demanding and can be a source of stress, which could lead to poorer health and thus higher absenteeism (Fekedulegn et al., 2013).

Perhaps the health and illness is the real cause of absenteeism at the operations department. Health-related factors have consistently been shown to predict absenteeism behaviour (Labriola, Christensen, Lund, Nielsen, and Diderichsen,2006). Short-term absences from work are often attributed to acute illnesses such as the common cold and influenza (Schaufeli et al., 2009), whereas long-term absences are attributed to chronic mental and physical health conditions including pain (such as headaches or neck pains), long-term disability, hypertension, depression, and migraines (Kääriä et al., 2012).

1.3 RESEARCH OBJECTIVES / SPECIFIC RESEARCH QUESTIONS

1.3.1 Primary objectives

Is to investigate and determine the causes of high absenteeism at the Water Utility at Vereeniging operations site.

1.3.2 Secondary objectives

- To define absenteeism.
- To gain insight into absenteeism through conducting a literature review.
- To study the concept of absenteeism and its relationship with other constructs using the literature review.
- To validate the reliability of the questionnaire measuring instrument for the absenteeism.
- To validate the correlations of the variables and constructs.
- To conclude the empirical study and give recommendations on how to lower the high absenteeism rate by addressing the variables that influence of absenteeism.

1.4 SCOPE OF THE STUDY

1.4.1 Field of Study

This study belongs to the learning area of psychology with specific reference to absenteeism rate. The study will be conducted at the Operations department in Vereeniging station in the Water Utility which is in the Gauteng Province.

1.4.2 Geographical demarcation

The Water Utility purification station is situated in Vereeniging town in the Gauteng Province close to the boarder of Free State Province, see picture number 1. The purified water from the Vereeniging station is supplied in and around Gauteng Province, see figure number 1.1. The Gauteng is the smallest province in South Africa out of the nine provinces. It has got an area of 17010 square kilometres and it constitutes around 1.5% of the South African land. According to 2015 Statistics South Africa, Gauteng province has the population of 13.2 million which makes it the most populated province in South Africa.

Figure 1.1: Gauteng Province showing the Vereeniging Town

Source: (https://www.roomsforafrica.com/dest/south-africa/gauteng.jsp)

1.5 RESEARCH METHODOLOGY

The research is conducted in two phases, which are the literature study and an empirical study. Welman, Kruger and Mitchell (2005:12-15) gave advice on six basic steps to be followed during the scientific research process and these steps are:

- Identifying a research topic;
- Defining the research problem;
- Determining how to conduct the study;
- Collecting the research data;
- Analysing and interpreting the research data; and
- Writing a report.

1.5.1 Literature review

The literature review defines the absenteeism as well as the integrative model of absenteeism which includes the individual approach, social psychological approach and economic approach to understand the behaviours associated with absenteeism. The literature study further focuses on different models such as job demands-resources model and the job satisfaction, and the theories such as social exchange theory, work hour congruency and discrepancy theory that is associated or influencing the absenteeism behaviour at work. The main aim of the literature study was to gain knowledge regarding the absenteeism concept and the behaviours associated with absenteeism at work. The following sources will be used to get a comprehensive overview of the topic

- Approved journals;
- Approved articles;
- Internet;
- Textbooks; and
- Previous dissertations.

1.5.2 Empirical study

This section incorporates a description of the specific techniques to be implemented, the measurement instrument (questionnaire) to be used and the activities established in conducting the research (quantitative research).

1.5.2.1 Selection of a questionnaire

A self-constructed questionnaire based on the behaviours found in the absenteeism literature review will be tested for reliability and used as a compatible tool for this study. The questionnaire is divided into three parts (see Appendix A), namely

The questionnaire was divided into three parts, namely:

Part 1.1 evaluated the demographical information of the employees in the operations department and their level of education. Age group, gender, highest academic qualification achieved, the number of children each employee had, the gender of the supervisor the employee is reporting and the number of the employees in each section were determined. The purpose of this section was for statistical analysis and comparisons between various groups. This part had 15 variables. These questions were used to assess their influence in the absenteeism of the employees in the operations department.

Part 1.2 was the evaluation of the internal factors on Job and Organizational factors that influence employees' absenteeism. The first part of 1.2 had 31 variables, and each variable had an assessment scale of 1 to 4, where 1- Rarely, 2- Seldom,3- Often and 4- Most of the time. The Likert scale, introduced by Likert (1932), is currently the most popular type of attitude scale in the social sciences. The Likert scale could be used to gauge multidimensional attitudes in social science. In respect of each variable or question, the participants had to indicate the degree to which absenteeism happen to them rarely or most of the time based on the 4-point scale. The last part of 1.2 had three qualitative questions where participants were expected to write their opinions about what they like and do not like about the operations department and also employees' perspective on absenteeism in the operations department.

Part 1.3 was the evaluation of the external factors that influence employees' absenteeism. These are the variables that are outside working environment that have a negative impact on employees' absenteeism. This part had eight variables or questions and each variable had an assessment scale of 1 to 4, where 1- Rarely, 2- Seldom,3- Often and 4- Most of the time. In respect of each variable or question, the participants had to indicate the degree to

which absenteeism happen to them from rarely to most of the time based on the 4-point scale.

1.5.2.2 Study population and sampling method

According to Welman *et al*. (2005: 52), a population is the study of an object and comprises of individuals, groups, organisations, human products and events. The targeted study population was limited to the operators (employees) at the Operations department in Vereeniging station in the Water Utility. The target was to receive 62 completed questionnaires which proved to be of no success and only 56 completed questionnaires were filled in and collected.

1.5.2.3 Data collection

The questionnaires were circulated to operations employees by hand to their place of work. The participants or the randomly selected employees took about four weeks to fill in the questionnaires, 56 participants managed to participate in the study, meaning that the researcher received 56 responses from the participants. The 56 completed questionnaires were then transported by the researcher to Professor Suria Ellis at the Statistical Consultation Services (SCS) of the North-West University, Potchefstroom campus for statistical analysis.

1.5.2.4 Data analysis

The statistical analysis of the data was performed by The Statistical Consultation Services of the North-West University, Potchefstroom campus. Frequency distributions evaluated were presented in the form of tables. The mean values were used to gauge the central tendency and the standard deviation to indicate the distribution of data. The Cronbach Alpha coefficients were employed to assess the internal consistency of the different variables. The reliability was used to measure the internal consistency of factors. The t-tests were used to assess if the means of the two groups are statistically dissimilar from each other. The correlations were used to measure the degree to which the two variables movement are associated, with the assistance of the Statistical Consultation Services of the North-West University, Potchefstroom campus.

1.6 LIMITATIONS OF THE STUDY

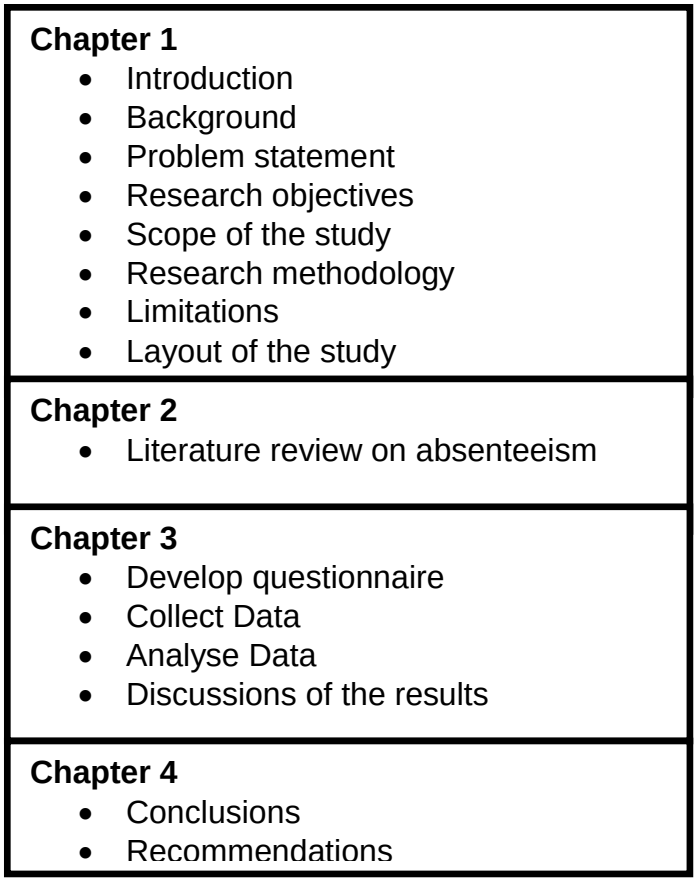
Limitations are most of the time many, also in the most carefully planned research study, hence it is imperative that these limitations are identified and listed in the study. The limitations of the study might comprise the following:

- The study is limited only to the operations department of the Water Utility in Vereeniging station. The measurement of perceived success in one area or location or department might be unique from the other area or location or department due to an area-specific environment. It therefore is imperative that care is exercised in the interpretation and the implementation of the results, implying that the findings cannot be generalised.
- It is also possible that some respondents could have experienced some challenges in interpretations of the questionnaire.

1.7 LAYOUT OF THE STUDY

A short description of the core element and emphasis of the study is set out in figure 1.2, which depicts the process flow of this research. The core part of the research will be divided into four chapters as summarised below.

Figure 1.2: Layout of the study



Chapter 1: Scope of the study

Chapter one will concentrate on the background and the study scope. It presents the problem statement, research objectives and the study limitations. The methodology of the research and the summary of each chapter will are discussed. Chapter1 consists of the introduction, background, problem statement, research objectives, scope of the study, research methodology, limitations and layout of the study.

Chapter 2: Literature review on absenteeism

Chapter two will analyse the literature review. The literature review defines the absenteeism as well as the integrative model of absenteeism which includes the individual approach, social psychological approach and economic approach to understand the behaviours associated with absenteeism. The literature study further focuses on different models such as job demands-resources model and the job satisfaction, and the theories such as social exchange theory, work hour congruency and discrepancy theory that is

associated or influencing the absenteeism behaviour at work. The main aim of the literature study was to gain knowledge regarding the absenteeism concept and the behaviors associated with absenteeism at work.

Chapter 3: Empirical Study

Chapter three will look at the research methodology applied, concentrating on the population of relevance, size and the nature of the sample and also the research method applied to conduct the study of the absenteeism at the operations department in Vereeniging at the Water Utility. The process of the data gathering, the method of statistics applied to analyse the data and the interpretation of the results will also be discussed.

Chapter 4: Conclusions and recommendations

Chapter four will present the results received from the data collected, giving further insight into the study introduced in chapter 3. Chapter four concludes and gives recommendations that are practical regarding the findings of the study. Lastly, a critical evaluation of the primary and secondary objectives set for the study is confirmed. The findings obtained in the study will be used to provide the basis for future research suggestions.

CHAPTER 2: ABSENTEEISM

2.1 INTRODUCTION

In the last two years, absenteeism rates at the Operations department in Vereeniging station in the Water Utility have been above the station set at a target of 3.3% (see Appendix H). According to the human resources records of the Water Utility at the Vereeniging station, in 2015 the Operations department achieved 4.74% (see Appendix H), and in 2016 it was 5.39% (see Appendix G) which were both above the Stations set target. In 2015, the Vereeniging management team decided to lower the absenteeism by including employees' absenteeism rate in their performance contract, which negatively affects employees' performance bonuses when the employee's absenteeism rate is high. Another initiative that was taken by management in 2015 was recognising employees who have less than five days of voluntary absence every quarter of the year by giving them Company Jackets and bags. However all the initiatives did not reduce the high absenteeism rate at the Vereeniging station. Unions based in the operations site were also consulted by management to try to talk to the employees, but it failed. The high absenteeism at the Operations department costs the Water Utility hundreds of thousands of Rands every month.

According to the Water Utility work procedure which is Vg Ops 00063pr (see Appendix I), says when an operator is absent from work, then an operator on shift has to change the 8-hour shift to 12-hour shift trying to cover the absent operator, if the 12-hour shift is not possible an operator on weekend off has to be called out to replace the absent one. When the called operator is done covering the shift due to diminishing or scarcity of resources, then he or she will withdraw from work to try to recover at home due to burnout or exhaustion and will not be able to resume his or her normal shift, and the pattern will continue with other operators.

The topic of worker absenteeism in the workplace, has been researched many times by the researchers such as Johns and Darrs (2008) and many more in the organisational behaviour field and human management (Patton and Johns, 2012), because of its significance to labour and cost (Dale-Olsen, 2014). Absenteeism indicates a broad and many different features of events that integrate diverse individuals' behaviours associated

with the different reasons as to why employees do not want to show up at work (Miraglia, 2013).

Furthermore, absence behaviours mirror a voluntary element such as absence associated with job dissatisfaction, withdrawal behaviours and psychological contract breach (Diestel et al., 2014). This implies that, the absence behaviour from the employees can be triggered by a choice to avoid a negative workplace like demoralising working environment due to high workload or stress, energy draining workplace caused by the employer leadership style, or if there is no agreement between the employer and the employee on working hours and the salary.

Social influence mechanisms, organisational or work unit absenteeism culture and norms, and interpersonal association at work are well known to strongly influence absence decisions at the workplace (Biron and Bamberger, 2012). This implies that a manager or a group of employees at a workplace can easily influence other employees on absenteeism if the manager or the group of employees are constantly absent from work, or if the organisational leadership style or management style is such that its absenteeism is tolerated.

2.2 DEFINING ABSENTEEISM

Absenteeism is defined as an absence of employees from the regular work without prior permission (Tiwari, 2014). According to Rousseau and Aub´e (2013), absenteeism in a company surroundings refers to the failure of individuals to report to scheduled work. Absenteeism is when the workers fail to appear on the job as they are scheduled to work (Silpa and Masthanamma, 2015). Absenteeism takes place when workers cannot come to work due to injuries or other health-related matters (Jinnett et al., 2017). Halbesleben Whitman and Crawford (2014), define absenteeism as a decision not to attend work.

The above definitions of absenteeism talk to what is happening at the Vereeniging station, where an operator will call the supervisor on shift at the station and report that he or she cannot come to work due to sickness and the supervisor will have to book the operator off sick and change the 8-hour shift or some operators to a 12-hour shift, if the change of shift is not possible, then an operator on weekend off will have to be called out to come and cover the shift of the sick operator, which will create unplanned overtime.

2.3 CONCEPTUALISATION OF ABSENTEEISM

Absence is divided into two sections called voluntary and involuntary absence. Voluntary absence is defined as frequent or habitual absence from work (Thirulogasundaram and Sahu 2014). Thirulogasundaram and Sahu (2014), further point out that voluntary absenteeism is an expected trend of absence from obligation. Involuntary absence is defined as absence due to valid causes, for reasons beyond one's control, such as accidents or sickness (Thirulogasundaram and Sahu 2014).

Thirulogasundaram and Sahu (2014) argued that high absenteeism in the working environment may be revealing poor morale; however, absences can also be caused by workplace hazards or sick building syndrome, where workers will come to work ill and transmit their communicable disease to their co-workers. Thirulogasundaram and Sahu (2014), argued that the above often leads to even greater absenteeism and low productivity amongst other workers who attempt to carry out duties while ill.

The voluntary absenteeism is the one that the Water Utility in the operations department at Vereeniging experiences the most, because the operator can be absent from work without any valid reason known to the supervisor on shift, especially when the operator has been working more hours than normal (overtime) for the past four weeks, the operator will call the supervisor on shift to inform him/her that he/she will not come to work because he/she is not feeling well and the operator will not be at work for 2 to 3 days or even a week.

2.4 AN INTEGRATIVE MODEL OF ABSENTEEISM

There are three types of absenteeism approaches, which are called individual approach, social approach and the economic approach (Magee et al., 2015).

2.4.1 The individual approach

Daouk-O¨yry et al. (2013) mentioned that the first level integrated individual-level variables that are likely to characterise or could be experienced by employees within the company, and these are micro-level variables and comprise four groups, namely: demographics, personal characteristics, job attitudes, and health and wellbeing. The supposition behind the individual approach research is that motivation by the individual to be absent from work

is determined internally within the individual and influenced by either personal characteristics like age, sex, or socioeconomic status (Magee et al., 2015).

According to the absenteeism record in the operations department, absenteeism is happening in both young and older operators and in both genders, where an operator will be absent from work after he and she have accumulated a number of days of overtime. Also, senior and older operators will constantly complain to the operations manager that they are always working harder than the young operators and most of the time the older operators will be booked off sick due to the unhappiness of working with younger generations.

2.4.2 The social psychological approach

In the social psychological approach theory, it is supposed that absence is a social phenomenon (Johns and Nicholson, 1982). The meaning of absence culture theory introduced by Johns and Nicholson (1982) therefore becomes relevant. Johns and Nicholson (1982), define the absence culture as “the set of shared understandings about absence legitimacy in a given organisation and the established ‘custom and practice’ of employee absence behaviour and its control like predominant supervisory styles and worker beliefs about co-workers’ attendance behaviour.”

Magee et al. (2015), argued that absence cultures at work can directly impact absenteeism for a given group of workers through shared norms. Duff et al. (2014), mentioned that the employer and group absence have distinctly each been supposed to influence absenteeism. This means that, when an employee decides to be absent from work, it is as a result of his or her observations from the department team or the manager in his or her department. Duff (2013), argued that the employer’s or supervisor’s use of various human resources practices like programs in coaching, attendance management and wellness also influences absenteeism. This implies that without human resources support through various interventions that try to address the absenteeism problem; absenteeism will always be a problem in the workplace.

While Duff et al. (2014) have reflected on the studies of the impact of either manager absence behaviour or team absence behaviour on individual employees’ absenteeism

separately, Dello Russo et al. (2013) performed research and found that the combined influences of team and manager absence on employee absenteeism is limited.

Duff et al. (2014), mentioned that absence norms arise overtime as a function of social interaction, communication, and observations within work team members with more accommodating absence rules replicating views of absenteeism as being appropriate and satisfactory in a bigger range of circumstances. This means that being absent from work eventually becomes a normal practice and acceptable in a work team environment as more and more employees are observing it as it happens, especially if managers are also part of the absent team and do not do anything about it.

Duff et al. (2014) found that there is an influence of team absence on individual attendance behaviour, whereby the individuals imitate the behaviour of their team. Duff et al. (2014), argued that the finding confirmed the social information processing theory, social and environmental influences give the assessment lens through which employees may shape their attitudes and subsequent behaviour. Duff et al. (2014), further found that the interaction effect established between the employer and the team absence norms suggest that team absence norms only apply influence on an individual employee when the employer's absence norms are less permissive. Implying that as long as the employers maintain firm absence norms, individual absence seemed to link with that of their team employees, not the employer.

Adegboyega et al. (2015), agree with the absence culture, where they argued that the organisational culture and systems play a very important role in managing absenteeism in the workplace. Also, if a habitually tolerant culture in the system exists within an organisation concerning absence, employees will consider sick-leave as a benefit that needs to be utilised, or it will be lost (Adegboyega et al., 2015). This will lead to an increase of absence rate at work due to the tolerant culture when it comes to absenteeism.

The abovementioned implies that for the absenteeism to be properly managed and lowered, the executive managers, middle managers and supervisors of the company have to adopt a culture and systems that discourage absenteeism in the workplace. The good culture has to be demonstrated by all in the management team in ensuring that they are

always at work so that the employees can be influenced by the good behaviour of their managers. Also the managers have to apply the company policies and procedures consistently and fairly to all the employees in all the departments, for instance, if certain employees from different sections are absent from work without a valid reason, managers from that different section must apply the same disciplinary actions fairly to all the absent employees guided by the policy or procedure of the company and should not tolerate absenteeism. This will ensure that the absenteeism is properly managed through a good organisational culture that discourages absenteeism and through applying disciplinary actions fairly to all the employees who frequently are absent from work and it will force the employees to think twice before taking a voluntary absence like a one or two days sick leave without being genuinely sick.

It is very critical for the management of the company to have an excellent organisational culture and style of leadership as it plays a crucial role in the management of absenteeism. It is very imperative that a permissive culture should not be used by the organisations because those employees will consider sick leave as a benefit that needs to be frequently used and this can lead to high absenteeism. Conversely, if absenteeism is controlled and managed properly and meritoriously by the management team of the company, employees will think again before taking absent days. An organisational culture that has no focus and vision is regarded as the most significant reason for increased employee absenteeism (Netshidzati, 2012). It is imperative for the company to have a culture that puts emphasis on its vision to ensure that it addresses the absenteeism in the workplace.

A strong, productive organisational culture allows for high financial performance, employee satisfaction, and the achievement of organisational goals (Netshidzati, 2012). This can contribute to a much-reduced absenteeism. Organisations should ensure that there is no tolerance when it comes to absenteeism so that employees know that it is not acceptable to be absent without a valid reason.

The social psychological approach has been seen in other shifts of the operations department in the Water Utility, where certain shift supervisors are very disciplined with their work and are forever at work, and their operators reporting under them hardly take sick leave as they are being influenced by the these supervisors' behaviour. Whereas in

other shifts where shifts supervisors hardly spend their entire thirty days at work and the operators reporting under them always find an excuse not to be at work for few days in a month. This means that when managers or supervisors create a certain culture in the working environment as leaders and the employees tend to follow suit by adopting that particular culture, be it a right or a wrong culture.

2.4.3 The economic approach

Oni-Ojo et al. (2015), mentioned that it has become crucial to use the monetary reward to improve the employees' performance. In paying high salaries, bonuses, compensation, profit sharing has played a big role in motivating and retaining employees for workers' performance and commitments in manufacturing companies (Osibanjo et al. (2014).

Oni-Ojo et al. (2015) argued that, studies have shown that when salaries of employees are regularly paid, then it encourages them to work willingly without the use of force, while the absence of this results to intention of workers to leave, absenteeism, labour turnover, pilfering, lower commitment and morale. Monetary incentive is commonly used to motivate skilled employees to join and remain in the company and to stimulate employees to achieve high level of performance (Falola et al. (2014).

The economic approach is being applied to the Operations department at Vereeniging, where operators are being compensated with extra money for working shifts and is called shift allowance, and some of them (female operators) do not even want to have babies because they are scared of losing the shift allowance when the pregnant operators go for maternity leave. However, this leads to fatigue to the female operators as they want to work continuously and eventually they will book off sick because of fatigue.

2.5 THE ABSENTEEISM MODEL

The reason for linking the three approaches (individual, social and the economic) is that the resolution to be absent from work is associated with the determinants internal to the individual, which clarifies why some individuals are absent from work and some are not absent irrespective of working in the company under the same conditions (Duff et al., 2014). The decision to be absent from work is, nevertheless, also affected by the manner

in which other colleagues and managers are conducting themselves, meaning the culture at work (Duff et al. (2014).

The abovementioned implies that, the decision by the employee to be absent from work is purely influenced by his or her characteristics like age, gender, level of education and how senior he or she is at work or influenced by the encouragement in the workplace environment irrespective of the conditions under which he or she works in. Also, the employee absenteeism is influenced by the absence behaviour of the group of employees or the absence behaviour of the manager in the workplace, meaning that the employee will likely emulate the absence behaviour of other employees in the same workplace or emulate the absence behaviour of his or her manager. Lastly, employee absenteeism in the workplace is influenced by the salary or lack of recognition, be it monetary or non-monetary recognition, meaning that if employees are not satisfied with their salary versus a number of responsibilities assigned to them are likely to be absent from work and also when employees are not recognised on the effort they are putting to their jobs are also likely to be dissatisfied and absent from work.

It is very imperative for the organisation and management to lead by examples regarding being at work most of the time so that the employees will emulate the good manner in which the managers are conducting themselves.

2.5.1 Personal characteristics

The relationship between personal characteristics and absenteeism has been established in some studies at the individual level (Mudaly and Nkosi, 2015). The personal characteristics include gender, age, seniority and education.

2.5.1.1 Gender

Shapira and Lishchinsky (2012) argued that males seem to have considerably fewer absences in the workplace than female colleagues. Cucchiella et al. (2014), found that female employees are more absent from work due to sick leave compared to the male employees and as a result, they contribute to high absenteeism in the workplace, and this confirms Shapira and Lishchinsky’s (2012) argument. However, Cucchiella et al. (2014)

also found that males will start to be more absent from work due to calling in sick compared to females' employees from the age of 50 years and above.

The empirical results of Restrepo and Salgado (2013), found that females are absent from work more frequently than men and chances of being absent frequently go up if the females are married. Restrepo and Salgado (2013), also argued that females role in society have an impact on their work in the company and this results in high absences as they move in between the responsibilities to their families and partners. The findings of Restrepo and Salgado (2013) confirm the argument of Shapira and Lishchinsky (2012) and the findings of Cucchiella et al. (2014). This implies that all the above studies confirm that women are more absent from work than men.

However, Johns and Darrs (2008) argued that the prediction that women are more likely than men to escape the workplace when stressed or ill was not supported. Johns and Darrs (2008) also argued that exploratory moderator analyses suggested that women in health care settings might react differently to absenteeism in response to strain or illness; however, the small number of estimates available for this group precludes strong conclusions. Johns and Darrs (2008), concluded that gender as a potential moderator deserves further exploration (Johns and Darrs, 2008).

According to the human resources record at the operations department, women operators often take family responsibility leaves to take care of their children when they are sick or when accompanying their children for an operation than male operators, and in Water Utility, responsibility leave is counted as absenteeism.

2.5.1.2 Age

Balwant (2016) found that personal variable (age) is most strongly associated with absenteeism, specifically where younger employees were found to be more frequently absent than their elder colleagues. Balwant (2016) argued that this finding supports most of the literature studies, giving proof that older employees are more devoted to their work and older employees could even profit from better working conditions.

In contrast, Cucchiella et al. (2014), found that younger employees are less absent than the older employees; however, younger male employees are more frequently absent than the younger females employees. Restrepo and Salgado (2013) found that older employees (those with longer tenure) are more often absent from work which confirms Cucchiella et al. (2014) argued that the reason such results were found is that employees that were surveyed had written a contract and the probability of being absent from work is very higher than it is with a verbal contract. Restrepo and Salgado (2013) further argued that their results were consistent with the literature showing that workers with a formal written contract to a company think that there is less risk of being fired, which in turn results to less incentive of being at work. Gastaldi and Ranieri's (2014) findings are opposite to Balwant's (2016) findings.

According to the Water Utility absenteeism report at the operations department, the absenteeism rate is high for both genders and age; probably this is caused by good planning from the operators so that they can claim overtime hours equally by giving themselves turns on taking sick leaves. According to the absenteeism report, most of the employees in the operations department that are constantly taking sick leave are permanent employees whereas the employees that have a contract with the Water Utility are always at work which might confirm Restrepo and Salgado's (2013) findings.

The unplanned surgical plan (record from Wellness department) from the older operators contributes to the absenteeism as well. Younger operators are also contributing to the absenteeism due to their social problems like drugs, debt and family problems.

2.5.1.3 Seniority

Balwant (2016) argued empirical research supports a negative relationship between seniority and absenteeism. This implies that employees with higher seniority would likely to be less absent than employees with lower seniority. However, Moscarola et al. (2015), found that higher seniority relates to higher absences. Scoppa and Vuri (2014) also have pointed out, how sick-leave is higher amongst employees with higher seniority and more steady contracts with their employers, employed in public sector or large private firms and living in regions with low unemployment levels. Both Moscarola et al. (2015) and Scoppa and Vuri's (2014) results are opposite to the argument of Balwant (2016).

According to the Human resources record in the Operations department at the Water Utility, line managers are hardly absent from work, whereas in the shift supervisors' level is mixed, where there are supervisors that are more absent from work than others. Perhaps the reason why line managers are hardly absent from work is that they want to lead by example to the supervisors and operators.

2.5.1.4 Education

Balwant (2016) found that there is no relationship between education and absenteeism, implying that level of education in employees do not influence absenteeism. Restrepo and Salgado (2013) found that the level of education among the employees is correlated to absenteeism; however, the variable was not major in the model, even when considering interactions with gender and with tenure. Restrepo and Salgado (2013) mentioned that the above findings could be clarified by the fact that employees with lower levels of education are inclined to perform unskilled operational jobs that need their physical presence at work which therefore discouraging absenteeism behaviour, whereas employees with higher education find jobs in more senior managerial positions and evaluations look at their performance rather than their presence at work. Balwant's (2016) finding contradicts the finding of Restrepo and Salgado (2013).

In the operations department, most of the operators have matric, which is the highest qualification they have and their jobs require them to be constantly operating, monitoring the plant and the quality of the water. This implies that the only time they are absent from work is when they are booked off sick irrespective of their level of education. Therefore, for the operator to be constantly monitoring the plant does not discourage the absenteeism behaviour in them as discussed by Restrepo and Salgado (2013) and the finding of Balwant (2016) is agreeing to what is happening in the operations department.

2.5.2 Social determinants

Mudaly and Nkosi (2015) found that there is a relationship between managers' behaviour and the employee absence in the workplace, implying that the managers' behaviour in the workplace is significant for employee absence. Mudaly and Nkosi (2015) found that managers are driving up employees' absenteeism in the working environment due to

favouritism, unfriendliness, unapproachability and non-empathetic behaviour. Duff et al. (2014) have reflected on the studies of the impact of either manager absence behaviour or team absence behaviour on individual employees' absenteeism separately. Dello Russo et al. (2013)'s research found that the combined influences of team and manager absence on employee absenteeism are limited.

It is observed from the above findings that most of the studies have found that a manager's or supervisor's conduct at work influences the absenteeism of the employees. It is therefore imperative for the managers or supervisors in the Water Utility to conduct them in a manner that will influence the employees in reducing the absenteeism at work.

2.5.2.1 Gender - Managers

Melsom (2015) found that there is a positive relationship between sickness absence rates and the percentage of female managers at the workstation, and found that on small workstations, with only one female manager, there were higher absence rates when the manager was a female. Melsom (2015), argued that the outcomes did not support the notion that women's management style gives lower sickness absence because it is more valuable for employees 'health and well-being. Melsom (2015) further argued that the outcomes are relatively in line with absence culture theory, that female managers have more compassionate norms toward sickness absence contributing to a more accepting absence culture at the workplace.

According to the human resources records in the Water Utility under the operations department, certain shift supervisors either male or female that have a management style that is not compatible to the operators tend to have operators that have high absenteeism and the opposite is true for those that have a management style that is compatible with their operators. This means that it is very imperative for the supervisors or managers to have a regular contact and information sharing with their operators to reinforce higher effectiveness and job satisfaction to lower absence from work.

2.5.2.2 Department size

The empirical results of Restrepo and Salgado (2013) found that bigger companies (with more number of employees) face more absenteeism than small companies (with less

number of employees). Restrepo and Salgado (2013) argued that the reason for the above finding is that work arrangements in small companies are less formal than in large companies.

In the Water Utility, the high absenteeism rate is seen in the departments that have more sections and more employees such as Operations and Risk Control department, where the size of the two departments is bigger compared to other smaller department size. It is therefore imperative that managers in larger departments should ensure that there is higher group unity, good communications among the employees and less bureaucracy to promote less absenteeism.

2.5.3 Economic incentives

Oni-Ojo et al. (2015) argued that the monetary reward is used to stimulate workers' performance in the workplace. Oni-Ojo et al. (2015), further argued that many studies have shown that when wages are regularly paid, then it encourages the workers to carry out their duties without being forced, whereas the absence of the wages regularly paid results to intention of employees to leave, absenteeism, lower commitment and moral. Oni-Ojo et al. (2015), found that monetary incentives which comprise of wage, profit sharing, bonuses and fringe benefits most of the time stimulate workers' performance. Monetary incentive is regularly used to stimulate capable persons to join and remain in the company and to encourage workforces to accomplish a high level of performance (Falola et al., 2014).

The majority of the factual evidence shows that, incentives matter for absenteeism, irrespective whether they are supplied publicly (Dale-Olsen, 2013) or privately (Dale-Olsen, 2012). Dale-Olsen (2012) found that the introduction of performance pay is crucially related to lower incidence rates and less long-term sick leave days. However, on the other hand, Ziebarth (2013) showed that long-term sick employees are not very receptive to monetary labour supply incentives.

It is evident that different researchers found contracting results about the economic incentives, however at the Water Utility it is observed that every year after the incentives bonuses are issued by the company; some employees take sick leave continuously, perhaps they are so excited about the incentive in such a way that they do not even bother

coming to work as they try to finish their incentives bonuses at their homes. It was also observed that two to three months before the incentives bonuses are issued, employees will constantly be at work and once they got it, they take sick leave. It is also observed that employees will like to come to work on the weekend for more overtime than to work overtime during the week, because on the weekend the overtime money is double.

2.6 THE RELATIONSHIP BETWEEN ABSENTEEISM, PSYCHOLOGICAL AND PHYSICAL ILLNESS CAUSED BY WORK STRAIN

According Johns and Darrs's (2008) results on the work and strain metal analysis, it is found that there is an accumulated evidence for only small-to-modest connections among work strain, illness, and absenteeism which disputes popular claims that strain from work and related illness account for 60% to 70% of all work time lost (Adams, 1987; Cartwright, 2000). The results further indicated that the work strain accounts for between 6 to 29% of the variance in absenteeism (Johns and Darrs, 2008), this means that there is less correlation between the strain and absence than there are varieties of other work experiences and attitudes (Johns, 2008). Johns' (2008) results proved that strain and absence connection is not strong. Johns (2008) argues that absence is an ineffective coping or buffering mechanism, that sources of strain often force attendance rather than absence, and that absence is more likely to occur in response to acute strain rather than the more chronic form typically assessed in work stress research.

Johns and Darrs (2008) found that there were two predictive effects for the work strain-physical illness and psychological-physical illness associations, while there was no such effect for the strain-psychological illness association. Johns and Darrs (2008) argued that absence is regarded as a response to diminishing cognitive, emotional, or physical coping resources. This is in agreement with the well-known models of Schaufeli et al. (2009) where he showed that the increased work demands and diminishing resources trigger 'burnout' among care workers and increases the duration and frequency of employee absence. Also, Foglia Grassley and Zeigler (2010) established that a scarcity of resources and downsizing positively influence absenteeism and turnover.

The usual small amount of variance described by the theorised mediators point to the acknowledgement that strain and absenteeism may be connected by a series of events, each of which may be influenced by external random factors such as impending work deadlines, weather conditions, or flu virus (Fichman, 1999 and Mohr, 1982). Johns and Darrs (2008), also added that absence control systems that enable to get employees to come to work might have constrained the abovementioned associations and also effects found in results are the same as for the absence and job satisfaction, meaning that employees are persuaded to attend work in the face of strain.

Johns and Darrs (2008), recommends that under the restorative model of absenteeism, early withdrawal in response to strain might temporally benefit employees, in assisting them to refresh and feel better equipped in dealing with work stresses. On the other hand, later withdrawal in response to deteriorated psychological and physical states might aggravate an employee's condition (Johns and Darrs, 2008). The examination conducted by Johns and Darrs (2008) showed that a smaller absence of illnesses effects found in a set of postdictive studies using shorter measurements between absence and illness measures recommended that absence has the potential to relieve such states however its effects might be short-lived.

Also, Anagnostopoulos and Niakas (2010) agreee that sickness absence could constitute a strategy to save energy, offer a chance for restoration and detach oneself from a stressful, non-rewarding, non-supporting and conflicting work environment. Johns and Darrs (2008) found that on the voluntary and involuntary absence difference represent the best existing evidence regarding the claimed distinction as it is grounded in illness. Johns and Darrs (2008) found little support for the assumption that time lost absence measures are more reflective of illness than frequency measures, drawing attention to other plausible substantive factors. Johns and Darrs (2008) argue that voluntary and involuntary factors could underlie both absence measures; a sick employee (involuntary factor) might decide (voluntary factor) that a single absence day is sufficient for recovery.

Johns and Darrs (2008) argued that findings concerning moderators provide strong evidence for the role of attribution in the measurement of absenteeism, reinforcing Johns (1994a) concern over the failure to account for self-report versus records-based absence

effects in previous meta-analyses. Johns and Darrs's (2008) findings concerning a disposition, although no significant, raise confidence in saying that workplace stressors more or less contribute to withdrawal from work.

Therefore, Johns and Darrs (2008) argued that the prediction that women are more likely than men to escape the workplace when stressed or ill was not supported. Johns and Darrs (2008) also argued that exploratory moderator analyses suggested that women in health care settings might react differently to absenteeism in response to strain or illness; however, the small number of estimates available for this group precludes strong conclusions. Gender as a potential moderator deserves further exploration (Johns and Darrs, 2008).

It is, therefore, imperative that managers in the Water Utility should ensure that resources like tools to work, or even enough employees, should always be available so that demand required by the work should not increase. If so, this will the not trigger burnout among the employees and as a resultreduce absence. This normally happens in the operations department where the operator has to stand in and also do work for an absent operator with the result of increased work demand.

2.7 THE JOB DEMANDS-RESOURCES MODEL

The Job Demands-Resources (JD-R) model stipulates how job-related stress can be enlightened by two fundamental sets of risk aspects which are job demands and job resources (Deery, Walsh and Zatzick, 2014). Job demands denote features of the job that can hypothetically induce strain (Deery et al., 2014). Job demands comprise work overload, time demands, and difficult working environments (Deery et al., 2014).

The second set of working conditions related to the job resources accessible to the worker (Deery et al. 2014). Job resources are described as the physical, social, or organisational aspects of the job that can decrease job demands (Deery et al. (2014). Job resources can decrease the physiological and psychological costs of job demands and are useful in attaining work objectives (Deery et al. (2014).

Deery et al. (2014) argue that using the JD-R model; high job demands will encourage presenteeism and lead to higher absenteeism. Johns (2010) mentioned that aspects such as work overload can need prolonged energy and could make workers more persuaded to work while ill to maintain levels of required performance.

According to Vignoli et al. (2016), job demands refer to 'those physical, social, or organisational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and/or psychological costs'. According to Vignoli et al. (2016), the job resources model entails two main processes: the health impairment hypothesis and the motivational hypothesis.

Bakker et al. (2014) argued that studies have been reviewed so far to provide evidence for a distinctive pattern of antecedents and consequences of burnout and work engagement. Bakker et al. (2014), revealed that on the other hand, job demands had been identified as the central reasons of burnout, which in turn leads to deprived health and negative organisational consequences. Bakker et al. (2014), further revealed that job resources had been identified as the main drivers of work engagement, which in turn results in improved welfare and positive organisational outcomes. The above patterns form the foundation for an uttered model of occupational welfare, known as the job demands-resources (JD–R) model (Bakker and Demerouti, 2014). The JD-R model can help in understanding, explaining and making predictions about employee burnout, work engagement and the outcomes (Bakkeret al. (2014).

The above explanations basically imply that when there is job demand experienced by the employee at work, then there should be work overload expected to be done by the employee in the short space of time or work to be done under aversive working conditions.

According to Vignoli et al. (2016), the JD-R model presumes that the worker's welfare is associated with a broad series of workplace features categorised into two main groupings which are job demands and job resources. Vignoli et al. (2016), define job demands to those physical, social or organisational characteristics of the job that needs persistent physical or mental determination and are therefore linked to certain physiological or psychological costs. Vignoli et al. (2016), found that job demands are related to emotional

exhaustion, whereby it affects absenteeism and also it was found that there is no direct link between job demands and absenteeism. This implies that job demand does not directly cause absenteeism in the workplace, but an employee has to be emotionally exhausted first due to the job demands and then once he or she is exhausted then that's where absenteeism will kick in due to emotional exhaustion.

Updadyaya et al. (2016), revealed that as the job demand or workload increases it manifests to wearing out and other symptoms of burnout, which leads to absenteeism, while high resources at work lead to increased motivation among the employees, which also increases their involvement and low turnover.

The above overall findings have shown that there is a relationship between the work overload, working long hours with restricted resources which cause work overload, and the work overload causes burnout and stress, and it consequently results to involuntary absenteeism due to burnout and stress.

The Job Demands-Resources model is applicable to the Operations department when there are a lack of resources such as shortage of operators to cover all the operations plants at the Water Utility, the available operators have to work longer hours in different plants whereby one operator has to do different jobs in different plants for the absent operators, and in that case the job demand becomes high and the operator will get fatigued or burnout or exhausted and this may cause the burnout operator to take an involuntary sick leave.

According to Vignoli et al. (2016), mentioned that many studies had shown the relationship between specific job demands and poor health among employees. A study published by Schütte et al. (2014), showed that 13 out of the 25 psychosocial risk factors were considerably associated with poor well-being among both genders.

Also, Anagnostopoulos and Niakas (2010) agree that sickness absence could constitute a strategy to save energy, offer a chance for restoration and detach oneself from a stressful, non-rewarding, non-supporting and conflicting work environment. This is also in agreement with Johns and Darrs (2008), where it was found that under the restorative model of

absenteeism, it is recommended that early withdrawal in response to strain might temporally benefit employees, in assisting them to refresh and feel better equipped in dealing with work stresses.

On the other hand, later withdrawal in response to deteriorated psychological and physical states might aggravate an employee's condition (Johns and Darrs, 2008). The examination conducted by Johns and Darrs (2008) showed that a smaller absence illness effects found in a set of postdictive studies using shorter measurements between absence and illness measures recommended that absence has the potential to relieve such states however its effects might be short-lived. The above findings basically mean that when employees feel sick due to job demand, they tend to stay away from the aversive condition of the work environment with the intention to regain or recover from the sickness.

2.7.1 Sickness absenteeism and job demands-resources model

Sickness absenteeism is a part of job demand (JD-R) models. However sickness absence is a difficult phenomenon that is influenced by a swarm of social, organisational, and personal factors (Dekkers-Sanchez et al., 2008). First, employees may be absent because they want to withdraw from aversive work circumstances (Biron and Bamberger, 2012).

The second explanation for absenteeism is that absence behaviour is a reaction to distress caused by job demand (Biron and Bamberger 2012). This explanation stipulates that absenteeism may be used as a coping mechanism to deal with stressful job demands and that it is not merely a behavioural reaction to dissatisfaction (Johns and Darrs, 2008).

Thus, according to the JD-R model, it seems that ‘‘voluntary’’ sickness absence is related to the motivational process, whereas ‘‘involuntary’’ sickness absence is related with the straining process (Schauffel et al., 2009). According to Schauffel et al. (2009) found that satisfied and committed workers and engaged workers are not likely to report themselves ill, whereas those suffering from job strain (burnout) are likely to be unable to go to work. Therefore, based on the JD-R model, various forecasts can be made about different kinds of absenteeism (Schauffel et al., 2009).

Schauffel et al. (2009) concluded that the JD-R model has two sets of working conditions which evoke different processes: (1) a strain process in which high job demands (such as, work overload, emotional demands, work–home conflict) depleted employees' mental energy and thus may produce burnout (exhaustion and cynicism) and ''involuntary'' sickness absence; (2) a motivational process in which sufficient job resources (for example, autonomy, performance feedback, social support, and opportunities for learning) foster employee motivation and thus may produce work engagement (vigour and dedication) and reduce ''voluntary'' sickness absence. Evidence for the JD-R model so far, the main assumptions of the JD-R model have been confirmed in cross-sectional studies (for a review see Bakker and Demerouti, 2007). Bakker, Demerouti and De Boer et al. (2006); Schauffel et al. (2009), Hakanen, Bakker and Schaufeli (2006) and Llorens et al. (2006) concur that the high job demands due to lack of resources or work overload is associated with fatigue or burnout which can cause the worker to be absent due to sickness.

Clausen et al. (2012) found that job demands, emotional demands and role conflicts, increase the risk of long-term sickness absence. Usen et al. (2012) also found that Job resources impact the quality of leadership and team climate which reduces the risk of long-term sickness absence. Clausen et al. (2012) also argued that enhancements in the psychosocial work environment may contribute towards reducing cases of long-term sickness absence thereby increasing the labour supply in healthcare and eldercare services. Clausen et al. (2012) also mentioned that enhancement in the psychosocial work environment should both aim at boosting job resources and making sure that that job demands do not exceed the capacities of employees.

The above statement implies that if there are a lack of resources like short staff in the workplace, then the employees have to work longer hours in different plants whereby one employee has to do different jobs in different plants for the absent employees, and in that case the job demand becomes high and the employee will get fatigued or burnout or exhausted, and this may cause the burn out employee to take an involuntary sick leave. The above findings have shown that there is a relationship between the work overload, working long hours with restricted resources which causes work overload, and the work overload causes burnout and stress, and it consequently result to involuntary absenteeism

due to burn out and stress. The study also highlighted the importance of ensuring that the working environment is conducive for the workers to lessen the sickness absence.

2.8 WORK-FAMILY CONFLICT

According to Greenhaus and Beutell (1985:77), work-family conflict is described as ‘a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect’. Implying that, the partaking in one role like work is tougher because of parallel participation in the other role which is family domains (Proost et al., 2010).

Olsen and Dahl (2010) found that there is an association between a particular job demand (working irregular working hours) and both sickness absence and work-family conflict, and furthermore that working irregular working hours with no flexibility caused work-family imbalance. Simbula et al. (2011) used work-family conflict as a job demand that affects emotional exhaustion.

Vignoli et al. (2016), argued that the association between work-family conflict and sickness absence is uncertain to a moderate extent. Vignoli et al. (2016) found other studies investigated the association between work-family conflict and sickness absences. Lately, a meta-analysis of Amstad et al. (2011) considered the association between work-family conflict and absenteeism, categorised as a work-related outcome. The outcome revealed that work-family conflict affects on absenteeism, even though more research is required to be conducted (Vignoli et al., 2016).

Vignoli et al. (2016), found that job demands are associated with higher levels of work-family conflict and emotional exhaustion, which in turn affects absenteeism. Vignoli et al (2016), furthermore, found no direct relationship between job demands and absenteeism, meaning this is partly in line with the other literature, which provided opposing results regarding the association between job demands and absenteeism.

Vignoli et al. (2016) argued that, in cases where there are no favourable market conditions due to the economic crisis, it might be tough for workers to take sick leave, because of self-imposed and external pressures to perform their jobs to consistently high

expectations. The above clarification is backed by Eurofound (2012), who showed that job insecurity is a risk factor that is associated with lower levels of absenteeism. He also Eurofound (2012) found that the higher the market pressures felt by workers, the less these individuals will tend to take sick leave from the workplace.

Vignoli et al. (2016), found that on the direct effects, there is a positive association between emotional exhaustion and absenteeism, which is in line with previous studies on the subject, like studies by Schaufeli et al. (2009) which found a relationship between emotional exhaustion and duration of sick leave. Vignoli et al. (2016), found that work-family conflict was not directly related to absenteeism.

It is very difficult to observe in the operations department as to whether the work-family conflict exists because operators do not talk before the shift starts if they are experiencing some difficulties or problems with their families. If they could talk that they are experiencing some problems at home before the work starts, the supervisors or the line manager will be informed not to put more workload on the operator as he/she is already experiencing some problems at home.

2.9 WORK HOUR CONGRUENCY: THE EFFECT ON JOB SATISFACTION AND ABSENTEEISM

According to Lee, Wang and Weststar (2015), the concept of mismatch between hours preferred at work by the employees and hours worked by the employees has many names, and this symbolises disciplinary standards as well as different operationalisation of the variables. Lee, Wang and Weststar (2015), has found that work hour mismatch is related to negative employee attitudes and behaviours such as being absent from work.

Further studies have associated hours of incongruence to decreased citizenship behaviour, lower job and life satisfaction, unhealthy family relationships (Wooden et al., 2009), Work hours match has been linked to positive job satisfaction, employee retention, in-role and extra-role performance, organisational commitment and higher levels of psychological well-being (Carr et al., 2010).

It is very important that employees at the workplace are to work according to what it has been agreed between them and the employer, because if there is a mismatch of hours worked against what has been agreed upon then, it can create unhappiness from the employee's side and result in to him or her being absent from work. This has been observed at the Water Utility when operators are forced to work overtime to cover the absent operators which result into unhappiness and lead to absence.

2.10 DISCREPANCY THEORY

According to Locke (1969) and Lawler (1973), discrepancy theory shows that positive results outcome comes from fewer discrepancies between the requirements of a worker and the job requirements expected of that worker, meaning that there must be more agreements on terms and conditions of the work between the employee and the employer. In the perspective of work hours, the discrepancy occurs between the number of hours that workers desire to work and the number of hours workers are expected to work (Lee, Wang and Weststar, 2015). It has been found that the discrepancies in different job aspects like a pay and work status including work hours is related to job satisfaction (Kumar, 2016) and Tiwari (2014).

According to Lee, Wang and Weststar.(2015), in the context of work hours, the discrepancy occurs between the number of hours that the worker wishes to work for and the number of hours that the worker is required to work. According to Lee, Wang and Weststar (2015) results were that workers whose employers offer exactly the number of hours that employees desire to work for (full work hour congruence) demonstrate the highest level of positive workout compared to other employees, ceteris paribus and report a lower level of absenteeism than workers who achieve no work hour congruence or only partial work hour congruence.

Engellandt and Riphahn (2011) found that workers work long hours without affecting absence within the company when they are given surprise bonuses, while Lesuffleur, et al. (2014) found that low payment, long working hours, and physical violence/sexual assault among men and high-psychological demands among women increased the number of absence days.

It is therefore imperative for the employers to offer exactly the number of hours that the workers desire to work for; otherwise, it will cause dissatisfaction and unhappiness to the workers that will lead to absenteeism. This was observed in the operations department where most operators want to do overtime to make more money, and if the overtime is not given to them, they then plan to be absent in such a way that those will be at work will do overtime by covering the absent operators. When they have done their planned overtime, they will then get sick and open a space for the ones who work absent previously also to do overtime.

2.11 SOCIAL EXCHANGE THEORY

People see their social interactions as economic exchanges under the social theory, in which they look for fairness between what they give to other people and what they receive in return (Blau 1964). This means that when an employee at work puts an effort on his or her work, he or she expects to be recognised by something of value from his or her employer in return. The value item could be monetary compensation (Surienty et al., 2013) and at the same time the rewards should be intrinsic like feeling recognised and cared for (Lee, Wang and Weststar.2015).

According to Lee, Wang and Weststar (2015), the empirical evidence showed that human resources practices could produce value and initiate a positive social exchange between employers and employees. These practices include attractive compensation (Kehoe and Wright 2013), investment in training (Koster, de Grip and Fouarge, and 2011), family-friendly practices (Wood and de Menezes, 2011) and high-performance work systems (Chang and Chen, 2011). Oni-Ojo et al. (2015), found that employee incentive programs do help to reduce absenteeism in the business world.

According Lee, Wang and Weststar (2015), social exchange theory also proposes that these practices are likely to cause workers to perceive that their exchange relationship with the organisation is characterized by a supportive environment because they signal employers' willingness to invest in workers' skills, their effort towards achieving work-life balance and to provide fair and attractive rewards for performance. In return, employees are likely to feel an obligation to the employer and display touching attitudes and behaviours to assist the company to accomplish its business goals (Lee et al., 2015).

These attitudes and behaviours include job satisfaction, affective commitment, reduced absenteeism, employee retention, as well as in-role and extra-role performance (Kehoe and Wright, 2013).

The prediction of achieving partial work hour congruence may positively impact attitudes and behaviours for employees who want extra hours, but not for employees who want fewer hours (Lee, Wang and Weststar.2015) objectives were achieved. Also, according to Lee, Wang and Weststar (2015), it was found that there is a lack of relationship between partial congruence and either outcome for the over-employed employees.

The Water Utility Company does invest in training for the operators and also incentivise them every year for good performance. However all these efforts by the company do not seem to be effective in reducing absenteeism in the operations department.

2.11 JOB SATISFACTION FOCI AND THEIR RELATIONSHIP WITH ABSENTEEISM

Nafei (2015) defined job satisfaction as a phenomenon that is perceived through a worker's performance, and includes workers' satisfaction with working conditions and employers' expectations. Wegge et al. (2014) argued that the experimental results showed that different foci of job attitudes show dissimilar relationships with organisational results, such as performance and absenteeism.

Dineen et al. (2007)'s conclusion distinguished between externally and internally focused job satisfaction. According to Dineen et al. (2007), "externally focused satisfaction" mirrors worker' attitudes regarding his or her job in general or organisation, while "internally focused satisfaction" is described as the degree to which a worker develops enjoyment from working with other workers in the same workplace.

Wegge et al. (2014) mentioned that, "externally focused satisfaction" reflects employees' attitudes regarding their jobs in general, whereas "internally focused satisfaction" is defined as the extent to which a worker derives enjoyment from working with others in his or her work unit. Wegge et al. (2014) also mentioned that the characteristics "external" and "internal" show whether the attitudinal targets generalise across work units and illustrate the job in general or are specific to the work unit, respectively.

Wegge et al. (2014), found in the individual satisfaction and absenteeism relationships results that, when the context (team of employees) is vague and unclear with respect to the significance and the occurrence of absenteeism, dissatisfaction with the external entity (job conditions, career opportunities, and the organization itself) lead to individual absenteeism. The above finding is similar to the equity theory (Adams, 1965) and social exchange theory (Thibaut and Kelley, 1959), meaning that workers committed to their work drops due to dissatisfaction when the company does not recognise their output. This implies that absenteeism in this context is highly driven by the worker's examination of his or her job situation.

However, in contrast to the above results, as a close review of the intercepts revealed that workers adjust their absence pattern to the team of employees' absence level (regardless of their assessment) when the team of employees exhibits uniformly high or low absence levels (Wegge et al. (2014). In other words, in the case of a strong team of employees with consistent absence trends, the significance and occurrence of individual absenteeism are determined by the social environment rather than by externally focused job satisfaction (Wegge et al., 2014).

The above results of absenteeism being influenced by the social environment are being observed at the Operations department when some individual operators also emulate other employees in the company that are constantly absent from work.

2.12 JOB SATISFACTION

According to Nafei (2015), job satisfaction is defined as a phenomenon that is perceived through a worker's performance and includes a worker's satisfaction with their working conditions and employer's expectations.

Kumar (2016) defined Job satisfaction as the result of company operation, supposed job experience that shows the multifaceted nature of the interactions. Kumar (2016), further revealed that job satisfaction symbolises a blend of positive or negative feelings that employees have towards their work. Kumar (2016), further mentioned that job satisfaction remuneration, working relationships, working conditions, status and job security are factors

that impact job satisfaction. Kumar (2016) argued that for employees to be satisfied with their jobs, motivators need to contribute to the job satisfaction and these motivators are achievement, recognition, work itself, responsibility advancement and growth. This implies that without the motivators in the workplace, the employees will likely to be dissatisfied with their jobs.

According to Thirulogasundaram and Sahu (2014), workers withdraw from being at work when they are not satisfied with their working conditions. Thirulogasundaram and Sahu (2014), found that job dissatisfaction is created by low job motivation like recognition, work itself, growth, working conditions, in the workplace which leads to high absenteeism in the workplace. Teeroovengadum et al. (2016) argued that workers who find their job pleasurable are less likely to be absent from work. Implying that if workers are satisfied with their jobs due to the existence of the motivators is more likely to be always at work more frequent.

Swarnalata and Sureshkrishna (2013) disclosed that there is a direct association between the worker's absenteeism and job satisfaction. Tiwari (2014) argued that absenteeism at work is created by many features like welfare facilities, salary, leave policies, supervisor behaviour, present working condition and transport facilities, which lead to the dissatisfaction of the workers. Tiwari (2014) further argued that worker absenteeism is a very expensive personnel problem that worries the employers. Tiwari (2014), also argued that the employer can monitor and reduce absenteeism by applying good working conditions and unambiguous policies to the employees. Barmase and Shulka (2013) also confirmed that employees who earn low income perceive higher absenteeism and income is one of the factors that can create high absenteeism.

The findings from the above authors were all more or less the same, implying that if the Water Utility can have clear policies, good working condition, fair recognition policies, and good salaries, a good and creative plan for growth that can be applied in the operations department, it can lead to high job satisfaction and reduce the absenteeism at Vereeniging station.

2.13 UNFAVOURABLE WORK CONDITION

Biron and Bamberger (2012), mentioned that, normally, researchers assume a positive connotation between aversive workplace conditions and employee absenteeism, with three primary factors that are potentially driving the relationship, and the first primary factor is that absence may reduce exposure to the aversive work conditions, the second primary factor is based on an occupational stress theory (Cooper and Robertson, 1999).

The occupational stress theory basically means that workers may feel not to go to work to more effectively attend their severe chronic psychological health symptoms caused by the job hazards at work (Biron and Bamberger, 2012). The third factor is that workers can opt not to go to work to give attention to strain related health complaints (Biron and Bamberger, 2012).

Biron and Bamberger (2012) found no direct impact of aversive work conditions on absenteeism. Also, Biron and Bamberger (2012) found that absence norms and perceived supervisor support independently moderate the aversive conditions and absence relation, however, observed hazards and critically incidents were discovered to have a more positive relationship with absenteeism, among those reporting more permissive referent group absence norms.

Therefore, for the absenteeism to be low at the Water Utility Company, it is very imperative for the management to support their employees without being unfair to certain employees continuously.

CHAPTER 3: RESULTS AND DISCUSSION OF THE EMPIRICAL STUDY

3.1 INTRODUCTION

The aim of this chapter is to present, discuss and interpret the outcome attained from the empirical study of the absenteeism research. This study seeks to determine the causes of the absenteeism about the biographical variables of the employees, organisational job factors and the external factors in the operations department at the Water Utility in Vereeniging station. The empirical study was coordinated using a self-completion questionnaire supplied to the operators and the assistant operators in the operations department in Vereeniging water treatment station. The questionnaires were physically sent out by the researcher to the operations employees after getting permission from the respective shift supervisors for the operations department. The questionnaire comprised a section capturing the demographics of the participants and other two sections for organisational job factors and the external factors. The organizational job factors had 31 variables, and external factors had eight variables. Each variable had an assessment scale of 1 to 4, where 1 represented rarely, 2 seldom; 3 for often and 4 for most of the time. The variables or internal and external factors in the questionnaire were constructed based on the absenteeism constructs in the literature review in chapter 2; see the questionnaire under annexure A.

The mean values, standard deviations, reliability, descriptive, correlations, reliability, t-test, Cronbach Alpha, effect sizes were computed through SPSS (SPSS, 2010) and Statistical (Stasoft, 2010) with the assistant of Statistical Consultation Services (SCS) of the North-West University, Potchefstroom campus.

Chapter 3 provides insight into the approaches and processes that were followed to examine the study population, sampling method and size, questionnaire compilation, gathering of data, a demographic compilation of the sample group, presentation and discussion of the researched results.

3.2 DATA GATHERING

3.2.1 Development and building of a questionnaire

The questionnaire used in the study was developed based on the literature review findings in chapter 2 with the assistance from the Statistical Consultation Services (SCS) of the North-West University, Potchefstroom campus. The questionnaire was made available to the participants in hard copy format. The questionnaires were circulated to the participants physically on hard copies. The purpose of the study and the instructions on how to complete the questionnaire was explained to the participants before they started to fill in the questionnaires and it was also mentioned that no participant was forced to participate in the study. The variables or internal and external factors in the questionnaire were constructed based on the absenteeism constructs in the literature review in chapter 2.

The questionnaire was divided into three parts, namely:

Part 1.1 evaluated the demographical information of the employees in the operations department and their level of education. Age group, gender, highest academic qualification achieved, the number of children each employee had, the gender of the supervisor the employee is reporting and the number of the employees in each section were determined. The purpose of this section was for statistical analysis and comparisons between various groups. This part had 15 variables. These questions were used to assess their influence in the absenteeism of the employees in the operations department.

Part 1.2 was the evaluation of the internal factors on Job and Organizational factors that influence employees' absenteeism. The first part of 1.2 had 31 variables, and each variable had an assessment scale of 1 to 4, where1- Rarely; 2- Seldom,3 - Often and 4 - Most of the time. The Likert scale, introduced by Likert (1932), is currently the most popular type of attitude scale in the social sciences. The Likert scale could be used to gauge multidimensional attitudes in social science. In respect of each variable or question, the participants had to indicate the degree to which absenteeism happen to them rarely or most of the time based on the 4-point scale. The last part of 1.2 had three qualitative questions where participants were expected to write their opinions about what they like and do not like about the operations department and also employees' perspective on absenteeism in the operations department.

Part 1.3 was the evaluation of the external factors that influence employees' absenteeism. These are the variables that are outside working environment that have a negative impact on employees' absenteeism. This part had eight variables or questions, and each variable had an assessment scale of 1 to 4as mentioned before. In respect of each variable or question, the participants had to indicate the degree to which absenteeism happen to them from rarely to most of the time based on the 4-point scale.

3.2.2 Data collection

The questionnaires were circulated to operations employees by hand to their place of work. The participants or the randomly selected employees took about four weeks to fill in the questionnaires, 90% of the participants (56 respondents) managed to participate in the study, meaning that the researcher received 56 responses from the participants. The 56 completed questionnaires were then transported by the researcher to Professor Suria Ellis at the Statistical Consultation Services (SCS) of the North-West University, Potchefstroom campus for statistical analysis.

3.2.3 Sample size

The population consisted of operators and assistant operators in the operations department at Water Utility in Vereeniging pumping station. The selected Water Utility had been in the business of purifying raw water to potable water from 1903. In the last two years, absenteeism rates at the Operations department in Vereeniging station in the Water Utility have been above the station set a target of 3.3%. According to the human resources records of the Water Utility at the Vereeniging station, in 2015 the Operations department achieved 4.74%, and in 2016 it was 5.39% which were both above the station's set target.

A total of 62 questionnaires were circulated to the employees in the operations department by the researcher, 56 questionnaires were collected as they were fully completed. The operators and the assistant operators were responsible for completing the questionnaires because of the sensitivity of the questionnaire when it comes to absenteeism. The study population only concentrated in the operations department of the Water Utility in Vereeniging pumping station.

3.2.4 Statistical analysis of data

The statistical analysis of the data was performed by the Statistical Consultation Services of the North-West University, Potchefstroom campus. Frequency distributions evaluated were presented in the form of tables. The mean values were used to gauge the central tendency and the standard deviation to indicate the distribution of data. The Cronbach Alpha coefficients were employed to assess the internal consistency of the different variables. The reliability was used to measure the internal consistency of factors. The t-tests were used to assess if the means of the two groups are statistically dissimilar from each other. The correlations were used to measure the degree to which the two variables movement are associated, with the assistance of the Statistical Consultation Services of the North-West University, Potchefstroom campus. These results were discussed in this chapter.

3.3 DEMOGRAPHIC INFORMATION OF RESPONDENTS

Part 1.1 of the questionnaire (refer to Annexure A) captured the demographical information of the operators and the assistant operators, where the respondents had to specify their age group, gender, race classification and their level of education. The frequency and distribution results will be discussed in this section.

3.3.1 Gender group classification of respondents

- **Aim of the question**

  The aim of question number 1.1.1 in the questionnaire was to determine the gender of the respondents to make comparisons between the gender groups that can be influenced by absenteeism.

- **Results obtained**

  Table 3.1 presents the gender distribution of the respondents.

Table 3.1: Gender group classification of respondents

Gender	Frequency	Percent	Valid Percent
Male	41	73.2	73.2
Female	15	26.8	26.8
Total	56	100.0	100.0

- **Analysis of results**

  The majority of respondents are males with 41 respondents which represent 73.2% of responses. The females are the minority with 15 respondents which represent 26.8% of responses.

3.3.2 Marital status classification of respondents

- **Aim of the question**

  The aim of question number 1.1.2 in the questionnaire was to determine the marital status of the respondents to make comparisons between the married, single, divorced and widowed respondents that can be influenced by absenteeism.

- **Results obtained**

  Table 3.2 presents the marital status distribution of the respondents.

Table 3.2: Marital status distribution of respondents

Marital Status	Frequency	Percent	Valid Percent
Married	35	62.5	63.6
Single	12	21.4	21.8
Single parent	3	5.4	5.5
Divorced	4	7.1	7.3
Widowed	1	1.8	1.8
Total	**55**	**98.2**	**100.0**

The majority of respondents are married, with 35 respondents which represent 62.5% of responses. This is followed by the single group with 12 respondents representing 21.4% of responses. The divorced group is the third largest group with four respondents which

represent 7.1% of total responses. The widowed and engaged (not included in the table) were the last two groups with one respondent on each group which represents 1.8% each of responses.

3.3.3 Age group classification of respondents

- **Aim of the question**

  The aim of question number 1.1.3 in the questionnaire was to determine the age of the respondents to make comparisons between the age groups that can be influenced by absenteeism.

- **Results obtained**

  Table 3.3 presents the age distribution of the respondents.

Table 3.3: Age group classification of respondents

Age	Frequency	Percent	Valid Percent
20-29	7	12.5	12.5
30-39	10	17.9	17.9
40-49	25	44.6	44.6
50-59	13	23.2	23.2
60 or older	1	1.8	1.8
Total	**56**	**100.0**	**100.0**

- **Analysis of results**

  The majority of respondents are in the age group 40 to 49 years, with 25 respondents which represent 44.6% of responses. This is followed by the age group of 50-59 years representing 23.2% of responses. The third largest age group is 30 to 39 years of age representing 17.9% of the total responses, and fourth largest age group is 20 to 29 years representing 12.5%. The smallest age group is 60 or older years with only one participant representing 1.8% of the total responses.

3.3.4 Head of household group classification of respondents

- **Aim of the question**

  The aim of question number 1.1.4 in the questionnaire was to determine the Head of households of the respondents to make comparisons between the head of households and those that are not the head of households and how they are contributing on absenteeism.

- **Results obtained**

  Table 3.4 presents the head of household's distribution of the respondents.

Table 3.4: Head of household's distribution of respondents

Head of households	Frequency	Percent	Valid Percent
Yes	43	76.8	76.8
No	13	23.2	23.2
Total	**56**	**100.0**	**100.0**

- **Analysis of results**

  The majority of respondents are the head of households with 43 respondents which represents 76.8% of total responses. The minority of respondents are not the head of households with 13 respondents which represents 23.2% of total responses.

3.3.5 Breadwinner group classification of respondents

- **Aim of the question**

  The aim of question number 1.1.5 in the questionnaire was to determine the breadwinner of the respondents to make comparisons between the breadwinner and those that are not breadwinners in their homes and also how they are contributing to absenteeism.

- **Results obtained**

  Table 3.5 presents the breadwinner group classification of respondents.

Table 3.5: Breadwinner group classification of respondents

Breadwinner	Frequency	Percent	Valid Percent
Yes	38	67.9	67.9
No	18	32.1	32.1
Total	**56**	**100.0**	**100.0**

- **Analysis of results**

  The majority of respondents are the breadwinners in their homes with 38 respondents which represent 67.9% of total responses. The minority of respondents are not the bread winners in their homes with 18 respondents which represent 32.1% of total responses.

3.3.6 Number of children the respondents have

- **Aim of the question**

  The aim of question number 1.1.6 in the questionnaire was to determine the number of children the respondents have, to make comparisons between those that have more children, fewer children and no children and also how they are contributing on absenteeism.

- **Results obtained**

  Table 3.6 presents the number of children the respondents have.

Table 3.6: Number of children the respondents have

Number of children	Frequency	Percent	Valid Percent
None	8	14.3	14.3
1 child	12	21.4	21.4
2 or 3 children	26	46.4	46.4
4 and more children	10	17.9	17.9
Total	**56**	**100.0**	**100.0**

- **Analysis of results**

  The majority of respondents have 2 or 3 children, with 26 respondents which represent 46.4% of responses. This is followed by the group of 12 respondents that have one child representing 21.4% of responses. The third group of respondents have four and more children, with 10 respondents which represent 17.9% of total responses. The lowest group has no children with eight respondents which represent 14.3% of the total responses.

3.3.7 Children under age 15 years

- **Aim of the question**

  The aim of question number 1.1.7 in the questionnaire was to determine if the respondents have children under age of 15 years, to make comparisons between those that do not have children under age 15 years with those that they have and also how they are contributing to absenteeism.

- **Results obtained**

  Table 3.7 presents the number of children the respondents have

Table 3.7: Respondents' children under the age 15 years

Children under the age of 15 years		**Frequency**	**Percent**	**Valid Percent**
Yes		35	62.5	63.6
No		20	35.7	36.4
Total		55	98.2	100.0
Missing	System	1	1.8	
Total		**56**	**100.0**	

- **Analysis of results**

  The majority of respondents have children under the age of 15 years with 35 respondents which represent 62.5% of total responses. The minority of respondents do not have children under the age of 15 years with 20 respondents which

represent 35.7% of total responses. One respondent has no children at all which represents 1.8% of the total responses.

3.3.8 Who mostly takes care of the children while respondents are at work?

- **Aim of the question**

  The aim of question number 1.1.8 in the questionnaire was to evaluate who mostly takes care of the children while respondents are at work, in order to make comparisons between those that their children stay at the Day-care Centre/Crèche, School, or with Nanny, Grandmother, Themselves, Spouse, also how are they contributing in absenteeism.

- **Results obtained**

  Table 3.8 presents who mostly takes care of the children while respondents are at work.

Table 3.8: Respondents' children place while they are at work

Who takes care of the respondent's kids while at work		Frequency	Percent	Valid Percent
Day-care Centre/crèche		7	12.5	13.7
Nanny		5	8.9	9.8
Grandmother		5	8.9	9.8
Themselves		5	8.9	9.8
Spouse		11	19.6	21.6
School		7	12.5	13.7
Not applicable		11	19.6	21.6
Total		51	91.1	100.0
Missing	System	5	8.9	
Total		**56**	**100.0**	

- **Analysis of results**

  The majority of respondents state their children stays with their spouse while at work, with 11 respondents which represent 19.6% of responses and also the other majority this question was not applicable to them, the frequency and the percentage

is the same as the first majority above. The third and fourth group also had the same number of respondents of 7 and same percentages of 12.5% where their children stay at a Day-care centre and School while they are at work. The fifth, sixth and seventh group have the same number of respondents of 5 and the same percentages of 8.9% where their children are with their Nannies, Grandmother and Alone when they are work. Five respondents did not indicate as to who takes care of their children while they are work.

3.3.9 Highest qualification possess by the respondents

- **Aim of the question**

  The aim of question number 1.1.9 in the questionnaire was to evaluate the highest qualification possess by the respondents, to make comparisons between those that have qualifications and no qualifications, and also how are they contributing to absenteeism.

- **Results obtained**

  Table 3.9 presents the highest qualification distribution of the respondents.

Table 3.9: Respondents' highest qualifications

Highest Qualifications	Frequency	Percent
Less than grade 12	15	26.8
Grade 12	36	64.3
Degree or diploma	5	8.9
Total	**56**	**100.0**

- **Analysis of results**

  The majority of respondents have grade 12, with 36 respondents which represent 64.3% of responses. This is followed by the 15 respondents that do not have matric which represents 26.8% of the responses. The third group of respondents have a degree or diploma with five respondents which represent 8.9% of the total responses.

3.3.10 Length of service possessed by the respondents

- **Aim of the question**

  The aim of question number 1.1.10 in the questionnaire was to evaluate the length of service the respondents have in their current working environment, to make comparisons between respondents having different length of services and their role it plays in the absenteeism.

- **Results obtained**

  Table 3.10 presents the length of service of the respondents.

Table 3.10 presents the length of service of the respondents.

Length of Service	Frequency	Percent
Less than five years	8	14.3
5 to 10 years	13	23.2
More than 10 years	35	62.5
Total	**56**	**100.0**

- **Analysis of results**

  The majority of respondents have more than 10 years' experience in their working environment with 35 respondents which represent 62.5% of the responses. The second highest group of responses have five with two years' experience with eight responses which represent 23.2% of the responses. The third last group has less than five years of working experience with eight responses which represent 14.3% of the responses.

3.3.11 Gender of the respondents' supervisors

- **Aim of the question**

  The aim of question number 1.1.12 in the questionnaire was to determine the gender of the respondents' supervisor to make comparisons between the difference supervisors' genders and also the influence it has on absenteeism.

- **Results obtained**

  Table 3.11 presents the gender of the respondents' supervisors.

Table 3.11: Gender of the respondents' supervisors

Gender of the respondents' Supervisors	**Frequency**	**Percent**
Male	49	87.5
Female	7	12.5
Total	**56**	**100.0**

- **Analysis of results**

  The majority of respondents have the males' supervisors, with 49 respondents which represent 87.5% of the responses. The least majority has females' supervisors, with seven which represent 12.5% of the responses.

3.3.12 Number of employees at the respondents' sections

- **Aim of the question**

  The aim of question number 1.1.13 in the questionnaire was to determine the number of the employees in each respondent section to make comparisons between the numbers of the employees in their sections and also the influence it has on absenteeism.

- **Results obtained**

  Table 3.12 presents the number of the employees at their sections.

Table 3.12: Number of the employees at their sections

Number of the employees in each section	Frequency	Percent
0 to 5 Employees	1	1.8
6 to 10 Employees	5	8.9
11 to 15 Employees	20	35.7
More than 15 Employees	30	53.6
Total	**56**	**100.0**

- **Analysis of results**

  The first majority of respondents are in sections where the numbers of employees are more than 15, with 30 respondents which represent 53.6% of the responses. The second majority of respondents are in sections where the number of employees is between 11 to 15 employees, with 20 respondents which represent 35.7% of the responses. The third majority of respondents are in sections where the number of employees is between 6 to 10 employees, with five respondents which represent 8.9% of the responses. The fourth majority has only one respondent in a section where the numbers of employees are not less than 5, which represents 1.8%.

3.3.13 Sick leave taken during 2016 due to illness

- **Aim of the question**

  The aim of question number 1.1.15 in the questionnaire was to determine the number of days that was taken by the respondents as sick leave in 2016, to make comparisons between those that have taken the days against the number of days taken and also the influence it has on absenteeism.

- **Results obtained**

  Table 3.13 presents the Sick leave taken during 2016 due to illness by the respondents.

Table 3.13: Number of sick leave days taken by the respondents in 2016

Number of sick leave taken in 2016	Frequency	Percent
Never	7	12.5
On 1 to 3 days	18	32.1
On 4 to 5 days	12	21.4
More than 5 days	19	33.9
Total	**56**	**100.0**

- **Analysis of results**

  The first majority of respondents have taken more than five days of sick leave in 2016, with 19 respondents which represent 33.9% of the responses. The second majority of respondents have taken between 1 to 3 days of sick leave in 2016, with 18 respondents which represent 32.1% of the responses. The third majority of respondents have taken between 4 to 5 days of sick leave in 2016, with 12 respondents which represent 21.4% of the responses. The fourth majority of respondents have never taken days of sick leave in 2016, with seven respondents which represent 12.5% of the responses.

The above analysis of the sick leave days taken by the respondents in 2016, basically indicates that there is indeed a problem of high absenteeism in the operations department, especially when one looks at the majority of the respondents which are 39 and indicated that they had taken more than five days in 2016.

3.4 INTERNAL AND EXTERNAL FACTORS THAT AFFECT ABSENTEEISM

3.4.1 Internal factors on Job and Organizational factors

Part 1.2 of the questionnaire (refer to Annexure A) captured the internal factors on the job and organisational factors of absenteeism. Part 1.2 had 31 variables, and each variable had an assessment scale of 1 to 4, as mentioned before. The low variables' numbering correlates with the variables numbering of the questionnaire on the Appendix page, under Annexure A.

- **Aim of the questions/variables**

The aim of the variables/question numbers 1.2.1 to 1.2.31 in the questionnaire was to determine the impact or influence of each variable or question to the absenteeism in the operations department.

- **Results obtained**

  Table 3.14 presents the internal factors on Job and Organizational factors. N is the number of respondents which was 56. Each variable was assessed by all 56 respondents on the following results of table 3.14:

Table 3.14: Internal factors on Job and Organisational factors

Descriptive Statistics: Internal factors on Job and Organisational factors.		
Variables	Mean	Std. Deviation
I fail to report to work because: I do not experience job satisfaction	1.32	0.636
I fail to report to work because There is understaffing in the department	1.29	0.756
I fail to report to work because There is a culture of high absence in the department	1.33	0.695
I fail to report to work because I am overloaded with work	1.36	0.749
I fail to report to work because I experience stress at work due to work overload	1.52	0.934
I fail to report to work because My Supervisor/Manager has a culture of being absent	1.29	0.594
I fail to report to work because I am not satisfied with my salary against my work responsibilities.	1.68	1.029
I fail to report to work because I work long hours which result in fatigue	1.84	1.172
I fail to report to work because: Of the poor working conditions	1.59	0.910
I fail to report to work because I feel unappreciated at work	1.80	1.069
I fail to report to work because I feel my colleagues are unsupportive at work	1.57	0.912

I fail to report to work because I experience a lack of support from management	1.91	1.133
I fail to report to work because My responsibilities at work are not clear	1.41	0.826
I fail to report to work because: I do not have a proper Job description.	1.45	0.807
I fail to report to work because My job duties and responsibilities are not appropriate for my abilities, skills and experience	1.45	0.933
I fail to report to work because My manager does not manage and control absence very well.	1.64	1.034
I fail to report to work because My supervisor does not supervise enough at work	1.55	0.989
I fail to report to work because: I do not participate in The making of decisions in my department	1.61	1.021
I fail to report to work because My supervisor does not allow me to perform my duties the way I see proper	1.55	0.933
I fail to report to work because My manager does not give positive encouragement or praise for work that is well done.	1.64	1.025
I fail to report to work because There is poor communication from my Supervisors	1.71	1.039
I fail to report to work because My manager/ Supervisor gives unfair promotions to certain employees	2.20	1.354
I fail to report to work because There is unfair discipline procedures	1.77	1.112
I fail to report to work because the operations department does not have enough equipment/material to work with	1.80	1.151
I fail to report to work because I'm working more than the younger employees.	1.27	0.674
I fail to report to work because: I'm more senior than other employees	1.32	0.690

I fail to report to work because: I have a higher qualification than other employees	1.36	0.773
I fail to report to work because my Manager/ Supervisor is constantly absent	1.29	0.706
I fail to report to work because my section is so big that no one notice when I'm absent	1.21	0.624
I fail to report to work because: I get less bonus/recognition for my effort	1.80	1.166
I fail to report to work because: the working environment is unsafe	1.54	0.914

- **Analysis of results**

  The first highest variable that has an influence on absenteeism in the operations department is variable number **1.2.22,** which says, "I fail to report to work because of my manager/supervisor gives unfair promotions to certain employees", it has the first highest average/mean of 2.20 of all absenteeism factors rated by 56 respondents, this variable is above seldom scale and is towards the often scale. The second highest variable that has an influence on absenteeism in the operations department is variable number **1.2.12**, which says "I fail to report to work because I experience a lack of support from management", it has the second highest average/mean of 1.91 of all absenteeism factors rated by 56 respondents, this variable is above rarely scale and is towards the seldom scale. The third highest variable that has an influence on absenteeism in operations department is variable number **1.2.8**, which says "I fail to report to work because I work long hours which result in fatigue", it has the third highest average/mean of 1.84 of all absenteeism factors rated by 56 respondents, this variable is above rarely scale and is towards the seldom scale.

The fourth highest variables that influence absenteeism in the operations department are variables number **1.2.10, 1.2.24 and 1.2.30**, which say

- "I fail to report to work because I feel unappreciated at work",
- "I fail to report to work because the operations department does not have enough equipment/material to work with."

- “I fail to report to work because I get less bonus/recognition for my effort.”

The above all three variables have the fourth highest average/mean of 1.80 of all absenteeism factors rated by 56 respondents; these three variables are above rarely scale and are towards the seldom scale.

The fifth highest variable that has an influence on absenteeism in operations department is variable number **1.2.23**, which says “I fail to report to work because There are unfair disciplinary procedures”, it has the fifth highest average/mean of 1.77 of all absenteeism factors rated by 56 respondents, this variable is above rarely scale and is towards the often seldom. The sixth highest variable that has an influence on absenteeism in operations department is variable number **1.2.21**, which says “I fail to report to work because: There is poor communication from my Supervisors”, it has the sixth highest average/mean of 1.71 of all absenteeism factors rated by 56 respondents, this variable is above rarely scale and is towards the seldom scale.

The seventh highest variable that has an influence on absenteeism in operations department is variable number **1.2.7**, which says “I fail to report to work because: I am not satisfied with my salary against my work responsibilities”, it has the sixth highest average/mean of 1.68 of all absenteeism factors rated by 56 respondents, this variable is above rarely scale and is towards the seldom scale.

The eighth highest variables that influence absenteeism in the operations department are variables number **1.2.16** and**1.2.20**, which say

- “I fail to report to work because My manager does not manage and control absence very well”, and
- “I fail to report to work because My manager does not give positive encouragement or praise for work that is well done”.

They have the eighth highest average/mean of 1.64 of all absenteeism factors rated by 56 respondents, this variable is above rarely scale and is towards the seldom scale.

The ninth highest variable that has an influence on absenteeism in operations department is variable number **1.2.18** which says “I fail to report to work because: I do not participate in making of decisions in my department”, it has the ninth highest average/mean of 1.61 of all absenteeism factors rated by 56 respondents, this variable is above rarely scale and is towards the seldom scale.

The tenth highest variable that has an influence on absenteeism in operations department is variable number **1.2.9** which says “I fail to report to work because: Of the poor working conditions”, it has the tenth highest average/mean of 1.59 of all absenteeism factors rated by 56 respondents, this variable is above rarely scale and is towards the seldom scale.

The eleventh highest variable that has an influence on absenteeism in operations department is variable number 1.2.11 which says “I fail to report to work because I feel my colleagues are unsupportive at work”, it has the eleventh highest average/mean of 1.57 of all absenteeism factors rated by 56 respondents, this variable is above rarely scale and is towards the seldom scale.

The twelfth highest variables that influence absenteeism in the operations department are variables number 1.2.17 and 1.2.19 which say “I fail to report to work because My supervisor does not supervise enough at work” and “I fail to report to work; they have the twelfth highest average/mean of 1.55 of all absenteeism factors rated by 56 respondents, these variables are above rarely scale and are towards the seldom scale.

The thirteenth highest variable that has an influence on absenteeism in the operations department is variable number 1.2.31 which says “I fail to report to work because The working environment is unsafe”, it has the thirteenth highest average/mean of 1.54 of all absenteeism factors rated by 56 respondents, this variable is above rarely scale and is towards the seldom scale.

The fourteenth highest variable that has an influence on absenteeism in operations department is variable number 1.2.5 which says “I fail to report to work because: I experience stress at work due to work overload”, it has the fourteenth highest

average/mean of 1.52 of all absenteeism factors rated by 56 respondents, this variable is above rarely scale and is towards the seldom scale.

The lowest variable that has an influence on absenteeism in the operations department is variable number 1.2.29 which says “I fail to report to work because: My section is so big that no one notices when I’m absent”, it has the lowest average/mean of 1.21 of all absenteeism factors rated by 56 respondents, this variable is above rarely scale and is towards the seldom scale.

3.4.2 External factors.

Part 1.3 of the questionnaire (refer to Appendix A) captured the external factors of absenteeism. Part 1.3 had eight variables, and each variable had an assessment scale of 1 to 4, where1- Rarely, 2- Seldom, 3- Often and 4- Most of the time. The below variables’ numbering correlate with the variables numbering of the questionnaire on the Appendix page, Annexure A.

- **Aim of the questions/variables**

  The aim of the variables/question numbers 1.3.1 to 1.3.8 in the questionnaire was to determine the impact or influence of each variable or question to the absenteeism in the operations department.

- **Results obtained**

  Table 3.15 presents the external factors that influence absenteeism. N is the number of respondents which was 56.

On the following results, each variable was assessed by all 56 respondents.

Table 3.15: External factors that influence absenteeism

Descriptive Statistics: External factors that influence absenteeism.		
Variables	**Mean**	**Std. Deviation**
I fail to report to work because: I'm genuinely feeling unwell	2.00	1.144
I fail to report to work because: It is due to my family responsibility	1.82	0.956
I fail to report to work because: It is due to childcare problems	1.53	0.790
Employees fail to report to work because: communication in the department is poor	1.75	1.049
I fail to report to work because: of financial problems	1.58	0.957
I fail to report to work because: of strikes	1.27	0.587
I fail to report to work because: of transport problems	1.38	0.702
I fail to report to work because: of Alcohol/Substance abuse	1.11	0.369

- **Analysis of results**

  The first highest external variable that has an influence on absenteeism in operations department is variable number **1.3.1**, which says, "I fail to report to work because: I'm genuinely feeling unwell", it has the first highest average/mean of 2.0 of all absenteeism factors rated by 56 respondents, this variable is at the seldom scale. The second external highest variable that has an influence on absenteeism in operations department is variable number **1.3.2**, which says "I fail to report to work because: It is due to my family responsibility", it has the second highest average/mean of 1.82 of all absenteeism factors rated by 56 respondents, this variable is above rarely scale and is towards the seldom scale. The third highest variable that has an influence on absenteeism in operations department is variable number **1.3.4**, which says "Employees fail to report to work because: communication in the department is poor:", it has the third highest average/mean of 1.75 of all absenteeism factors rated by 56 respondents, this variable is above rarely scale and is towards the seldom scale. It should be noted that this variable is

an internal factor variable which belongs to part 1.2 and it should fall between the sixth and the seventh variable rated by 56 respondents in part 1.2.

The fourth highest external variable that has an influence on absenteeism in operations department is variable number **1.3.5**, which says “I fail to report to work because: Of Financial Problems”, it has the fourth highest average/mean of 1.58 of all absenteeism factors rated by 56 respondents, this variable above the rarely scale and is towards seldom scale.

The fifth highest external variable that has an influence on absenteeism in operations department is variable number **1.3.3,** which says “I fail to report to work because It is due to childcare problems”, it has the fifth highest average/mean of 1.53 of all absenteeism factors rated by 56 respondents, this variable above the rarely scale and is towards seldom scale.

The lowest external variable that has an influence on absenteeism in operations department is variable number 1.3.8, which says “I fail to report to work because: of Alcohol/ Substance abuse”, it has the lowest average/mean of 1.11 of all absenteeism factors rated by 56 respondents, this variable is just above the rarely scale and is towards seldom scale.

3.4.3 Reliability of the grouped internal variables into constructs and theories

The internal variables in the questionnaire from part 1.2 were grouped according to the theory of the literature as follows and the reliability of each grouped variables was assessed using the Cronbach Alpha coefficient assessment. Each variable number on the below tables corresponds exactly to its variable as it was in the questionnaire, see the questionnaire on appendix page on Annexure A.

After the variables on the questionnaires were grouped, then the Cronbach Alpha coefficients were employed to assess the internal consistency or reliability of the different variables. If the Cronbach Alpha is larger than 7, then the internal consistency is good enough since it is larger than 0.7. It should be noted that for the self-constructed

questionnaire like the one used in this research, Cronbach's Alpha of more than 0.6 is also accepted.

Table 3.16: Social psychological approach

Variable numbers	Variable or Questions
1.2.3	I fail to report to work because: There is a culture of high absence in the department.
1.2.6	I fail to report to work because: My Supervisor/Manager has a culture of being absent.
1.2.16	I fail to report to work because: My manager does not manage and control absence very well.
1.2.17	I fail to report to work because: My supervisor does not supervise enough at work.
1.2.28	I fail to report to work because: My manager/supervisor is constantly absent.

Cronbach's Alpha results for Social psychological approach

Cronbach's Alpha	N (Variables) of Items
0.816	5

In the social psychological approach, the Cronbach's Alpha was found to be 0.816. This means that the internal consistency is good enough since it is larger than 0.7. It should also be noted that for the self-constructed questionnaire like the one used in this research, Cronbach's Alpha of more than 0.6 is also accepted. This means that the variables in the social psychological approach can continue to be used for other comparisons.

Table 3.17: Personal characteristics

Variable numbers	Variables or Questions
1.2.25	I fail to report to work because: I'm working more than the younger employees
1.2.26	I fail to report to work because: I'm more senior than other employees
1.2.27	I fail to report to work because: I have a higher qualification than other employees

Cronbach's Alpha results for Personal characteristics

Cronbach's Alpha	N (Variables) of Items
0.762	3

In the Personal characteristics, the Cronbach's Alpha was found to be 0.762. This means that the internal consistency is good enough since it is larger than 0.7(Cronbach, 1951).It should also be noted that for the self-constructed questionnaire like the one used in this research, Cronbach's Alpha of more than 0.6 is also accepted. This means that the variables in the Personal characteristics can continue to be used for other comparisons.

Table 3.18: Social determinants

Variable number	Variables or Questions
1.2.22	I fail to report to work because: My manager/supervisor gives unfair promotions to certain employees
1.2.23	I fail to report to work because: There is unfair discipline procedures
1.2.29	I fail to report to work because: My section is so big that no one notices when I'm absent

Cronbach's Alpha results for Social determinants

Cronbach's Alpha	N (Variables) of Items
0.753	3

In the social psychological approach, the Cronbach's Alpha was found to be 0.753. This means that the internal consistency is good enough since it is larger than 0.7. It should also be noted that for the self-constructed questionnaire like the one used in this research, Cronbach's Alpha of more than 0.6 is also accepted. This means that the variables in the social psychological approach can continue to be used with other comparisons.

Table 3.19: The job demands-resources model

Variable number	Variable or Question
1.2.2	I fail to report to work because: There is understaffing in the department.
1.2.4	I fail to report to work because: I am overloaded with work
1.2.5	I fail to report to work because: I experience stress at work due to work overload
1.2.8	I fail to report to work because: I work long hours which result in fatigue.
1.2.13	I fail to report to work because: My responsibilities at work are not clear.
1.2.15	I fail to report to work because: My job duties, and responsibilities are not appropriate for my abilities, skills and experience
1.2.24	I fail to report to work because: The operations department does not have enough equipment/material to work with.
1.2.30	I fail to report to work because: I get less bonus/ recognition for my effort.

Cronbach's Alpha results for the job demands-resources model

Cronbach's Alpha	N of Items
0.848	8

In the job demands-resources model, the Cronbach's Alpha was found to be 0.848. This means that the internal consistency is good enough since it is larger than 0.7. It should also be noted that for the self-constructed questionnaire like the one used in this research,

Cronbach's Alpha of more than 0.6 is also accepted. This means that the variables in the social psychological approach can continue to be used with other comparisons.

Table 3.21: Discrepancy theory

Variable numbers	Variable or Questions
1.2.7	I fail to report to work because: I am not satisfied with my salary against my work responsibilities.
1.2.30	I fail to report to work because: I get less bonus/recognition for my effort.

Cronbach's Alpha results for the Discrepancy theory

Cronbach's Alpha	N (Variables) of Items
0.656	2

In the job demands-resources model, the Cronbach's Alpha was found to be 0.656. This means that the internal consistency or reliability is good enough since it is larger than 0.6 for the self-constructed questionnaire like the one used in this research. This means that the variables in the discrepancy theory can continue to be used for other comparisons.

Table 3.22: Social exchange theory

Variable numbers	Variable or Questions
1.2.10	I fail to report to work because: I feel unappreciated at work.
1.2.12	I fail to report to work because: I experience a lack of support from management.

Cronbach's Alpha results for the social exchange theory

Cronbach's Alpha	N of Items
0.867	2

In the job demands-resources model, the Cronbach's Alpha was found to be 0.867. This means that the internal consistency is good enough since it is larger than 0.7. This means

that the variables in the social psychological approach can continue to be used for other comparisons.

Table 3.23: Job satisfaction

Variable number	Variable or Question
1.2.1	I fail to report to work because: I do not experience job satisfaction.
1.2.7	I fail to report to work because: I am not satisfied with my salary against my work responsibilities.
1.2.9	I fail to report to work because: Of the poor working conditions
1.2.10	I fail to report to work because: I feel unappreciated at work
1.2.11	I fail to report to work because: I feel my colleagues are unsupportive at work
1.2.12	I fail to report to work because: I experience a lack of support from management.
1.2.14	I fail to report to work because: I do not have a proper Job description.
1.2.18	I fail to report to work because: I do not participate in making decisions in my department.
1.2.19	I fail to report to work because: My supervisor does not allow me to perform my duties the way I see proper
1.2.20	I fail to report to work because: My manager does not positive encouragement or praise for work that is well done.
1.2.21	I fail to report to work because: There is poor communication from my Supervisors.
1.2.30	I fail to report to work because: I get less bonus/ recognition for my effort.

Cronbach's Alpha results for the Job satisfaction

Cronbach's Alpha	N (Variables) of Items
0.929	12

In the job demands-resources model, the Cronbach's Alpha was found to be 0.929. This means that the internal consistency is good enough since it is larger than 0.7. This means that the variables in the social psychological approach can continue to be used for other comparisons.

Table 3.24: Unfavourable work conditions

Variable number	Variable or Question
1.2.9	I fail to report to work because: Of the poor working conditions
1.2.31	I fail to report to work because: The working environment is unsafe

Cronbach's Alpha results for the unfavourable work condition

Cronbach's Alpha	N (Variables) of Items
0.765	2

In the job demands-resources model, the Cronbach's Alpha was found to be 0.765. This means that the internal consistency is good enough since it is larger than 0.7. This means that the variables in the social psychological approach can continue to be used with other comparisons.

3.4.4 Factor analysis of the external variables into constructs and theories

Since the reliability of the external factors on **part 1.3** of the questionnaire was not good when they were grouped, they were subjected to a factor analysis test.

Table 3.25: External factors that influence absenteeism

Variables numbers	External factors
1.3.1	I fail to report to work because: I'm genuinely feeling unwell
1.3.2	I fail to report to work because: It is due to my family responsibility
1.3.3	I fail to report to work because: It is due to childcare problems
1.3.4	Employees fail to report to work because: Communication in the department is poor

1.3.5	I fail to report to work because: Of Financial Problems
1.3.6	I fail to report to work because: Of Strikes
1.3.7	I fail to report to work because: Of transport problems
1.3.8	I fail to report to work because: Of Alcohol/ Substance abuse

Table 3.26: Communalities of the external variables/factors

Commnalities		
	Initial	**Extraction**
1.3.1	1.000	0.675
1.3.2	1.000	0.755
1.3.3	1.000	0.502
1.3.4	1.000	0.846
1.3.5	1.000	0.717
1.3.6	1.000	0.718
1.3.7	1.000	0.618
1.3.8	1.000	0.639
Extraction Method: Principal Component Analysis.		

Table 3.27: KMO and Bartlett's Test results

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.586
Bartlett's Test of Sphericity	Approx. Chi-Square	115.646
	df	28
	Sig.	0.000

- **Analysis**

  If the Kaiser-Meyer-Olkin Measure of Sampling Adequacy is larger than 1, then it is it is good. However if it is more than 0.5 it is acceptable according to the statistical analysis, Kaiser-Meyer-Olkin Measure of Sampling Adequacy was found to be 0.586, implying that one can carry on with this factor analysis.

Table 3.28: Total Variance

Total Variance Explained							
Comp-onent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1.3.1	2.971	37.132	37.132	2.971	37.132	37.132	2.154
1.3.2	1.354	16.919	54.051	1.354	16.919	54.051	2.036
1.3.3	1.145	14.313	68.364	1.145	14.313	68.364	2.105
1.3.4	0.804	10.050	78.415				
1.3.5	0.750	9.370	87.784				
1.3.6	0.460	5.755	93.539				
1.3.7	0.300	3.744	97.283				
1.3.8	0.217	2.717	100.000				

- **Analysis**

  It is observed from the table 3.28 that if one uses the first three extracted factors or variables, then more than half of the variance is explained (68.364%), by the first three factors which are 1.3.11.3.2 and 1.3.3

Table 3.29: Pattern Matrix for sorting combinations of the variables or factors

Pattern Matrix[a]			
	Component		
	1	2	3
I fail to report to work because: It is due to my family responsibility	0.835		
I fail to report to work because: I'm genuinely feeling unwell	0.831		
Employees fail to report to work because of communication in the department		0.895	
I fail to report to work because: Of Financial Problems		0.853	
I fail to report to work because: It is due to childcare problems	0.434	0.482	
I fail to report to work because: Of Strikes			0.863
I fail to report to work because: Of Alcohol/ Substance abuse			0.774
I fail to report to work because: Of transport problems	0.400		0.580

The pattern matrix grouped the external factors/variables according to the best fit for them to have reliability, where 1.3.2; 1.3.1 and 1.3.3 were grouped by the computer for them to have reliability and 1.3.4 & 1.3.5 were also grouped by the computer for them to have reliability. Also 1.3.6, 1.3.7& 1.3.8 were also factored together by the computer for them to have reliability.

After grouping the eight external factors into three groups, then each group was named as follows:

- Factor1 consisting of questions 1.3.1, 1.3.2 and 1.3.3 were called Family;
- Factor2 consisting of questions 1.3.4 and 1.3.5 were called Finances; and
- Factor3 consisting of questions 1.3.6, 1.3.7 and 1.3.8 were Strikes and Transport.

3.4.5 Reliability of the grouped external factors/ variables in to constructs

The external variables in the questionnaire in part 1.3 were grouped according to the pattern matrix in table 3.4.4.5

The reliability of each grouped variables was assessed using the Cronbach Alpha coefficient assessment. Each variable number on the below tables corresponds exactly to its variable as it was on the questionnaire, see the questionnaire on appendix page. After the variables on the questionnaires were grouped, then the Cronbach Alpha coefficients were employed to assess the internal consistency or reliability of the different variables. If the Cronbach Alpha is larger than 7, then the internal consistency is good enough since it is larger than 0.7. It should be noted that for the self-constructed questionnaire like the one used in this research, Cronbach's Alpha of more than 0.6 is also accepted.

Table 3.30: External factors that influence

Variables numbers	External factors
1.3.1	I fail to report to work because: I'm genuinely feeling unwell
1.3.2	I fail to report to work because It is due to my family responsibility
1.3.3	I fail to report to work because It is due to childcare problems
1.3.4	Employees fail to report to work because: Communication in the department is poor
1.3.5	I fail to report to work because: of Financial Problems
1.3.6	I fail to report to work because: of Strikes
1.3.7	I fail to report to work because: of transport problems
1.3.8	I fail to report to work because: of Alcohol/ Substance abuse

3.4.5.1 Family Factors

Cronbach's Alpha results for the family

Cronbach's Alpha	N (Variables) of Items
0.656	3

In the family factors, the Cronbach's Alpha was found to be 0.656. This means that the internal consistency or reliability is good enough since it is larger than 0.6 for the self-constructed questionnaire like the one used in this research. This also implies that the variables in the family factor can continue to be used for other comparisons.

3.4.5.2 Finance and Communication Factors (External)

Cronbach's Alpha results for the Finances and Communication

Cronbach's Alpha	N (Variables) of Items
0.755	2

In the finance and communication, the Cronbach's Alpha was found to be 0.755. This means that the internal consistency or reliability is good enough since it is larger than 0.6

for the self-constructed questionnaire like the one used in this research. This also implies that the variables in the finances factor can continue to be used for other comparisons.

3.4.5.3 Alcohol, Strikes and Transport factors (Work)

Cronbach's Alpha results for the Alcohol, Strikes and Transport

Cronbach's Alpha	N (Variables) of Items
0.625	3

In the alcohol, strikes and transport factors, the Cronbach's Alpha was found to be 0.625. This means that the internal consistency or reliability is good enough since it is larger than 0.6 for the self-constructed questionnaire like the one used in this research. This also implies that the variables in the strikes and transport factors can continue to be used for other comparisons.

3.4.6 Analysing the grouped internal and external factors or constructs and theories

Table 3.34: Grouped factors or constructs and theories

Descriptive Statistics					
	N	**Minimum**	**Maximum**	**Mean**	**Std. Deviation**
Family	56	1.00	4.00	1.7946	0.77067
Finances & Communication	56	1.00	4.00	1.6964	0.93263
Alcohol, Strikes &Transport	56	1.00	3.33	1.2619	0.47018
Psychological	56	1.00	3.40	1.4214	0.62631
Personal	56	1.00	3.33	1.3155	0.58748
Social determinants	56	1.00	4.00	1.7262	0.87872
Job demands	56	1.00	3.71	1.5230	0.66130
Discrepancy	56	1.00	4.00	1.7411	0.94864
Exchange theory	56	1.00	4.00	1.8571	1.03447
Job satisfaction	56	1.00	3.73	1.6422	0.72780
Unfavourable work conditions	56	1.00	4.00	1.5625	0.82055
Valid N (listwise)	56				

The first highest construct that influences absenteeism in the operations department is the **exchange theory construct**; it has the first highest average/mean of **1.857** of all absenteeism constructs rated by 56 respondents, this construct is above the rarely scale and is towards the seldom scale. The second highest construct that influences absenteeism in the operations department is the **family construct**; it has the second highest average/mean of **1.7946** of all absenteeism constructs rated by 56 respondents; this construct is above the rarely scale and is towards the seldom scale.

The third highest construct that influences absenteeism in operations department is the **discrepancy theory construct**; it has the third highest average/mean of **1.7411** of all absenteeism constructs rated by 56 respondents; this construct is above the rarely scale and is towards the seldom scale. The fourth highest construct that influences absenteeism in operations department is the **social determinants construct**; it has the fourth highest

average/mean of **1.7262** of all absenteeism constructs rated by 56 respondents, this construct is above the rarely scale and is towards the seldom scale.

The fifth highest construct that influences absenteeism in operations department is the **finances and communication construct**; it has the fifth highest average/mean of **1.6964** of all absenteeism constructs rated by 56 respondents, this construct is above the rarely scale and is towards the seldom scale. The sixth highest construct that influences absenteeism in operations department is the **Job satisfaction construct**; it has the sixth highest average/mean of **1.6422** of all absenteeism constructs rated by 56 respondents, this construct is above the rarely scale and is towards the seldom scale.

The seventh highest construct that influences absenteeism in operations department is the **unfavourable work conditions construct**; it has the seventh highest average/mean of **1.5625** of all absenteeism constructs rated by 56 respondents, this construct is above the rarely scale and is towards the seldom scale

The eighth highest construct that influences absenteeism in operations department is the **Job demands construct**; it has the eighth highest average/mean of **1.5230** of all absenteeism constructs rated by 56 respondents, this construct is above the rarely scale and is towards the seldom scale. The ninth highest construct that influences absenteeism in operations department is **social psychological approach** construct, it has the ninth highest average/mean of **1.4214** of all absenteeism constructs rated by 56 respondents, this construct is above the rarely scale and is towards the seldom scale.

The tenth highest construct that has an influence on absenteeism in the operations department is **personal characteristics approach** construct, it has the tenth highest average/mean of **1.3155** of all absenteeism constructs rated by 56 respondents, this construct is above the rarely scale and is towards the seldom scale. The highest construct that influences absenteeism in the operations department is the **alcohol, strikes and transport** construct, it has the least highest average/mean of 1.2619 of all absenteeism constructs rated by 56 respondents, this construct is above the rarely scale and is towards the seldom scale.

Summary of the analysis

The least important was the **external factor** (alcohol, strikes and transport) which had a mean of 1.2619 and the most important were the **exchange theory construct** which had the highest mean of 1.8571.

3.4.7 Using the t-test to analyse the effect of biographical variables on internal and external factors of absenteeism

The below analysis used the t-tests to measure on how the gender responded on all the constructs and some of the factors or variables using the effect sizes as the main tool. It should be noted that about 90% of the population size was used in this study, this means that it can be regarded as a survey and that no generalisations need to be made so that the p-values are not relevant on these analyses and more emphasis would be placed on the interpretation of effect sizes.

The effect sizes measure the statistical significance difference between the two groups of individuals on certain variable or a factor in terms of one individual agreeing more than the other individual about a variable or a factor. The effect size of less than 0.4 means that there is a small effect and is not of importance, and an effect size of 0.5 means there is a medium effect of statistical difference and the effect size of 0.8 means that there is a very high effect of a statistical difference between the two individuals on certain variables or factors.

Table 3.35: T-test for the gender respondents

Factors and Constructs	Gender	Number of respondents	Mean	Std. Deviation	p-value	Effect size
I fail to report to work because: I am not satisfied with my salary against my work responsibilities	Male	41	1.76	1.019	0.356	0.27
	Female	15	1.47	1.060	0.370	
I fail to report to work because: My job duties and responsibilities are not appropriate for my abilities, skills and experience	Male	41	1.46	0.951	0.824	0.07
	Female	15	1.40	0.910	0.821	
I fail to report to work because: I get less bonus/recognition for my effort	Male	41	1.95	1.264	0.118	0.44
	Female	15	1.40	0.737	0.051	
Employees fail to report to work because: Communication in the department is poor	Male	41	1.66	0.965	0.285	0.27
	Female	15	2.00	1.254	0.350	
I fail to report to work because: of Financial Problems	Male	38	1.55	0.828	0.766	0.07
	Female	14	1.64	1.277	0.809	
I fail to report to work because: of Strikes	Male	41	1.37	0.662	0.038	0.55
	Female	15	1.00	0.000	0.001	

I fail to report to work because: of transport problems	Male	41	1.46	0.778	0.120	0.42
	Female	15	1.13	0.352	0.034	
I fail to report to work because: of Alcohol/ Substance abuse	Male	40	1.13	0.404	0.606	0.14
	Female	15	1.07	0.258	0.531	
Psychological	Male	41	1.3902	0.60655	0.543	0.17
	Female	15	1.5067	0.69227	0.571	
Personal Characteristics	Male	41	1.3984	0.65921	0.081	0.47
	Female	15	1.0889	0.19787	0.009	
Social Determinants	Male	41	1.7398	0.87086	0.850	0.05
	Female	15	1.6889	0.92981	0.855	
Job demands resources	Male	41	1.4948	0.69847	0.603	0.15
	Female	15	1.6000	0.56165	0.566	
Discrepancy theory	Male	41	1.8537	1.03829	0.144	0.40
	Female	15	1.4333	0.56273	0.060	
Exchange theory	Male	41	1.8049	1.00547	0.537	0.17
	Female	15	2.0000	1.13389	0.563	
Job satisfaction	Male	41	1.6364	0.77326	0.922	0.03
	Female	15	1.6582	0.61008	0.913	
Unfavourable work conditions	Male	41	1.6220	0.83502	0.375	0.27
	Female	15	1.4000	0.78376	0.365	
Family	Male	41	1.7520	0.75011	0.499	0.19
	Female	15	1.9111	0.84013	0.525	
Strikes and Transport	Male	41	1.6463	0.83099	0.511	0.16
	Female	15	1.8333	1.19024	0.582	
Finance and Communication	Male	41	1.3333	0.52175	0.059	0.51
	Female	15	1.0667	0.18687	0.007	

I fail to report to work because: I am not satisfied with my salary against my work responsibilities.

When the male group was compared to the female group, it was found that the effect size of male was 0.27 which means that there is a very small and insignificant difference in terms of agreeing between the females and the males, that they are absent from work because they are not satisfied with their salary against their work responsibilities.

I fail to report to work because: My job duties, and responsibilities are not appropriate for my abilities, skills and experience.

When the male group was compared to the female group, it was found that the effect size of males was 0.07 which means that there is a very small and insignificant difference in terms of agreeing between the females and males, that they are absent from work because their duties and responsibilities are not appropriate for their abilities, skills and experience.

The above explanations will also apply to the following factors:

Employees fail to report to work because: Communication in the department is poor; I fail to report to work because: of Financial Problems I fail to report to work because: of Alcohol/ Substance abuse, Psychological approach, Social determinants; Job demands resources, exchange theory, Job satisfaction, Unfavourable work conditions, Family and strikes and transport**.**

I fail to report to work because: I get less bonus/ recognition for my effort

When the male group was compared to the female group, it was found that the effect size of the male group was 0.44 which means that the male group agree more than the female group that they are absent from work because they get less bonus/recognition for their effort.

I fail to report to work because: of Strikes

When the male group was compared to the female group, it was found that the effect size of the male group was 0.55 which means that the male group agree more than the female group that they are absent from work because of strikes.

I fail to report to work because: of transport problems

When the male group was compared to the female group, it was found that the effect size of the male group was 0.42 which means that the male group agree more than the female group that they are absent from work because of transport problems.

Personal Characteristics

When the male group was compared to the female group, it was found that the effect size of the male group was 0.47 which means that the male group agree more than the female group that they are absent from work because they work more than the younger employees, they are more senior than other employees and they have higher qualifications than other employees.

Discrepancy Theory

When the male group was compared to the female group, it was found that the effect size of the male group was 0.40 which means that the male group agree more than the female group that they are not satisfied with their salary against their work responsibilities and they get less bonus/recognition for their effort.

External constructs (Alcohol, Communication and Finance)

When the male group was compared to the female group, it was found that the effect size of the male group was 0.51 which means that the male group agree more than the female group that they are absent from work because of financial issues, alcohol issues and poor communication in their department.

Table 3.36: T-test for the Marital Status respondents

Factors and Constructs	Marital Status	Number of respondents	Mean	Std. Deviation	Std. Error Mean	Effect size
I fail to report to work because: I am not satisfied with my salary against my work responsibilities	Married	35	1.83	1.071	0.181	0.38
	Single	12	1.42	0.900	0.260	
I fail to report to work because: My job duties and responsibilities are not appropriate for my abilities, skills and experience	Married	35	1.71	1.100	0.186	0.65
	Single	12	1.00	0.000	0.000	
I fail to report to work because: I get less bonus/ recognition for my effort	Married	35	2.06	1.282	0.217	0.69
	Single	12	1.17	0.389	0.112	
Employees fail to report to work because: Communication in the department is poor	Married	35	1.77	1.031	0.174	0.26
	Single	12	1.50	1.000	0.289	
I fail to report to work because: of Financial Problems	Married	31	1.61	0.955	0.172	0.29
	Single	12	1.33	0.651	0.188	

I fail to report to work because: of strikes	Married	35	1.31	0.631	0.107	0.03
	Single	12	1.33	0.651	0.188	
I fail to report to work because: of transport problems	Married	35	1.40	0.695	0.117	0.20
	Single	12	1.58	0.900	0.260	
I fail to report to work because: of alcohol/ substance abuse	Married	34	1.15	0.436	0.075	0.15
	Single	12	1.08	0.289	0.083	
Psychological	Married	35	1.5886	0.72102	0.12187	0.59
	Single	12	1.1667	0.28069	0.08103	
Personal Characteristics	Married	35	1.4381	0.67529	0.11415	0.40
	Single	12	1.1667	0.41439	0.11962	
Social Determinants	Married	35	1.9143	0.95433	0.16131	0.61
	Single	12	1.3333	0.56854	0.16412	
Job demands resources	Married	35	1.6776	0.75541	0.12769	0.58
	Single	12	1.2381	0.38203	0.11028	
Discrepancy theory	Married	35	1.9429	1.06944	0.18077	0.61
	Single	12	1.2917	0.49810	0.14379	
Exchange theory	Married	35	2.0571	1.08987	0.18422	0.51
	Single	12	1.5000	0.79772	0.23028	
Job satisfaction	Married	35	1.8119	0.80482	0.13604	0.59
	Single	12	1.3409	0.51004	0.14724	
Unfavourable work conditions	Married	35	1.7000	0.90098	0.15229	0.31
	Single	12	1.4167	0.70173	0.20257	
Job satisfaction	Married	35	1.9381	0.86327	0.14592	0.38
	Single	12	1.6111	0.56557	0.16326	

Strikes and Transport	Married	35	1.7429	0.93440	0.15794	0.35
	Single	12	1.4167	0.63365	0.18292	
Finance and Communication	Married	35	1.3048	0.54456	0.09205	0.05
	Single	12	1.3333	0.34816	0.10050	

I fail to report to work because: I am not satisfied with my salary against my work responsibilities

When the male group was compared to the female group, it was found that the effect size of the male group was 0.38 which means that the male group agree more than the female group that they are absent from work because they are not satisfied with their salary against the work responsibilities.

I fail to report to work because: My job duties, and responsibilities are not appropriate for my abilities, skills and experience

When the male group was compared to the female group, it was found that the effect size of the male group was 0.65 which means that the male group agree more than the female group that they are absent from work because their duties and responsibilities are not appropriate for their abilities, skills and experience.

The above explanation is the same as the following constructs: I fail to report to work because: My job duties and responsibilities are not appropriate for my abilities, skills and experience; I fail to report to work because I am not satisfied with my salary against my work responsibilities, I fail to report to work because: I get less bonus/recognition for my effort, Psychological approach, Personal Characteristics; Social Determinants, Job demands resources, Discrepancy theory, Exchange theory, Job satisfaction and Family.

Employees fail to report to work because: Communication in the department is poor

It has the effect size of 0.26 which means that the effect is very small and insignificant regarding agreeing between the married respondents and single respondents, that they are absent from work because of poor communication in the department.

I fail to report to work because: of Financial Problems

It has the effect size of 0.29 which means that the effect is very small and insignificant regarding agreeing between the married respondents and single respondents, that they are absent from work because of financial problems.

The above explanations will also apply to the factor if I fail to report to work because of strikes, I fail to report to work because: of transport problems; I fail to report to work because: of Alcohol/ Substance abuse, unfavourable work conditions, strikes and transport, and on finance and communication.

Table 3.37: T-test for the respondents reporting on Male or Female Supervisor

Factors and Constructs	Gender of your Supervisor	N	Mean	Std. Deviation	Std. Error Mean	Effect size
I fail to report to work because: I am not satisfied with my salary against my work responsibilities	Male	49	1.69	1.084	0.155	0.11
	Female	7	1.57	0.535	0.202	
I fail to report to work because: My job duties and responsibilities are not appropriate for my abilities, skills and experience	Male	49	1.49	0.982	0.140	0.35
	Female	7	1.14	0.378	0.143	
I fail to report to work because: I get less bonus/ recognition for my effort	Male	49	1.88	1.218	0.174	0.49
	Female	7	1.29	0.488	0.184	
Employees fail to	Male	49	1.84	1.087	0.155	0.64

report to work because: Communication in the department is poor	Female	7	1.14	0.378	0.143	
I fail to report to work because: of Financial Problems	Male	45	1.62	0.984	0.147	0.34
	Female	7	1.29	0.756	0.286	
I fail to report to work because: of Strikes	Male	49	1.31	0.619	0.088	0.49
	Female	7	1.00	0.000	0.000	
I fail to report to work because: of transport problems	Male	49	1.33	0.625	0.089	0.35
	Female	7	1.71	1.113	0.421	
I fail to report to work because: of alcohol/ substance abuse	Male	48	1.10	0.371	0.054	0.10
	Female	7	1.14	0.378	0.143	
Psychological	Male	49	1.4531	0.63741	0.09106	0.40
	Female	7	1.2000	0.52915	0.20000	
Personal Characteristics	Male	49	1.3537	0.61767	0.08824	0.50
	Female	7	1.0476	0.12599	0.04762	
Social Determinants	Male	49	1.8231	0.89779	0.12826	0.86
	Female	7	1.0476	0.12599	0.04762	
Job demands resources	Male	49	1.5510	0.66047	0.09435	0.33
	Female	7	1.3265	0.68370	0.25841	
Discrepancy theory	Male	49	1.7857	1.00000	0.14286	0.36
	Female	7	1.4286	0.34503	0.13041	
Exchange theory	Male	49	1.9388	1.06376	0.15197	0.61
	Female	7	1.2857	0.56695	0.21429	
Job satisfaction	Male	49	1.6876	0.75604	0.10801	0.48

	Female	7	1.3247	0.38518	0.14559	
Unfavourable work conditions	Male	49	1.6224	0.85714	0.12245	0.56
	Female	7	1.1429	0.24398	0.09221	
Family	Male	49	1.7925	0.77916	0.11131	0.02
	Female	7	1.8095	0.76636	0.28966	
Strikes and Transport	Male	49	1.7653	0.96879	0.13840	0.57
	Female	7	1.2143	0.39340	0.14869	
Finance and Communication	Male	49	1.2585	0.48240	0.06891	0.06
	Female	7	1.2857	0.40500	0.15307	

I fail to report to work because: I am not satisfied with my salary against my work responsibilities

When the respondents reporting to the male supervisor was compared to the female supervisors group, it was found that the effect size of respondents reporting to the female supervisor was 0.11, implying that the effect size is very small and insignificant in terms of agreeing between the respondents reporting to the male supervisor and respondents reporting to the female supervisor, that they are absent from work because they are not satisfied with their salary against their work responsibilities.

I fail to report to work because: My job duties, and responsibilities are not appropriate for my abilities, skills and experience

When the respondents reporting to the male supervisor group was compared to the respondents reporting to the female supervisor group, it was found that the effect size of respondents reporting to the male supervisor group was 0.35, implying that the effect size is very small and insignificant in terms of agreeing between the respondents reporting to the male supervisor and respondents reporting to the female supervisor, that they are absent from work because their job duties and responsibilities are not appropriate for their abilities, skills and experience.

I fail to report to work because: I get less bonus/ recognition for my effort

When the respondents reporting to the male supervisor group was compared to the respondents reporting to the female supervisor, it was found that the effect size of the male group was 0.49, this implies the respondents reporting to the male supervisor agree

more than the respondents reporting to the female supervisor, that they are absent from work because they get less bonus/ recognition for their effort.

Employees fail to report to work because: Communication in the department is poor

When the respondents reporting to the male supervisor group was compared to the respondents reporting to the female supervisor, it was found that the effect size of the male group was 0.64; this implies the respondents reporting to the male supervisor agree more than the respondents reporting to the female supervisor, that they are absent from work because of poor communication in the department.

I fail to report to work because: of Financial Problems

When the respondents reporting to the male supervisor was compared to the female supervisors group, it was found that the effect size of respondents reporting to the female supervisor was 0.34, implying that the effect size is very small and insignificant in terms of agreeing between the respondents reporting to the male supervisor and respondents reporting to the female supervisor, that they are absent from work because of financial problems.

I fail to report to work because: of Strikes

When the respondents reporting to the male supervisor group was compared to the respondents reporting to the female supervisor, it was found that the effect size of the male group was 0.49, this implies the respondents reporting to the male supervisor agree more than the respondents reporting to the female supervisor, that they are absent from work because of strikes.

I fail to report to work because: of transport problems

When the respondents reporting to the male supervisor was compared to the female supervisors group, it was found that the effect size of respondents reporting to the female supervisor was 0.35, implying that the effect size is very small and insignificant in terms of agreeing between the respondents reporting to the male supervisor and respondents reporting to the female supervisor, that they are absent from work because of transport problems.

I fail to report to work because: of Alcohol/ Substance abuse

When the respondents reporting to the male supervisor was compared with the female supervisors group, it was found that the effect size of respondents reporting to the female supervisor was 0.10, implying that the effect size is very small and insignificant in terms of agreeing between the respondents reporting to the male supervisor and respondents reporting to the female supervisor, that they are absent from work because of alcohol and substance abuse.

Psychological approach

When the respondents reporting to the male supervisor group was compared to the respondents reporting to the female supervisor, it was found that the effect size of the male group was 0.40; this implies the respondents reporting to the male supervisor agree more than the respondents reporting to the female supervisor, that they are absent from work because of a culture of high absence in the department, their Supervisor/Manager has a culture of being absent, their manager does not manage and control absence very well, their supervisor does not supervise enough at work and their Manager/ Supervisor is constantly absent.

Personal Characteristics

When the respondents reporting to the male supervisor group was compared to the respondents reporting to the female supervisor, it was found that the effect size of the male group was 0.50; this implies the respondents reporting to the male supervisor agree more than the respondents reporting to the female supervisor, that they are absent from work because they work more than the younger employees, they are more senior than other employees, and they have higher qualifications than other employees.

Social Determinants

When the respondents reporting to the male supervisor group was compared to the respondents reporting to the female supervisor, it was found that the effect size of the male group was 0.86; this implies the respondents reporting to the male supervisor agree more than the respondents reporting to the female supervisor, that they are absent from work because their manager/supervisor gives unfair promotions to certain employees,

there are unfair discipline procedures, and their section is so big that no-one notices when one is absent.

Job demands resources

When the respondents reporting to the male supervisor was compared to the female supervisors group, it was found that the effect size of respondents reporting to the female supervisor was 0.33, implying that the effect size is very small and insignificant in terms of agreeing between the respondents reporting to the male supervisor and respondents reporting to the female supervisor, that they are absent from work because their Manager/Supervisor gives unfair promotions to certain employees, the operations department does not have enough equipment/material to work with, they are working more than the younger employees, they work long hours which result in fatigue, their responsibilities at work are not clear, their duties and responsibilities are not appropriate for their abilities, skills and experience, the operations department does not have enough equipment/material to work with and they get less bonus/ recognition for their effort.

Discrepancy theory

When the respondents reporting to the male supervisor was compared to the female supervisors group, it was found that the effect size of respondents reporting to the female supervisor was 0.36, implying that the effect size is very small and insignificant in terms of agreeing between the respondents reporting to the male supervisor and respondents reporting to the female supervisor, that they are absent from work because they are not satisfied with their salary against their work responsibilities and they get less bonus/ recognition for their effort.

Exchange theory

When the respondents reporting to the male supervisor group was compared to the respondents reporting to the female supervisor, it was found that the effect size of the male group was 0.61; this implies the respondents reporting to the male supervisor agree more than the respondents reporting to the female supervisor, that they are absent from work because they feel unappreciated at work and they experience a lack of support from management.

Job Satisfaction

When the respondents reporting to the male supervisor group was compared to the respondents reporting to the female supervisor, it was found that the effect size of the male group was 0.48, this implies the respondents reporting to the male supervisor agree more than the respondents reporting to the female supervisor, that they are absent from work because they do not experience job satisfaction, they are not satisfied with their salary against their work responsibilities, the poor working conditions, they feel unappreciated at work, feel their colleagues are unsupportive at work, experience a lack of support from management, do not have a proper Job description, do not participate in making decisions in their department, supervisor does not allow them to perform their duties the way they see proper, the manager does not give positive encouragement or praise for work that is well done, there is poor communication from their supervisors and get less bonus/recognition for their effort.

Unfavourable work conditions

When the respondents reporting to the male supervisor group was compared to the respondents reporting to the female supervisor, it was found that the effect size ofthe male group was 0.56; this implies the respondents reporting to the male supervisor agree more than the respondents reporting to the female supervisor, that they are absent from work because of poor working conditions and the unsafe working environment.

Family

When the respondents reporting to the male supervisor was compared to the female supervisors group, it was found that the effect size of respondents reporting to the female supervisor was 0.02, implying that the effect size is very small and insignificant in terms of agreeing between the respondents reporting to the male supervisor and respondents reporting to the female supervisor, that they are absent from work because of family responsibilities including child care problems.

Strikes and Transport

When the respondents reporting to the male supervisor group was compared to the respondents reporting to the female supervisor, it was found that the effect size of the male group was 0.57; this implies the respondents reporting to the male supervisor agree

more than the respondents reporting to the female supervisor, that they are absent from work because of strikes and transport.

Finance and Communication

When the respondents reporting to the male supervisor was compared to the female supervisors group, it was found that the effect size of respondents reporting to the female supervisor was 0.06, implying that the effect size is very small and insignificant in terms of agreeing between the respondents reporting to the male supervisor and respondents reporting to the female supervisor.

3.4.8 Using the ANOVA to analyse the internal and external factors and the constructs

3.4.8.1 ANOVA on Age Group

Table 3.38: ANOVA on Age Group

Factors and Constructs	Age	Number of respon-dents	Mean	Std. Devia-tion	p-value	Effect sizes		
						20-29 years	30-39 years	40-49 years
I fail to report to work because: I am not satisfied with my salary against my work responsibilities	20-29	7	1.43	1.134				
	30-39	10	1.80	1.229		0.30		
	40-49	25	1.48	0.770		0.05	0.26	
	50-59	14	2.07	1.207	0.324	0.53	0.22	0.49
	Total	56	1.68	1.029				
I fail to report to work because: My job duties and responsibilities are not	20-29	7	1.43	1.134				
	30-39	10	1.30	0.675		0.11		
	40-49	25	1.24	0.723		0.17	0.08	
	50-59	14	1.93	1.207	0.156	0.41	0.52	0.57
	Total	56	1.45	0.933				

appropriate for my abilities, skills and experience								
I fail to report to work because: I get less bonus/ recognition for my effort	20-29	7	1.00	0.000				
	30-39	10	1.40	0.699		0.57		
	40-49	25	2.04	1.274		0.82	0.50	
	50-59	14	2.07	1.328	0.095	0.81	0.51	0.02
	Total	56	1.80	1.166				
Employees fail to report to work because: Communication in the department is poor	20-29	7	2.14	1.215				
	30-39	10	1.90	1.287		0.19		
	40-49	25	1.64	0.907		0.41	0.20	
	50-59	14	1.64	1.082	0.669	0.41	0.20	0.00
	Total	56	1.75	1.049				
I fail to report to work because: of Financial Problems	20-29	7	1.14	0.378				
	30-39	9	1.78	1.302		0.49		
	40-49	23	1.57	0.843		0.50	0.16	
	50-59	13	1.69	1.109	0.579	0.50	0.07	0.11
	Total	52	1.58	0.957				
I fail to report to work because: of Strikes	20-29	7	1.57	0.787				
	30-39	10	1.00	0.000		0.73		
	40-49	25	1.16	0.473		0.52	0.34	
	50-59	14	1.50	0.760	0.068	0.09	0.66	0.45
	Total	56	1.27	0.587				
I fail to report to work because: of transport problems	20-29	7	1.29	0.488				
	30-39	10	1.30	0.483		0.03		
	40-49	25	1.44	0.870		0.18	0.16	
	50-59	14	1.36	0.633	0.934	0.11	0.09	0.10
	Total	56	1.38	0.702				

I fail to report to work because: of Alcohol/ Substance abuse	20-29	7	1.14	0.378				
	30-39	10	1.10	0.316		0.11		
	40-49	25	1.12	0.440		0.05	0.05	
	50-59	13	1.08	0.277	0.981	0.17	0.07	0.10
	Total	55	1.11	0.369				
Family	20-29	7	1.6190	0.448				
	30-39	10	2.0333	0.948	0.621	0.44		
	40-49	25	1.8267	0.764		0.27	0.22	
	50-59	14	1.6548	0.796		0.04	0.40	0.22
	Total	56	1.7946	0.770				
Transport and Strikes	20-29	7	1.6429	0.748				
	30-39	10	1.8500	1.203		0.17		
	40-49	25	1.6200	0.820		0.03	0.19	
	50-59	14	1.7500	1.069	0.922	0.10	0.08	0.12
	Total	56	1.6964	0.932				
Finance and Communication	20-29	7	1.3333	0.333				
	30-39	10	1.1333	0.233	0.685	0.60		
	40-49	25	1.2400	0.522		0.18	0.20	
	50-59	14	1.3571	0.561		0.04	0.40	0.21
	Total	56	1.2619	0.470				
Psychological	20-29	7	1.3714	0.468				
	30-39	10	1.6200	0.768		0.32		
	40-49	25	1.2080	0.467		0.35	0.54	
	50-59	14	1.6857	0.743	0.088	0.42	0.09	0.64
	Total	56	1.4214	0.626				
Personal	20-29	7	1.2857	0.524				
	30-39	10	1.1000	0.224		0.35		
	40-49	25	1.2400	0.486		0.09	0.29	
	50-59	14	1.6190	0.845	0.136	0.39	0.61	0.45
	Total	56	1.3155	0.587				

Social	20-29	7	1.8095	1.086				
	30-39	10	1.6333	0.838		0.16		
	40-49	25	1.6267	0.722		0.17	0.01	
	50-59	14	1.9286	1.095	0.754	0.11	0.27	0.28
	Total	56	1.7262	0.878				
Job demands	20-29	7	1.4490	0.504				
	30-39	10	1.7000	0.626		0.40		
	40-49	25	1.3200	0.526		0.24	0.61	
	50-59	14	1.7959	0.872	0.134	0.40	0.11	0.55
	Total	56	1.5230	0.661				
Discrepancy	20-29	7	1.2143	0.566				
	30-39	10	1.6000	0.614		0.63		
	40-49	25	1.7600	0.925		0.59	0.17	
	50-59	14	2.0714	1.238	0.256	0.69	0.38	0.25
	Total	56	1.7411	0.948				
Exchange theory	20-29	7	1.9286	1.170				
	30-39	10	2.3500	1.028		0.36		
	40-49	25	1.5800	0.942	0.239	0.30	0.75	
	50-59	14	1.9643	1.082		0.03	0.36	0.36
	Total	56	1.8571	1.034				
Job satisfaction	20-29	7	1.6494	0.796				
	30-39	10	1.7600	0.577		0.14		
	40-49	25	1.4545	0.608		0.24	0.50	
	50-59	14	1.8896	0.942	0.321	0.25	0.14	0.46
	Total	56	1.6422	0.727				
Unfavourable work conditions	20-29	7	2.0000	1.190				
	30-39	10	1.3500	0.411		0.55		
	40-49	25	1.4000	0.763	0.198	0.50	0.07	
	50-59	14	1.7857	0.870		0.18	0.50	0.44
	Total	56	1.5625	0.820				

I fail to report to work because: I am not satisfied with my salary against my work responsibilities

When 20-29 age group was compared to all the other age groups, the effect size was 0.53 on the 50-59 age group, implying that the 50-59 age group agree more than the 20-29 age group that they are absent from work because they are not satisfied with their salary against their work responsibilities. Also, the 50-59 age group agree more than the 40 -49 age group than the 40-49 age group.

When also the 40-49 age group was compared to the 50-59 age group it was found the that 50-59 age group agrees more than the 40-49 age group that they are absent from work because they are not satisfied with their salary against their work responsibilities as the effect size of 0.49 was found to be in age group of 50-59.

I fail to report to work because: My job duties, and responsibilities are not appropriate for my abilities, skills and experience

When the 20-29 age group was compared to all the other age groups, the effect size was 0.41 on the 50–59 age group, implying that the 50-59 age group agrees more than the 20-29 age group that they are absent from work because their jobs and responsibilities are not appropriate for their abilities, skills and experiences.

Also when the 30-39 age group was compared to the rest of the age groups except the age group of the 20-29, it was found that the 50-59 age group has the highest effect size of 0.52, implying that the 50-59 age group agrees more than the 30-39 age group that they are absent from work because their jobs and responsibilities are not appropriate for their abilities, skills and experiences.

Also when the age group of the 40-49 was compared to the 50-59 age group, it was found that the 50-59 age group has the effect size of 0.57, implying that the 50-59 age group agrees more than the 40-49 age group that they are absent from work because their jobs and responsibilities are not appropriate for their abilities, skills and experiences.

I fail to report to work because: I get less bonus/recognition for my effort

When the 20-29 age group was compared to all the other age groups, the effect size was 0.81 for the 50-59 age group, 0.82 for 40-49 age group and 0.57 for 30-39 age group. This implies that the 40-59 age group agrees more than the 20-29 age group that they are absent from work because they get less bonus or recognition for their effort.

The group age of 50-59 is the second group that agrees more than the 20-29 age groups that they are absent from work because they get less bonus or recognition for their effort because it has the second effect size of 0.81. The third highest group that agrees more than the age group of 20-29 is 30-39 age groups.

Employees fail to report to work because: Communication in the department is poor

When the 20-29 age group was compared to all the other age groups, the effect size was 0.41 for both 50-59 and 40-49 age group, implying that the both 50-59 and 40-49 age groups agree less than the 20-29 age group that they are absent from work because of poor communication in the department.

I fail to report to work because: of Financial Problems

When the 20-29 age group was compared to all the other age groups, the effect size was 0.50 for both 50-59 and 40-49 age group and the effect size for 30-39 age group was 0.49, implying that both 50-59, 40-49 and 30-39 age groups agree less than the 20-29 age group that they are absent from work because of the financial problems.

I fail to report to work because of Strikes

When the 20-29 age group was compared with all the other age groups, the effect size was 0.73 for the 30 – 39 age group, 0.52 for the 40-49 age group.This implies that the 30-39 age group agrees less than the 20-29 age group that they are absent from work because of strikes, and the age group of the 40-49 also was the second to agree less than the age group of 20-29.

When the 30-39 age group was compared to all the other age groups except the 20-29 age group, it was found that the age group of 50-59 had the effect size of 0.66, implying that they also agree less than the age group of 20-29 that they are absent from work

because of strikes, however they (age group 50-59) more than the age group of 40-49 that they are absent from work because of strikes.

Family construct

When the 20-29 age groups were compared to all the other age groups, the effect size was 0.44 for 30 – 39 age groups. This implies that the 30-39 age group agrees more than the 20-29 age groups and all the other age groups that they are absent from work because of family responsibilities including child care problems.

When the 30-39 age group was compared to all the other age groups except the 20-29 age group, it was found that the age group of the 50-59 had the effect size of 0.40, implying that they agree less than the age group of the 30-39 age group that they are absent from work because of family responsibilities including child care problems.

Work constructs (Strikes and transport)

When the 30-39 age group was compared to all the other age groups except the 40-49 age groups, it was found that the age group of the 40-49 had the effect size of 0.20, implying that there were neither statistical agreement nor disagreement and no conclusion was reached.

External (Finance and Communication construct)

When the age group of the 20-29 was compared to all the other age groups, then the highest effect size was found to be 0.6 for the 30-39 age groups was, implying that the 30-39 age groups agree less than the age group of the 20-29 and the 50-59 that they are absent from work because of poor communication and finance issues.

When the 30-39 age group was compared to all the other age groups except the 20-29 age group, it was found that the effect size for the 50-59 age group was 0.4, implying that the 50-59 age group agree more than the 30-39 age group that they are absent from work because of poor communication and finance issues.

Psychological approach

When the 20-29 age groups were compared to all the other age groups, the effect size was 0.42 for 50 – 59 age groups. This implies that the 50-59 age group agree more than the 20-29 age groups that they are absent from work because of a culture of high absence in the department, their Supervisor/Manager has a culture of being absent, their manager does not manage and control absence very well, their supervisor does not supervise enough at work and their Manager/Supervisor is constantly absent.

When 30-39 age group was compared to all the other age groups except the 20-29 age group, it was found that the age group of 40-49 had the effect size of 0.54, implying that they agree less than the age group of 30-39 age group that they are absent from work because of a culture of high absence in the department, their Supervisor/Manager has a culture of being absent, their manager does not manage and control absence very well, their supervisor does not supervise enough at work and their Manager/ Supervisor is constantly absent.

When the 40-49 age group was compared to the 50-59 age group, it was found that the age group of the 50-59 had the effect size of 0.64, implying that they agree more than the age group of the 40-49 age group that they are absent from work because of a culture of high absence in the department, their Supervisor/Manager has a culture of being absent, their manager does not manage and control absence very well, their supervisor does not supervise enough at work and their Manager/ Supervisor is constantly absent.

Personal characteristics

When the 20-29 age groups were compared to all the other age groups, the effect size was 0.39 for the 50-59 age groups. This implies that the 50-59 age group agree more than the 20-29 age groups that they are absent from work because they work more than the younger employees, they are more senior than other employees and they have higher qualifications than other employees.

When the 30-39 age group was compared to all the other age groups except the 20-29 age group, it was found that the age group of the 50-59 had the effect size of 0.61, implying that they agree more than the age group of the 30-39 that they are absent from

work because they work more than the younger employees, they are more senior than other employees and they have higher qualifications than other employees.

When the 40-49 age group was compared to the 50-59 age group, it was found that the age group of 50-59 had the effect size of 0.45, implying that they agree more than the age group of 40-49 age group that they are absent from work because they work more than the younger employees, they are more senior than other employees and they have higher qualifications than other employees.

Job Demand Resources Model

When the 20-29 age groups were compared to all the other age groups, the effect size was 0.40 for both the 30-39 age group and the 50-59 age groups. This implies that the 30-39 age group and the 50-59 age group agree more than the 20-29 age groups that they are absent from work because their Manager/ Supervisor gives unfair promotions to certain employees, the operations department does not have enough equipment/material to work with, they are working more than the younger employees, they work long hours which result in fatigue, their responsibilities at work are not clear, their duties and responsibilities are not appropriate for their abilities, skills and experience, the operations department does not have enough equipment/material to work with and they get less bonus/ recognition for their effort.

When the 30-39 age group was compared to all the other age groups except the 20-29 age group, it was found that the age group of 40-49 had the effect size of 0.61, implying that they agree less than the age group of 30-39 that they are absent from work because their Manager/ Supervisor gives unfair promotions to certain employees, the operations department does not have enough equipment/material to work with, they are working more than the younger employees, they work long hours which result in fatigue, their responsibilities at work are not clear, their duties and responsibilities are not appropriate for their abilities, skills and experience, the operations department does not have enough equipment/material to work with and they get less bonus/ recognition for their effort.

When the 40-49 age group was compared to the 50-59 age group, it was found that the age group of the 50-59 had the effect size of 0.55, implying that they agree more than the

age group of the 40-49 age group that they are absent from work because their Manager/Supervisor gives unfair promotions to certain employees, the operations department does not have enough equipment/material to work with, they are working more than the younger employees, they work long hours which result in fatigue, their responsibilities at work are not clear, their duties and responsibilities are not appropriate for their abilities, skills and experience, the operations department does not have enough equipment/material to work with and they get less bonus/ recognition for their effort.

Discrepancy theory

When the 20-29 age groups were compared to all the other age groups, the effect sizes were 0.63 for 30-39 age group, 0.59 for 40-49 age groups and the highest was 0.69 for 50-59 age groups. This implies that the first group of the 50-59 agree more than the 20-29 age groups. Also the second group of the 30-39 agree more than the 20-29 age group and the third group of 40-49 also agree more than the 20-29 age group, that they are absent from work because they are not satisfied with their salary against their work responsibilities and they get less bonus/ recognition for their effort.

When the 30-39 age group was compared to all the other age groups except the 20-29 age group, it was found that the age group of the 50-59 had the effect size of 0.38, implying that they agree more than the age group of the 30-39 that they are absent from work because they are not satisfied with their salary against their work responsibilities and they get less bonus/ recognition for their effort.

Social exchange theory

When the 20-29 age groups were compared to all the other age groups, the highest effect size was 0.75 for the 40-49 age groups. This implies that the 40-49 age group agree less than the 20-29 age group, that they are absent from work because they feel unappreciated at work and they experience a lack of support from management.

Job Satisfaction

When the 20-29 age groups were compared to all the other age groups, all the effect sizes were found to be lower 0.3, meaning that one cannot conclude about which group agree more or which group agrees less about the job satisfaction constructs.

When the 30-39 age group was compared to all the other age groups except the 20-29 age group, it was found that the age group of the 40-49 had the effect size of 0.50, implying that they agree less than the age group of the 30-39 and the 20-29 that they are absent from work because they do not experience job satisfaction, they are not satisfied with their salary against their work responsibilities, the poor working conditions, they feel unappreciated at work, feel their colleagues are unsupportive at work, experience a lack of support from management, do not have a proper Job description, do not participate in making decisions in their department, supervisor does not allow them to perform their duties the way they see proper, manager does not give positive encouragement or praise for work that is well done, there is poor communication from their supervisors and get less bonus/ recognition for their effort.

When the 40-49 age group was compared to the 50-59 age group, it was found that the age group of the 50-59 had the effect size of 0.46, implying that they agree more than the age group of 40-49 that they are absent from work because they do not experience job satisfaction, they are not satisfied with their salary against their work responsibilities, the poor working conditions, they feel unappreciated at work, feel their colleagues are unsupportive at work, experience a lack of support from management, do not have a proper Job description, do not participate in making decisions in their department, supervisor does not allow them to perform their duties the way they see proper, manager does not give positive encouragement or praise for work that is well done, there is poor communication from their supervisors and get less bonus/ recognition for their effort.

Unfavourable work conditions

When the 20-29 age group was compared to all other age groups, it was found that the effect sizes for the 30-39 and the 40-49 age groups were 0.55 and 0.50 respectively, implying that the 30-39 age group agree less than the age group of the 20-29 because of high effect size (0.55), that they are absent from work because of poor working conditions and the unsafe working environment.

When the 30-39 age group was compared to all other age groups except the 20-29 age group, then the age group of the 50-59 was found to have the highest effect size of 0.50, which means the 50-59 age group agree more than the age group of the 30-99, that they are absent from work because of poor working conditions and the unsafe working environment.

When the 40-49 age group was compared the 50-59 age group, then the age group of 50-59 was found to have the effect size of 0.44, which means the 50-59 age group agree more than the age group of 40-49, that they are absent from work because of poor working conditions and the unsafe working environment.

3.4.8.2 ANOVA on Highest Qualifications

Table 3.39 ANOVA on Age Group

Factors and Constructs	**Highest qualifications**	**Number of respon-dents**	**Mean**	**Std. Deviation**	**Effect sizes**	
					Less than Grade 12 with	**Grade 12 with**
I fail to report to work because: I am not satisfied with my salary against my work responsibilities	Less than grade 12	15	2.27	1.223		
	Grade 12	36	1.44	0.809	0.67	
	Degree/Diploma	5	1.60	1.342	0.50	0.12
	Total	56	1.68	1.029		

I fail to report to work because: My job duties and responsibilities are not appropriate for my abilities, skills and experience	Less than grade 12	15	1.87	1.302		
	Grade 12	36	1.31	0.749	0.43	
	Degree/Diploma	5	1.20	0.447	0.51	0.14
	Total	56	1.45	0.933		
I fail to report to work because: I get less bonus/ recognition for my effort	Less than grade 12	15	2.40	1.352		
	Grade 12	36	1.64	1.073	0.56	
	Degree/Diploma	5	1.20	0.447	0.89	0.41
	Total	56	1.80	1.166		
Employees fail to report to work because: Communication in the department is poor	Less than grade 12	15	1.80	1.082		
	Grade 12	36	1.75	1.025	0.05	
	Degree/Diploma	5	1.60	1.342	0.15	0.11
	Total	56	1.75	1.049		
I fail to report to work because: Of Financial Problems	Less than grade 12	15	2.00	1.134		
	Grade 12	32	1.38	0.751	0.55	
	Degree/Diploma	5	1.60	1.342	0.30	0.17
	Total	52	1.58	0.957		
Employees fail to report to work because:	Less than grade 12	15	1.47	0.743		
	Grade 12	36	1.22	0.540	0.33	

Communication in the department is poor	Degree/Diploma	5	1.00	0.000	0.63	0.41
	Total	56	1.27	0.587		
I fail to report to work because: Of Strikes	Less than grade 12	15	1.47	0.640		
	Grade 12	36	1.36	0.762	0.14	
	Degree/Diploma	5	1.20	0.447	0.42	0.21
	Total	56	1.38	0.702		
I fail to report to work because: Of transport problems	Less than grade 12	14	1.07	0.267		
	Grade 12	36	1.11	0.398	0.10	
	Degree/Diploma	5	1.20	0.447	0.29	0.20
	Total	55	1.11	0.369		
Family	Less than grade 12	15	1.83	0.85681		
	Grade 12	36	1.79	0.78590	0.04	
	Degree/Diploma	5	1.66	0.40825	0.19	0.16
	Total	56	1.79	0.77067		
Work (Transport and Strikes)	Less than grade 12	15	1.90	1.00357		
	Grade 12	36	1.62	0.85670	0.27	
	Degree/Diploma	5	1.60	1.34164	0.22	0.02
	Total	56	1.69	0.93263		

External (Finances and Communication	Less than grade 12	15	1.37	0.56155		
	Grade 12	36	1.23	0.44948	0.26	
	Degree/Diploma	5	1.13	0.29814	0.44	0.22
	Total	56	1.26	0.47018		
Psychological	Less than grade 12	15	1.64	0.68951		
	Grade 12	36	1.33	0.59522	0.44	
	Degree/Diploma	5	1.40	0.61644	0.35	0.11
	Total	56	1.42	0.62631		
Personal	Less than grade 12	15	1.51	0.69996		
	Grade 12	36	1.26	0.56242	0.35	
	Degree/Diploma	5	1.06	0.14907	0.63	0.36
	Total	56	1.31	0.58748		
Social Determinants	Less than grade 12	15	1.93	0.96937		
	Grade 12	36	1.71	0.86978	0.23	
	Degree/Diploma	5	1.20	0.44721	0.76	0.59
	Total	56	1.72	0.87872		
Job demands	Less than grade 12	15	1.80	0.87864		
	Grade 12	36	1.40	0.50363	0.45	
	Degree/Diploma	5	1.54	0.82313	0.29	0.17
	Total	56	1.52	0.66130		

Discrepancy	Less than grade 12	15	2.33	1.21988		
	Grade 12	36	1.54	0.75000	0.65	
	Degree/Diploma	5	1.40	0.65192	0.77	0.19
	Total	56	1.74	0.94864		
Exchange theory	Less than grade 12	15	2.13	1.12546		
	Grade 12	36	1.73	0.95981	0.35	
	Degree/Diploma	5	1.90	1.34164	0.17	0.12
	Total	56	1.85	1.03447		
Job satisfaction	Less than grade 12	15	1.95	0.90445		
	Grade 12	36	1.53	0.62947	0.46	
	Degree/Diploma	5	1.49	0.67909	0.51	0.06
	Total	56	1.64	0.72780		
Unfavourable work conditions	Less than grade 12	15	1.90	1.00357		
	Grade 12	36	1.47	0.75540	0.43	
	Degree/ Diploma	5	1.20	0.27386	0.70	0.36
	Total	56	1.56	0.82055		

I fail to report to work because I am not satisfied with my salary against my work responsibilities

When the less than grade 12 group was compared to the matric and Diploma/ Degree group, then the grade 12 group had the highest effect size of 0.67, which means that the grade 12 group agree less than the group that has less than matric, that they are absent from work because they are not satisfied with their salaries against their work responsibilities. Also, the degree/diploma group was the second group to agree less than

the group that has less than matric on the above-mentioned reasons of being absent from work.

Also, there was no big difference in agreement between the matric and diploma/ degree group because their effect sizes were close 0.67 and 0.5 respectively.

I fail to report to work because: My job duties and responsibilities are not appropriate for my abilities, skills and experience

When the less than grade 12 group was compared to the matric and Diploma/ Degree group, it was found that the Diploma/ Degree group had the highest effect size of 0.51, which means that the Diploma/ Degree group agree less than the group that has less than matric, that they are absent from work because their jobs and responsibilities are not appropriate for their abilities, skills and experiences. Also, the degree/diploma group was the second group to agree less than the group that has less than matric on the above-mentioned reasons of being absent from work.

Also, there was no big difference in agreement between the matric and diploma/ degree group because their effect sizes were close 0.43 and 0.51 respectively.

I fail to report to work because: I get less bonus/ recognition for my effort

When the less than grade 12 group was compared to the matric and Diploma/ Degree group, then the Diploma/Degree group had the highest effect size of 0.89, which means that the Diploma/Degree group agree less than the less than matric group, that they are absent from work because they get less bonus/ recognition for their effort. Also, there was no big difference in agreement between the matric and diploma/degree group because their effect sizes were close 0.43 and 0.51 respectively.

When the grade 12 group was compared to the Diploma/Degree group, then the Diploma/ Degree group had the highest effect size of 0.41, which means that the Diploma/ Degree group agree less than matric group, that they are absent from work because they get less bonus/ recognition for their effort.

Employees fail to report to work because: Communication in the department is poor

It was not conclusive which group agrees more than other groups because the effect sizes for all the groups were less than 0.4.

I fail to report to work because: of Financial Problems

When the less than grade 12 groups were compared to the matric and Diploma/ Degree group, then the grade 12 groups had the highest effect size of 0.55. Implying that the grade 12 agree less than the less than matric group, that they are absent from work because of financial problems.

I fail to report to work because: of Strikes

When the less than grade 12 groups were compared to the matric and Diploma/ Degree group, then the Diploma/ Degree group had the highest effect size of 0.63. Implying that the Diploma/ Degree group agree less than the less than matric group, that they are absent from work because of strikes.

When the grade 12 group was compared to the Diploma/Degree group, then the Diploma/ Degree group had the highest effect size of 0.41, which means that the Diploma/ Degree group agree less than matric group, that they are absent from work because of strikes.

I fail to report to work because: of transport problems

When the less than grade 12 groups were compared to the matric and Diploma/ Degree group, then the Diploma/ Degree group had the highest effect size of 0.42. Implying that the Diploma/ Degree group agree less than the less than matric group, that they are absent from work because of transport problems.

Finance and Communication construct

When the less than grade 12 groups were compared to the matric and Diploma/Degree group, the Diploma/Degree group had the highest effect size of 0.44. Implying that the Diploma/Degree group agree less than the less than matric group, that they are absent from work because of financial problems and communication problems.

Psychological approach

When the less than grade 12 groups were compared to the matric and Diploma/Degree group, then the Diploma/Degree group had the highest effect size of 0.44. Implying that the Diploma/Degree group agree less than the less than matric group, that they are absent from work because of a culture of high absence in the department, their Supervisor/Manager has a culture of being absent, their manager does not manage and control absence very well, their supervisor does not supervise enough at work and their Manager/ Supervisor is constantly absent.

Personal characteristics

When the less than grade 12 groups were compared to the matric and Diploma/ Degree group, then the Diploma/Degree group had the highest effect size of 0.63. Implying that the Diploma/Degree group agree less than the less than matric group, that they are absent from work because they work more than the younger employees, they are more senior than other employees and they have higher qualifications than other employees.

Social determinants

When the less than grade 12 groups were compared to the matric and Diploma/Degree group, then the Diploma/Degree group had the highest effect size of 0.76. Implying that the Diploma/ Degree group agree less than the less than matric group, that they are absent from work because their manager/ Supervisor gives unfair promotions to certain employees, there are unfair discipline procedures, and their section is so big that no one notice when one is absent.

When the grade 12 groups were compared to Diploma/Degree group, then the Diploma/ Degree group had the effect size of 0.59. Implying that the Diploma/Degree group agree less than the matric group, that they are absent from work because their manager/ Supervisor gives unfair promotions to certain employees, there are unfair discipline procedures, and their section is so big that no one notice when one is absent.

Job Demand Resources Model

When the less than grade 12 groups were compared to the matric group and Diploma/Degree group, the grade 12 groups had the highest effect size of 0.45. Implying

that the grade 12 group agree less than the less than matric group, that they are absent from work because their Manager/ Supervisor gives unfair promotions to certain employees, the operations department does not have enough equipment/material to work with, they are working more than the younger employees, they work long hours which result in fatigue, their responsibilities at work are not clear, their duties and responsibilities are not appropriate for their abilities, skills and experience, the operations department does not have enough equipment/material to work with and they get less bonus/ recognition for their effort.

Discrepancy theory

When the less than grade 12 groups were compared to the matric group and Diploma/Degree group, the Diploma/Degree group had the highest effect size of 0.77. Implying that the Diploma/Degree group agree less than the less than matric group, that they are absent from work because they are not satisfied with their salary against their work responsibilities and they get less bonus/ recognition for their effort. It should also be noted that there is not much difference in agreement between the grade 12 and the Diploma/Degree group because their effect sizes are close which are 0.65 and 0.77 respectively.

Social exchange theory

It was not conclusive which group agrees more than other groups because the effect sizes for all the groups were less than 0.4.

Job Satisfaction

When the less than grade 12 groups were compared to the matric group and Diploma/Degree group, then the Diploma/Degree group had the highest effect size of 0.51. Implying that the grade Diploma/Degree group agree less than the less than the matric group, that they are absent from work because they do not experience job satisfaction, they are not satisfied with their salary against their work responsibilities, the poor working conditions, they feel unappreciated at work, feel their colleagues are unsupportive at work, experience a lack of support from management, do not have a proper Job description, do not participate in making decisions in their department, supervisor does not allow them to perform their duties the way they see proper, manager does not give positive

encouragement or praise for work that is well done, there is poor communication from their supervisors and get less bonus/ recognition for their effort.

Unfavourable work conditions

When the less than grade 12 groups were compared to the matric group and Diploma/Degree group, the Diploma/Degree group had the highest effect size of 0.70. Implying that the grade Diploma/Degree group agree less than the less than matric group, that they are absent from work because of poor working conditions and the unsafe working environment.

In the level of education, it was found that the employees without matric agree that most of the factors and constructs cause them to be absent from work, however, the employees with Matric or Diploma disagree that the factors and constructs cause them to be absent from work.

3.4.8.3 ANOVA on Length of Service

Table 3.40: ANOVA on Length of Service

Factors and Constructs	Length of service	N	Mean	Std. Devia-tion	Effect sizes	
					Less than 5 years	5 to 10 years
I fail to report to work because I am not satisfied with my salary against my work responsibilities	Less than 5 years	8	1.38	1.061		
	5 to 10 years	13	1.69	1.109	0.29	
	More than 10 years	35	1.74	1.010	0.35	0.05
	Total	56	1.68	1.029		
I fail to report to work because: My job duties and responsibilities are not	Less than 5 years	8	1.38	1.061		
	5 to 10 years	13	1.08	0.277	0.28	
	More than 10 years	35	1.60	1.035	0.21	0.51
	Total	56	1.45	0.933		

appropriate for my abilities, skills and experience						
I fail to report to work because: My job duties and responsibilities are not appropriate for my abilities, skills and experience	Less than 5 years	8	1.00	0.000		
	5 to 10 years	13	1.23	0.439	0.53	
	More than 10 years	35	2.20	1.302	0.92	0.74
	Total	56	1.80	1.166		
I fail to report to work because: I get less bonus/ recognition for my effort	Less than 5 years	8	2.00	1.195		
	5 to 10 years	13	1.62	0.961	0.32	
	More than 10 years	35	1.74	1.067	0.22	0.12
	Total	56	1.75	1.049		
Employees fail to report to work because: Communication in the department is poor	Less than 5 years	8	1.13	0.354		
	5 to 10 years	11	1.45	0.934	0.35	
	More than 10 years	33	1.73	1.039	0.58	0.26
	Total	52	1.58	0.957		
I fail to report to work because: Of Financial Problems	Less than 5 years	8	1.50	0.756		
	5 to 10 years	13	1.00	0.000	0.66	
	More than 10 years	35	1.31	0.631	0.25	0.50
	Total	56	1.27	0.587		

I fail to report to work because: of Strikes	Less than 5 years	8	1.25	0.463		
	5 to 10 years	13	1.23	0.439	0.04	
	More than 10 years	35	1.46	0.817	0.25	0.28
	Total	56	1.38	0.702		
I fail to report to work because: Of transport problems	Less than 5 years	8	1.13	0.354		
	5 to 10 years	13	1.08	0.277	0.14	
	More than 10 years	34	1.12	0.409	0.02	0.10
	Total	55	1.11	0.369		
Family	Less than 5 years	8	1.6250	0.41547		
	5 to 10 years	13	1.9487	1.00780	0.32	
	More than 10 years	35	1.7762	0.74200	0.20	0.17
	Total	56	1.7946	0.77067		
Work	Less than 5 years	8	1.5625	0.72887		
	5 to 10 years	13	1.5385	0.85297	0.03	
	More than 10 years	35	1.7857	1.00941	0.22	0.24
	Total	56	1.6964	0.93263		
External	Less than 5 years	8	1.2917	0.33034		
	5 to 10 years	13	1.1026	0.21014	0.57	
	More than 10 years	35	1.3143	0.55391	0.04	0.38
	Total	56	1.2619	0.47018		
Psychological	Less than 5 years	8	1.3250	0.45277		
	5 to 10 years	13	1.2923	0.43677	0.07	
	More than 10 years	35	1.4914	0.71512	0.23	0.28
	Total	56	1.4214	0.62631		

Personal	Less than 5 years	8	1.2500	0.49602		
	5 to 10 years	13	1.0256	0.09245	0.45	
	More than 10 years	35	1.4381	0.67529	0.28	0.61
	Total	56	1.3155	0.58748		
Social	Less than 5 years	8	1.7083	1.04559		
	5 to 10 years	13	1.4615	0.64605	0.24	
	More than 10 years	35	1.8286	0.91599	0.11	0.40
	Total	56	1.7262	0.87872		
Job demands	Less than 5 years	8	1.3929	0.49340		
	5 to 10 years	13	1.4945	0.51049	0.20	
	More than 10 years	35	1.5633	0.74790	0.23	0.09
	Total	56	1.5230	0.66130		
Discrepancy	Less than 5 years	8	1.1875	0.53033		
	5 to 10 years	13	1.4615	0.59377	0.46	
	More than 10 years	35	1.9714	1.05679	0.74	0.48
	Total	56	1.7411	0.94864		
Exchange theory	Less than 5 years	8	1.9375	1.08356		
	5 to 10 years	13	2.0769	1.11516	0.13	
	More than 10 years	35	1.7571	1.01003	0.17	0.29
	Total	56	1.8571	1.03447		
Job satisfaction	Less than 5 years	8	1.6023	0.74956		
	5 to 10 years	13	1.5385	0.50132	0.09	
	More than 10 years	35	1.6899	0.80353	0.11	0.19
	Total	56	1.6422	0.72780		

Unfavourable work conditions	Less than 5 years	8	1.8750	1.15728		
	5 to 10 years	13	1.4615	0.51887	0.36	
	More than 10 years	35	1.5286	0.83086	0.30	0.08
	Total	56	1.5625	0.82055		

I fail to report to work because: I am not satisfied with my salary against my work responsibilities

It was not conclusive which group agrees more than other groups because the effect sizes for all the groups were less than 0.4.

I fail to report to work because my job duties, and responsibilities are not appropriate for my abilities, skills and experience

When the 5-10 years group was compared to the more than 10 years group, it was found that the more than 10 years group had the highest effect size of 0.51, which means that the more than 10 years group agree more than the 5 to 10 years group, that they are absent from work because their jobs and responsibilities are not appropriate for their abilities, skills and experiences.

I fail to report to work because: I get less bonus/ recognition for my effort

When the less than 5 years group was compared to the 5 to 10 years and more than 10 years group, it was found that the more than 10 years group had the highest effect size of 0.92, which means that the more than 10 years group agree more than, the less than 5 years group, that they are absent from work because they get less bonus/ recognition for their effort. Also the 5 to 10 years groups agree than the less than 5 years' experience on the above reasons of being absent.

When the 5 to 10 years group was compared to the more than 10 years group, it was found that the more than 10 years group had the effect size of 0.74, which means that the more than 10 years group agree more than the 5 to 10 years group, that they are absent from work because they get less bonus/ recognition for their effort.

Employees fail to report to work because: Communication in the department is poor

It was not conclusive as to which group agrees more than other groups because the effect sizes for all the groups were less than 0.4.

I fail to report to work because: of Financial Problems

When the less than 5 years group was compared to the 5 to 10 years and the more than 10 years group, it was found that the more than 10 years group had the highest effect size of 0.58, which means that the more than 10 years group agree more than, the less than 5 years group, that they are absent from work because of financial problems.

I fail to report to work because: of Strikes

When the less than 5 years group was compared to the 5 to 10 years and the more than 10 years group, it was found that the 5 to 10 years group had the highest effect size of 0.66, which means that the 5 to 10 years group agree less than the less than 5 years group, that they are absent from work because of strikes.

When the 5 to 10 years group was compared to the more than 10 years group, it was found that the more than 10 years group had the effect size of 0.50, which means that the more than 10 years group agree more than the 5 to 10 years group, that they are absent from work because of strikes.

I fail to report to work because: of transport problems

It was not conclusive as to which group agrees more than other groups because the effect sizes for all the groups were less than 0.4.

I fail to report to work because: of Alcohol/ Substance abuse

It was not conclusive as to which group agrees more than other groups because the effect sizes for all the groups were less than 0.4.

Family construct

It was not conclusive as to which group agrees more than other groups because the effect sizes for all the groups were less than 0.4.

Work Construct (Strikes and Transport)

It was not conclusive as to which group agrees more than other groups because the effect sizes for all the groups were less than 0.4.

External (Finance and Communication) construct

When the less than 5 years group was compared to the 5 to 10 years and the more than 10 years group, it was found that the 5 to 10 years group had the highest effect size of 0.57, which means that the 5 to 10 years group agree less than the less than 5 years group, that they are absent from work because of financial issues and communication in the department.

When the 5 to 10 years group was compared to the more than 10 years group, it was found that the more than 10 years group had the effect size of 0.38, which means that the more than 10 years group agree more than the 5 to 10 years group, that they are absent from work because of financial issues and communication in the department.

Psychological approach

It was not conclusive as to which group agrees more than other groups because the effect sizes for all the groups were less than 0.4.

Personal characteristics

When the less than 5 years group was compared to the 5 to 10 years and the more than 10 years group, it was found that the 5 to 10 years group had the highest effect size of 0.45, which means that the 5 to 10 years group agree less than the less than 5 years group, that they are absent from work because they work more than the younger employees, they are more senior than other employees and they have higher qualifications than other employees.

When the 5 to 10 years group was compared to the more than 10 years group, it was found that the more than 10 years group had the effect size of 0.61, which means that the more than 10 years group agree more than the 5 to 10 years group, that they are absent from work because they work more than the younger employees, they are more senior than other employees and they have higher qualifications than other employees.

Social determinants

When the less than 5 years group was compared to the 5 to 10 years and the more than 10 years group, it was found that there was no effect size of at least 0.4, meaning that for this comparison it was not conclusive as to which group agrees either more or less than other groups.

When the 5 to 10 years group was compared to the more than 10 years group, it was found that the more than 10 years group had the effect size of 0.4, which means that the more than 10 years group agree more than the 5 to 10 years group, that they are absent from work because their manager/supervisor gives unfair promotions to certain employees, there is unfair discipline procedures and their section is so big that no one notice when one is absent.

Job Demand Resources Model

It was not conclusive as to which group agrees more than other groups because the effect sizes for all the groups were less than 0.4.

Discrepancy theory

When the less than 5 years group was compared to the 5 to 10 years and the more than 10 years group, it was found that the more than 10 years group had the highest effect size of 0.74, which means that the 5 to 10 years group agree more than the less than 5 years group, that they are absent from work because they are not satisfied with their salary against their work responsibilities and they get less bonus/ recognition for their effort. Also, the 5 to 10 years group slightly agrees more than the less than 5 years group on the same above reasons of absenteeism.

When the 5 to 10 years group was compared to the more than 10 years group, it was found that the more than 10 years group had the effect size of 0.48, which means that the more than 10 years group agree more than the 5 to 10 years group, that they are absent from work because they are not satisfied with their salary against their work responsibilities and they get less bonus/ recognition for their effort.

Social exchange theory

It was not conclusive as to which group agrees more than other groups because the effect sizes for all the groups were less than 0.4.

Job Satisfaction

It was not conclusive as to which group agrees more or less than other groups because the effect sizes for all the groups were less than 0.4.

Unfavourable work conditions

It was not conclusive as to which group agrees more or less than other groups because the effect sizes for all the groups were less than 0.4.

3.4.8.4 ANOVA on Number of Employees in a Section

Table 3.41 ANOVA on Number of Employees in a Section

Factors and Constructs	Number of Employees in a section	N	Mean	Std. Deviation	P-value	Effect sizes	
						6 to 10 Employees	11 to 15 Employees
I fail to report to work because: I am not satisfied with my salary against my work responsibilities	6 to 10 Employees	6	1.83	1.329			
	11 to 15 Employees	20	2.25	1.293		0.31	
	More than 15 Employees	30	1.27	0.450	0.003	0.43	0.76
	Total	56	1.68	1.029			

I fail to report to work because: My job duties and responsibilities are not appropriate for my abilities, skills and experience	6 to 10 Employees	6	1.33	0.816			
	11 to 15 Employees	20	1.85	1.182	0.049	0.44	
	More than 15 Employees	30	1.20	0.664		0.16	0.55
	Total	56	1.45	0.933			
I fail to report to work because: I get less bonus/ recognition for my effort	6 to 10 Employees	6	1.50	1.225			
	11 to 15 Employees	20	2.20	1.399		0.50	
	More than 15 Employees	30	1.60	0.932	0.164	0.08	0.43
	Total	56	1.80	1.166			
Employees fail to report to work because: Communication in the department is poor	6 to 10 Employees	6	1.67	1.033			
	11 to 15 Employees	20	2.00	1.170		0.28	
	More than 15 Employees	30	1.60	0.968	0.417	0.06	0.34
	Total	56	1.75	1.049			
I fail to report to work because: Of Financial Problems	6 to 10 Employees	5	1.20	0.447			
	11 to 15 Employees	18	1.83	1.249		0.51	
	More than 15 Employees	29	1.48	0.785	0.315	0.36	0.28
	Total	52	1.58	0.957			

Employees fail to report to work because: Communication in the department is poor	6 to 10 Employees	6	1.67	0.816			
	11 to 15 Employees	20	1.40	0.681		0.33	
	More than 15 Employees	30	1.10	0.403	0.041	0.69	0.44
	Total	56	1.27	0.587			
I fail to report to work because: Of Strikes	6 to 10 Employees	6	1.67	1.211			
	11 to 15 Employees	20	1.35	0.587		0.26	
	More than 15 Employees	30	1.33	0.661	0.567	0.28	0.03
	Total	56	1.38	0.702			
I fail to report to work because: of transport problems	6 to 10 Employees	6	1.33	0.816			
	11 to 15 Employees	19	1.11	0.315		0.28	
	More than 15 Employees	30	1.07	0.254	0.275	0.33	0.12
	Total	55	1.11	0.369			
Family	6 to 10 Employees	6	1.8333	0.65828			
	11 to 15 Employees	20	1.8750	0.93483		0.04	
	More than 15 Employees	30	1.7333	0.68593	0.815	0.15	0.15
	Total	56	1.7946	0.77067			

Work	6 to 10 Employees	6	1.5833	0.80104			
	11 to 15 Employees	20	1.9750	1.14104		0.34	
	More than 15 Employees	30	1.5333	0.77608	0.252	0.06	0.39
	Total	56	1.6964	0.93263			
External	6 to 10 Employees	6	1.5556	0.91084			
	11 to 15 Employees	20	1.3167	0.51270		0.26	
	More than 15 Employees	30	1.1667	0.27334	0.147	0.43	0.29
	Total	56	1.2619	0.47018			
Psychological	6 to 10 Employees	6	1.4000	0.66933			
	11 to 15 Employees	20	1.7000	0.74126		0.40	
	More than 15 Employees	30	1.2400	0.46801	0.036	0.24	0.62
	Total	56	1.4214	0.62631			
Personal	6 to 10 Employees	6	1.6111	0.74287			
	11 to 15 Employees	20	1.5000	0.72950		0.15	
	More than 15 Employees	30	1.1333	0.36724	0.038	0.64	0.50
	Total	56	1.3155	0.58748			

Social	6 to 10 Employees	6	1.7778	0.91084			
	11 to 15 Employees	20	2.0500	1.02184		0.27	
	More than 15 Employees	30	1.5000	0.71519	0.093	0.30	0.54
	Total	56	1.7262	0.87872			
Job demands	6 to 10 Employees	6	1.6190	0.82643			
	11 to 15 Employees	20	1.8429	0.79323		0.27	
	More than 15 Employees	30	1.2905	0.41350	0.012	0.40	0.70
	Total	56	1.5230	0.66130			
Discrepancy	6 to 10 Employees	6	1.6667	1.08012			
	11 to 15 Employees	20	2.2250	1.14104	0.012	0.49	
	More than 15 Employees	30	1.4333	0.62606		0.22	0.69
	Total	56	1.7411	0.94864			
Exchange theory	6 to 10 Employees	6	2.0833	1.20069			
	11 to 15 Employees	20	2.2000	1.20743		0.10	
	More than 15 Employees	30	1.5833	0.81031	0.100	0.42	0.51
	Total	56	1.8571	1.03447			

Job satisfaction	6 to 10 Employees	6	1.7576	1.01341			
	11 to 15 Employees	20	1.9527	0.87475		0.19	
	More than 15 Employees	30	1.4121	0.44965	0.030	0.34	0.62
	Total	56	1.6422	0.72780			
Unfavourable work conditions	6 to 10 Employees	6	1.5000	0.83666			
	11 to 15 Employees	20	1.8250	0.97704		0.33	
	More than 15 Employees	30	1.4000	0.67466	0.198	0.12	0.43
	Total	56	1.5625	0.82055			

I fail to report to work because: I am not satisfied with my salary against my work responsibilities

When the 6 to 10 employees group was compared to the 11 to 15 and more than 15 employees, it was found that the more than 15 employees had the effect size of 0.43, implying that the more than 15 employees agree less than the 6 to 10 employees group that, they are absent because of their Supervisor/Manager has a culture of being absent.

When the 11 to 15 employees group was compared to the more than 15 employees group, it was found that the more than 15 employees had the effect size of 0.76, which implies that the more than 15 employees agree less than the 11 to 15 employees group that, they are absent because of their Supervisor/Manager has a culture of being absent.

I fail to report to work because: My job duties, and responsibilities are not appropriate for my abilities, skills and experience

When the 6 to 10 employees group was compared to the 11 to 15 and more than 15 employees, it was found that the 11 to 15 employees had the effect size of 0.44, implying that the 11 to 15 employees agree more than the 6 to 10 employees group that, that they

are absent from work because their jobs and responsibilities are not appropriate for their abilities, skills and experiences.

When the 11 to 15 employees group was compared to the more than 15 employees group, it was found that the more than 15 employees had the effect size of 0.55, which implies that the more than 15 employees agree less than the 11 to 15 employees group that, they are absent from work because their jobs and responsibilities are not appropriate for their abilities, skills and experiences.

I fail to report to work because: I get less bonus/ recognition for my effort

When the 6 to 10 employees group was compared to the 11 to 15 and more than 15 employees, it was found that the 11 to 15 employees had the effect size of 0.50, implying that the 11 to 15 employees agree more than the 6 to 10 employees group that, that they are absent from work because they get less bonus/ recognition for their effort

When the 11 to 15 employees group was compared to the more than 15 employees group, it was found that the more than 15 employees had the effect size of 0.43, which implies that the more than 15 employees agree less than the 11 to 15 employees group that, that they are absent from work because they get less bonus/recognition for their effort. This also implies that the more than 15 employees and the 6 to 11 employees group sort of agree together that they are not absent from work because they get less bonus/ recognition for their effort**.**

Employees fail to report to work because: Communication in the department is poor

It was not conclusive as to which group agrees more than other groups because the effect sizes for all the groups were less than 0.4.

I fail to report to work because: of Financial Problems

When the 6 to 10 employees group was compared to the 11 to 15 and more than 15 employees group, it was found that the 11 to 15 employees had the effect size of 0.51, implying that the 11 to 15 employees agree more than the 6 to 10 employees group that, they are absent from work because of financial problems.

I fail to report to work because: of Strikes

When the 6 to 10 employees group was compared to the 11 to 15 employees group and the more than 15 employees group, it was found that the 11 to 15 employees had the effect size of 0.69, implying that the more than 15 employees group agree less than the 6 to 10 employees group that, that they are absent from work because of strikes.

When the 11 to 15 employees group was compared to the more than 15 employees group, it was found that the more than 15 employees had the effect size of 0.44, which implies that the more than 15 employees agree less than the 11 to 15 employees group that, they are absent from work because, they are absent from work because of strikes.

This means that the more than 15 employees are not absent because of strikes.

I fail to report to work because: of transport problems

It was not conclusive as to which group agrees more than other groups because the effect sizes for all the groups were less than 0.4.

I fail to report to work because: of Alcohol/Substance abuse

It was not conclusive as to which group agrees more than other groups because the effect sizes for all the groups were less than 0.4.

Family constructs (genuinely feeling unwell, due to my family responsibility and due to child care)

It was not conclusive as to which group agrees more than other groups because the effect sizes for all the groups were less than 0.4.

- Factor 1.3.1, 1.3.2 and 1.3.3 were called **Family;**
- Factor 1.3.4 and 1.3.5 were called **Finances;** and
- Factor 1.3.6, 1.3.7 and 1.3.8 were **Alcohol , Strikes and Transport.**

Work Construct (Strikes, Alcohol and Transport)

When the 11 to 15 employees group was compared to the more than 15 employees group, it was found that the more than 15 employees had the effect size of 0.39, which implies

that the more than 15 employees group agree less than the 11 to 15 employees group that, that they are absent from work because, that they are absent from work because of strikes, Transport and Alcohol.

External Construct (Finance and Communication construct).

When the 6 to 10 employees group was compared to the 11 to 15 employees group and the more than 15 employees group, it was found that the more than 15 employees group had the effect size of 0.43, implying that the more than 15 employees group agree less than the 6 to 10 employees group that, that they are absent from work because of financial issues and the communication in their department.

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Psychological approach

When the 6 to 10 employees group was compared to the 11 to 15 employees group and the more than 15 employees group, it was found that the 11 to 15 employees group had the effect size of 0.40, implying that the 11 to 15 employees group agree more than the 6 to 10 employees group that, they are absent from work because of a culture of high absence in the department, their Supervisor/Manager has a culture of being absent, their manager does not manage and control absence very well, their supervisor does not supervise enough at work and their Manager/ Supervisor is constantly absent.

When the 11 to 15 employees group was compared to the more than 15 employees group, it was found that the more than 15 employees had the effect size of 0.62, which implies that the more than 15 employees agree less than the 11 to 15 employees group that they are absent from work because, that they are absent from work because of a culture of high absence in the department, their Supervisor/Manager has a culture of being absent, their manager does not manage and control absence very well, their supervisor does not supervise enough at work and their Manager/ Supervisor is constantly absent.

Personal characteristics

When the 6 to 10 employees group was compared to the 11 to 15 employees group and the more than 15 employees group, it was found that the more than 15 employees group had the effect size of 0.64, implying that the more than 15 employees group agree less than the 6 to 10 employees group that, they are absent from work because they work more

than the younger employees, they are more senior than other employees, and they have higher qualifications than other employees.

When the 11 to 15 employees group was compared to the more than 15 employees group, it was found that the more than 15 employees had the effect size of 0.5, which implies that the more than 15 employees agree less than the 11 to 15 employees group that, they are absent from work because they work more than the younger employees, they are more senior than other employees and they have higher qualifications than other employees.

Social determinants

When the 11 to 15 employees group was compared to the more than 15 employees group, it was found that the more than 15 employees had the effect size of 0.54, which implies that the more than 15 employees agree less than the 11 to 15 employees group that, they are absent from work because their manager/ Supervisor gives unfair promotions to certain employees, there are unfair discipline procedures and their section is so big that no one notice when one is absent.

The more employees disagree that they are absent from work because the section is so big that no one notices when one is absent.

Job Demand Resources Model

When the 6 to 10 employees group was compared to the 11 to 15 employees group and the more than 15 employees group, it was found that the more than 15 employees group had the effect size of 0.40, implying that the more than 15 employees group agree less than the 6 to 10 employees group that, they are absent from work because their Manager/ Supervisor gives unfair promotions to certain employees, the operations department does not have enough equipment/material to work with, they are working more than the younger employees, they work long hours which result in fatigue, their responsibilities at work are not clear, their duties and responsibilities are not appropriate for their abilities, skills and experience, the operations department does not have enough equipment/material to work with and they get less bonus/ recognition for their effort.

When the 11 to 15 employees group was compared to the more than 15 employees group, it was found that the more than 15 employees had the effect size of 0.7, which implies that the more than 15 employees agree less than the 11 to 15 employees group that, they are absent from work because they are absent from work because their Manager/ Supervisor gives unfair promotions to certain employees, the operations department does not have enough equipment/material to work with, they are working more than the younger employees, they work long hours which result in fatigue, their responsibilities at work are not clear, their duties and responsibilities are not appropriate for their abilities, skills and experience, the operations department does not have enough equipment/material to work with and they get less bonus/ recognition for their effort.

Discrepancy theory

When the 6 to 10 employees group was compared to the 11 to 15 employees group and the more than 15 employees group, it was found that the 11 to 15 employees group had the effect size of 0.49, implying that the 11 to 15 employees group agree more than the 6 to 10 employees group that, they are absent from work because they are not satisfied with their salary against their work responsibilities and they get less bonus/ recognition for their effort.

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When the 11 to 15 employees group was compared to the more than 15 employees group, it was found that the more than 15 employees had the effect size of 0.69, which implies that the more than 15 employees agree less than the 11 to 15 employees group that, they are absent from work because they are not satisfied with their salary against their work responsibilities and they get less bonus/ recognition for their effort.

Social exchange theory

When the 6 to 10 employees group was compared to the 11 to 15 employees group and the more than 15 employees group, it was found that the more than 15 employees group had the effect size of 0.42, implying that the more than 15 employees group agree less than the 6 to 10 employees group that, because they feel unappreciated at work and they experience a lack of support from management.

When the 11 to 15 employees group was compared to the more than 15 employees group, it was found that the more than 15 employees had the effect size of 0.51, which implies that the more than 15 employees agree less than the 11 to 15 employees group that, they feel unappreciated at work and they experience a lack of support from management.

Job Satisfaction

When the 11 to 15 employees group was compared to the more than 15 employees group, it was found that the more than 15 employees had the effect size of 0.62, which implies that the more than 15 employees agree less than the 11 to 15 employees group that, they are not satisfied with their salary against their work responsibilities, the poor working conditions, they feel unappreciated at work, feel their colleagues are unsupportive at work, experience a lack of support from management, do not have a proper Job description, do not participate in making decisions in their department, supervisor does not allow them to perform their duties the way they see proper, manager does not give positive encouragement or praise for work that is well done, there is poor communication from their supervisors and get less bonus/ recognition for their effort.

Unfavourable work conditions

When the 11 to 15 employees group was compared to the more than 15 employees group, it was found that the more than 15 employees had the effect size of 0.43, which implies that the more than 15 employees agree less than the 11 to 15 employees group that, they are absent from work because of poor working conditions and the unsafe working environment.

Under the category of the size of employees in the section, it was found that the more than 15 employees agree less than the 5 to 10 employees in most constructs and factors that they are absent from work, whereas 5 to 10 employees are the one that is always having high mean than all the other groups**.**

3.4.8.5 Correlations of the factors and the constructs against each other.

Table: 3.42 Correlations

Correlations

		Not satisfied with my salary against my work responsibilities	My job duties and responsibilities are not appropriate for my abilities,skills and exp	I get less bonus/ recognition for my effort respons are not appropriate	Communication in the department is poor	Financial Problems	Strikes	Transport problems	Alcohol/ Substance abuse	Family	Work	External	Psycological	Personal	Social	Job demands	Discrepancy	Exchange theory	Job satisfaction	Bad work conditions
I am not satisfied with my salary against my work responsibilities	Correlation Coefficient	1.000	.346**	.525**	.437**	.554**	.327*	.427**	0.176	.405**	.622**	.363**	.496**	.411**	.450**	.529**	.855**	.566**	.654**	.523**
My job duties and responsibilities are not appropriate for my abilities,skills and experience	Correlation Coefficient	.346**	1.000	.524**	.368**	0.272	.535**	.364**	.451**	.293*	.375**	.489**	.734**	.740**	.594**	.687**	.463**	.502**	.646**	.609**
I get less bonus/ recognition for my effort responsibilities are not appropriate for my abilities,skills and experience	Correlation Coefficient	.525**	.524**	1.000	.434**	.621**	0.234	.426**	.301*	.430**	.580**	.351**	.555**	.550**	.618**	.620**	.853**	.452**	.659**	.390**
Communication in the department is poor	Correlation Coefficient	.437**	.368**	.434**	1.000	.505**	.294*	0.174	.312*	.325*	.878**	.275*	.560**	.490**	.540**	.591**	.543**	.485**	.614**	.399**
Financial Problems	Correlation Coefficient	.554**	0.272	.621**	.505**	1.000	0.160	0.260	0.133	.293*	.826**	0.262	.520**	.432**	.602**	.491**	.677**	.496**	.570**	.295*
Strikes	Correlation Coefficient	.327*	.535**	0.234	.294*	0.160	1.000	.393**	.352**	0.230	.296*	.743**	.396**	.627**	.401**	.394**	.284*	.320*	.355**	.409**
Transport problems	Correlation Coefficient	.427**	.364**	.426**	0.174	0.260	.393**	1.000	0.262	.414**	0.249	.817**	.331*	.335*	.343**	.354**	.489**	.346**	.460**	.405**
Alcohol/ Substance abuse	Correlation Coefficient	0.176	.451**	.301*	.312*	0.133	.352**	0.262	1.000	.332*	.295*	.492**	.408**	.540**	.280*	.423**	0.247	.417**	.380**	.389**
Family	Correlation Coefficient	.405**	.293*	.430**	.325*	.293*	0.230	.414**	.332*	1.000	.433**	.423**	.390**	.285*	.554**	.545**	.475**	.543**	.570**	.421**
Work	Correlation Coefficient	.622**	.375**	.580**	.878**	.826**	.296*	0.249	.295*	.433**	1.000	.335*	.646**	.520**	.665**	.649**	.710**	.575**	.704**	.437**
External	Correlation Coefficient	.363**	.489**	.351**	.275*	0.262	.743**	.817**	.492**	.423**	.335*	1.000	.415**	.566**	.441**	.424**	.394**	.393**	.466**	.499**
Psycological	Correlation Coefficient	.496**	.734**	.555**	.560**	.520**	.396**	.331*	.408**	.390**	.646**	.415**	1.000	.695**	.677**	.874**	.633**	.698**	.822**	.688**
Personal	Correlation Coefficient	.411**	.740**	.550**	.490**	.432**	.627**	.335*	.540**	.285*	.520**	.566**	.695**	1.000	.628**	.676**	.542**	.448**	.611**	.576**
Social	Correlation Coefficient	.450**	.594**	.618**	.540**	.602**	.401**	.343**	.280*	.554**	.665**	.441**	.677**	.628**	1.000	.789**	.640**	.767**	.835**	.686**
Job demands	Correlation Coefficient	.529**	.687**	.620**	.591**	.491**	.394**	.354**	.423**	.545**	.649**	.424**	.874**	.676**	.789**	1.000	.686**	.776**	.898**	.721**
Discrepancy	Correlation Coefficient	.855**	.463**	.853**	.543**	.677**	.284*	.489**	0.247	.475**	.710**	.394**	.633**	.542**	.640**	.686**	1.000	.604**	.780**	.495**
Exchange theory	Correlation Coefficient	.566**	.502**	.452**	.485**	.496**	.320*	.346**	.417**	.543**	.575**	.393**	.698**	.448**	.767**	.776**	.604**	1.000	.874**	.727**
Job satisfaction	Correlation Coefficient	.654**	.646**	.659**	.614**	.570**	.355**	.460**	.380**	.570**	.704**	.466**	.822**	.611**	.835**	.898**	.780**	.874**	1.000	.742**
Bad work conditions	Correlation Coefficient	.523**	.609**	.390**	.399**	.295*	.409**	.405**	.389**	.421**	.437**	.499**	.688**	.576**	.686**	.721**	.495**	.727**	.742**	1.000

Correlation is a single number that defines the degree of an association between two variables; this implies that it shows how strongly the relationships between the pairs of variables are linked (Pallant, 2007).

All the results shown in table number 3.42 are positively correlated when the factors/ variables and constructs were compared against each other. However, it was noted that the below variables and constructs have a strong positive correlation.

There is a strong positive correlation of 0.740 between **my job duties, and responsibilities are not appropriate for my abilities, skills and experience** and **personal characteristics.**

There is a strong positive correlation of 0.853 between I **get less bonus/ recognition for my effort** and **Discrepancy theory.**

There is a strong positive correlation of 0.878 between **poor communications in the department** and (**strikes and transport**) **Work construct**

There is a strong positive correlation of 0.743 between **Strikes** and communication financial problems and alcohol (**External**).

There is a strong positive correlation of 0.817 between **transport problems** and communication financial problems and alcohol (**External**).

There is a strong positive correlation of 0.878 between (**strikes and transport**) **Work constructs and financial problems.**

It was found that there is a strong positive correlation of 0.710 between **work** (strikes and transport) and **discrepancy theory.**

There is a strong positive correlation of 0.704 between **work** (strikes and transport) and **job satisfaction.**

There is a strong positive correlation of 0.734 between **Psychological factors** and **my job duties, and responsibilities are not appropriate for my abilities, skills and experience.**

There is a strong positive correlation of 0.874 between **Psychological factors** and **job demand.**

There is a strong positive correlation of 0.822 between **Psychological factors** and **job satisfaction.**

There is a strong positive correlation of 0.74 between **Personal Characteristics** and **my job duties, and responsibilities are not appropriate for my abilities, skills and experience.**

There is a strong positive correlation of 0.835 between **social determinants** and **exchange theory.**

There is a strong positive correlation of 0.855 between **discrepancy theory,** and **I am not satisfied with my salary against my work responsibilities.**

There is a strong positive correlation of 0.853 between **discrepancy theory,** and **I get less bonus/recognition for my effort.**

There is a strong positive correlation of 0.874 between **exchange theory** and **job satisfaction.**

There is a strong positive correlation of 0.835 between **job satisfaction** and **social determinants.**

There is a strong positive correlation of 0.898 between **job satisfaction** and **job demand.**

There is a strong positive correlation of 0.780 between **job satisfaction** and **discrepancy theory**.

There is a strong positive correlation of 0.742 between **job satisfaction** and **unfavourable working conditions.**

There is a strong positive correlation of 0.721 between the **unfavorable working condition** and **job demand**.

There is a strong positive correlation of 0.727 between **unfavourable working condition** and **exchange theory**.

3.5 DISCUSSIONS OF THE RESULTS

3.5.1 Top ten internal factors/ variables

When the internal factors on Job and Organisational factors/variables were analysed using the 56 respondents, it was found that the top ten factors/variables that had the most influence on absenteeism in operations department were as follows (in the highest ranking order of the mean). The variables or internal and external factors in the questionnaire were constructed based on the absenteeism constructs in the literature review in chapter 2.

1. The first highest average/mean of **2.20,** Variable/internal factor number 1.2.22, "I fail to report to work because of my manager/ Supervisor gives unfair promotions to certain employees".
2. The second highest average/mean of **1.91,** Variable/ internal factor number 1.2.12, "I fail to report to work because I experience a lack of support from management",
3. The third highest average/mean of **1.84**, variable/ internal factor number 1.2.8, "I fail to report to work because: I work long hours which result in fatigue",
4. The fourth highest average/mean of **1.80** are as follows

- Variable/ internal factor number 1.2.10, "I fail to report to work because: I feel unappreciated at work",
- Variable/ internal factor number 1.2.24, "I fail to report to work because: I feel unappreciated at work",
- Variable/ internal factor number 1.2.30, "I fail to report to work because: I get less bonus/ recognition for my effort."

5. The fifth highest average/mean of **1.77**, variable/ internal factor number 1.2.23, “I fail to report to work because: there are unfair disciplinary procedures”.
6. The sixth highest average/ mean of **1.7,1** variable/ internal factor number 1.2.21, “I fail to report to work because, and there is poor communication from my Supervisors.”
7. The seventh highest average/mean of **1.68,** variable/ internal factor number 1.2.7 “I fail to report to work because: I am not satisfied with my salary against my work responsibilities”.
8. The eighth highest average/mean of **1.64,** is as follows

- Variable/ internal factor number 1.2.16 “I fail to report to work because, my manager does not manage and control absence very well”, and
- Variable/ internal factor number 1.2.20 “I fail to report to work because: my manager does not give positive encouragement or praise for work that is well done”.

9. The ninth highest average/mean of **1.61,** variable/ internal factor number 1.2.18, “I fail to report to work because: I do not participate in making of decisions in my department”,
10. The tenth highest average/mean of 1.59, variable/ internal factor number 1.2.9, “I fail to report to work because: of the poor working conditions”.

It was found from the results that the internal first factor that causes high absenteeism at the Water Utility in the operations department is the shift supervisors that give undeserving promotions to certain employees and overlooking the deserving employees, and this discourages the employees from coming to work which contributes to the high absenteeism rate in the operations department. It is also evident from the results that employees are not getting enough support from the management of the operation department and this causes the employees to be absent from work as they become discouraged.

Working long hours in operations department was also found to be the third biggest factor that causes the employees to be absent from work as they get tired due to fatigue, generally, working long hours takes place in operations when the employees are expected to work twelve hours due to the shortage of staff which agrees with the resources model. It

was also found that supervisors and management of the operations department do not appreciate the effort the employees are putting at work, and hence this unappreciative behaviour by the management and supervisors causes the employees to be absent from work. It was also found that employees are not happy at work as they get less bonus or recognition for their effort that is put in their work and this causes them to be absent from work which contributes to the high absenteeism rate at operations department and this finding agrees with the exchange theory.

The fifth highest cause of a the high absenteeism rate in the operations department is when supervisors or managers apply unfair disciplinary procedures to certain employees, this implies that when certain employees have violated the water utility code of conduct, the disciplinary procedure will only apply to some employees and not to all the employees which creates unfairness and unhappiness among the employees and this contributes to a high absenteeism rate.

The sixth highest cause of high absenteeism rate in the operations department is the poor communication in the department, especially when important announcement was made by the Water Utility management to the operations supervisors to be cascaded to the employees on the ground, the communication does not reach the employees on the floor and this makes the employees unhappy and leads to high absenteeism rate.

It was also found from the results that employees are not happy with their salaries concerning their work responsibilities and this means that they have high work responsibilities which are not equivalent to their salaries which creates the unhappiness and results in taking voluntary absent days.

It was also found that the operations' section's supervisors and managers do not manage the employees' absenteeism well in their section which influences other employees to be absent from work as they can see that controlling of absenteeism is not properly managed by the supervisors and the management of operations department.

The results also showed that for employees not taking part in the decision-making process also cause the employees to be unhappy and cause them to be absent from work as they

feel not to be part of the team or department. Lastly, it was also found that the employees are not happy with their work conditions as they fear that it might affect their health and safety, and this is the reason why they sometimes take voluntary absent days to try and avoid the poor working conditions.

3.5.2 Top five external factors or variables

When the external factors were analysed using the 56 respondents, it was found that the top 5 factors/variables that had the most influence on absenteeism in operations department were as follows (in the highest ranking order of the mean)

1. The first highest average/mean of **2.0,** variable/internal factor number 1.3.1, “I fail to report to work because: I’m genuinely feeling unwell”.
2. The second highest average/mean of **1.82,** variable/ internal factor number 1.3.2, “I fail to report to work because it is due to my family responsibility”,
3. The third highest average/mean of **1.75**, variable/ internal factor number 1.3.4, “I fail to report to work because: communication in the department is poor:”
4. The fourth highest average/mean of **1.58**, variable/ internal factor number 1.3.5, “I fail to report to work because, of Financial Problems.”
5. The fifth highest average/mean of **1.53**, variable/ internal factor number 1.3.3, “I fail to report to work because: It is due to childcare problems.”

It was found from the above results that the first external factor that causes high absenteeism at the Water Utility in the operations department is that some employees are genuinely not feeling well and that is why they seldom are absent from work.

The second highest external factor that causes high absenteeism at the Water Utility in the operations department is the family responsibility where family responsibility in the lives of the employees takes high priority in such a way that it prevents them from coming to work.

It was also observed from the results that financial problems facing the employees also play a major role in causing the employees to be absent from work. Also a child care problem is the top five problems that cause employees to be absent from work.

3.5.3 Findings on the absenteeism constructs and correlations

According to the findings of the results, the first highest construct that influences absenteeism in the operations department is as follows (in the highest ranking order of the means)

1. **Exchange theory construct**, it has the first highest average/mean of **1.857**
2. **Family construct**, it has the second highest average/mean of **1.7946**
3. **Discrepancy theory construct**, it has the third highest average/mean of **1.7411**
4. **Social determinants construct**, it has the fourth highest average/mean of **1.7262**
5. **External (Finances, Alcohol and communication) construct**, it has the fifth highest average/mean of **1.6964**
6. **Job satisfaction construct**, it has the sixth highest average/mean of **1.6422**
7. **Unfavourable work conditions construct**, it has the seventh highest average/mean of **1.5625**
8. **Job demands construct**, it has the eighth highest average/mean of **1.5230**
9. **Social psychological approach** construct, it has the ninth highest average/mean of **1.4214**
10. **Personal characteristics approach** construct; it has the tenth highest average/mean of **1.3155**
11. **Work construct (strikes and transport)**, it has the least highest average/mean of **1.2619**

The least important construct from the above results is the **external** construct (alcohol, strikes and transport) which has a mean of **1.2619** and the most important was the **exchange theory construct** which has the highest mean of **1.8571**.

The **exchange theory** construct was found to be the first highest construct that causes high absenteeism in the operations department. This implies that the employees are absent from work because they are unappreciated from work and they are not being supported by the management. The exchange theory was found to be strongly positively correlated with social determinants, and the correlation was 0.835. The exchange theory was also found to be strongly positively correlated with job satisfaction, and the correlation was 0.874.

The **family** construct was found to be the second highest construct that causes high absenteeism in the operations department. This implies that the employees are absent from work because of the family responsibilities, child care problems and genuinely not feeling well. The family construct was found to be strongly positively correlated with job satisfaction, and the correlation was 0.57.

The **Discrepancy theory** construct was found to be the third highest construct that causes high absenteeism in the operations department. This implies that the employees are absent from work because they are not satisfied with their salary against their work responsibilities and they get less bonus/ recognition for their effort. The discrepancy theory was found to be strongly positively correlated with job satisfaction, and the correlation was 0.780. It was also found to be strongly positively correlated with work construct, and the correlation was 0.710. It was found to be strongly positively correlated with getting fewer bonuses/ recognition for the effort, and the correlation was 0.853. It was found to be strongly positively correlated with not being satisfied with the salary against the work responsibilities, and the correlation was 0.855.

The **Social determinants** construct was found to be the fourth highest construct that causes high absenteeism in the operations department. This implies that the employees are absent from work because their manager/supervisor gives unfair promotions to certain employees, there are unfair disciplinary procedures, and their section is so big that no one notices when an employee is absent. The social determinants construct was found to be strongly positively correlated with job satisfaction, and the correlation was 0.835. The social determinants were found to be strongly positively correlated with exchange theory, and the correlation was 0.835.

The **External (Finances, Alcohol and Communication)** construct was found to be the fifth highest construct that causes high absenteeism in the operations department. This implies that the employees are absent from work because of financial problems, alcohol problem and communication problems. The external (Finances, Alcohol and communication) construct was found to be strongly positively correlated with strikes, and the correlation was 0.743. The external (Finances, Alcohol and communication) construct

was found to be strongly positively correlated with transport problems, and the correlation was 0.817.

The **Job satisfaction** construct was found to be the sixth highest construct that causes high absenteeism in the operations department. This implies that the employees are absent from work because, they do not experience job satisfaction, not satisfied with salary against work responsibilities, poor working conditions, unappreciated at work, colleagues are unsupportive at work, experience a lack of support from management, do not have a proper job description, do not participate in the making of decisions in the department, supervisor does not allow employees to perform their duties the way they see proper, their manager does not positive encouragement or praise for work that is well done, there is poor communication from their supervisors, and the employees get less bonus/ recognition for their effort. The job satisfaction construct was found to be strongly positively correlated with the **work** construct, and the correlation 0.704. The correlation on the following constructs with job satisfaction construct was found to be 0.822 with the Psychological construct, with exchange theory construct 0.874, with work exchange theory construct was 0.874, with social exchange 0.835, with job demand was 0.898, with discrepancy theory was 0.780 and with unfavourable work conditions were 0.742.

The **unfavourable work condition** construct was found to be the seventh highest construct that causes high absenteeism in the operations department. This means that the employees are absent from work because of the poor working conditions and the working environment is unsafe. The unfavourable work condition construct was found to be strongly positively correlated with the job satisfaction construct, and the correlation was 0.742, strongly positively correlated with the job demand construct and the correlation was 0.721 and strongly positively correlated with social exchange theory construct and the correlation was 0.727.

The **job demand** construct was found to be the eighth highest construct that causes high absenteeism in the operations department. This means that the employees are absent from work because there is understaffing in the department, employees are overloaded with work, employees experience stress at work due to work overload, employees work long hours which result in fatigue, employees' responsibilities at work are not clear,

employees' job duties and responsibilities are not appropriate for their abilities, skills and experience, the operations department does not have enough equipment/material to work with and employees get less bonus/recognition for their effort. The job demand construct was found to be strongly positively correlated with job satisfaction construct, and the correlation was 0.898, strongly positively correlated with the psychological construct and the correlation was 0.874 and strongly positively correlated with unfavourable working conditions construct and the correlation was 0.721.

The **Social psychological approach** construct was found to be the ninth highest construct that causes high absenteeism in the operations department. This means that the employees are absent from work because there is a culture of high absence in the department, employees' supervisor/manager has a culture of being absent, employees' manager does not manage and control absence very well, employees' supervisor does not supervise enough at work and employees' manager/ supervisor is constantly absent from work.The Social psychological approach construct was found to be strongly positively correlated with employees' job duties, and responsibilities are not appropriate for their abilities, skills and experience and the correlation was 0.734, strongly positively correlated with job demand construct and the correlation was 0.874 and strongly positively correlated with job satisfaction construct and the correlation was 0.822.

The **Personal characteristics approach** construct was found to be the tenth highest construct that causes high absenteeism in the operations department. This means that the employees are absent from work because senior employees are working more than the younger employees, some employees feel that they are more senior than other employees and some employees feel that they have a higher qualification than other employees. The Personal characteristics approach construct was found to be strongly positively correlated with employees' job duties, and responsibilities are not appropriate for their abilities, skills and experience, and the correlation was 0.740.

The **work construct (strikes and transport)** was found to be the least construct that causes high absenteeism in the operations department. This means that the employees are absent from work because of strikes and transport. Work construct (strikes and transport) was found to be strongly positively correlated with poor communications in the

department, and the correlation was 0.878, strongly positively correlated Financial problems and the correlation was 0.878, strongly positively correlated with discrepancy theory construct and the correlation was 0.710 and strongly positively correlated with job satisfaction construct and the correlation was 0.704.

3.5.4 Findings on the absenteeism constructs about the literature review

3.5.4.1 Gender

According to the results on gender, it was found that male employees are more frequently absent than the females employees due to various reasons such as getting less bonus/ recognition for their effort, strikes, transport problems, more seniority than other employees and they have higher qualifications than other employees, they are not satisfied with their salary against their work responsibilities and they get less bonus/ recognition for their effort.

The above finding agrees with Cucchiella et al. (2014), that younger male employees are more frequently absent from work than the younger female employees.

3.5.4.2 Age

When the 40-49 age group was compared to the 50-59 age group, it was found that 50-59 age group agrees more than the 40-49 age group that they are absent from work because they are not satisfied with their salary against their work responsibilities at the effect size of 0.49

The above finding agrees with Cucchiella et al. (2014), that younger employees are less absent than the older employees.

3.5.4.3 Seniority

When 40-49 age group was compared to the 50-59 age group, it was found that the age group of 50-59 had the effect size of 0.45, implying that they agree more than the age group of 40-49 age group that they are absent from work because they work more than the younger employees, they are more senior than other employees and they have higher qualifications than other employees.

The above finding agrees with Fornero et al. (2015), where they found that higher seniority relates to higher absences. It also agrees with Restrepo and Salgado (2013) who found that the level of education among the employees is correlated to absenteeism.

3.5.4.4 Job Demand Resources Model

The 40-49 and the 50-59 age group agree more than the 30-39 and the 20-29 age group that they are absent from work because, their Manager/ Supervisor gives unfair promotions to certain employees, the operations department does not have enough equipment/material to work with, they are working more than the younger employees, they work long hours which result in fatigue, their responsibilities at work are not clear, their duties and responsibilities are not appropriate for their abilities, skills and experience, the operations department does not have enough equipment/material to work with, and they get less bonus/ recognition for their effort.

The above findings agree with Updadyaya, Vartiainen and Salmela-Aro (2016), where they revealed that as the job demand or workload increases it manifests to wearing out and other symptoms of burnout, which leads to absenteeism. Especially when the operations department does not have enough equipment/material to work with, and when operators work long hours which result in fatigue.

3.5.4.5 Discrepancy theory

The 50-59 age group agree more than the 20-29 age groups. Also the second group of 30-39 agree more than the 20-29 age group and the third group of 40-49 also agree more than the 20-29 age group, that they are absent from work because they are not satisfied with their salary against their work responsibilities and they get less bonus/ recognition for their effort.

The above findings agree with Lesuffleur et al. (2014), where they found that low payment increased the number of absence days.

3.5.4.6 Social exchange theory

When 20-29 age group was compared to all the other age groups, the highest effect size was 0.75 for 40-49 age groups. This implies that the 40-49 age group agrees less than the 20-29 age group, that they are absent from work because they feel unappreciated at work and they experience a lack of support from management. This means that the 30-39 age groups agree more than the 40-49 age groups.

The above was also confirmed by Lee et al. (2015), that social exchange theory also proposes that the practices are likely to cause workers to perceive that their exchange relationship with the organisation is characterized by a supportive environment because they signal employers' willingness to invest in workers skills, their effort towards achieving work-life balance and to provide fair and attractive rewards for performance, meaning that if the employees are not recognised and cared for are likely to absent from work**.**

3.5.4.7 Job Satisfaction

When the 40-49 age group was compared to the 50-59 age group, it was found that the age group of 50-59 had the effect size of 0.46, implying that they agree more than the age group of 40-49 that they are absent from work because they do not experience job satisfaction, they are not satisfied with their salary against their work responsibilities, the poor working conditions, they feel unappreciated at work, feel their colleagues are unsupportive at work, experience a lack of support from management, do not have a proper Job description, do not participate in making decisions in their department, supervisors do not allow them to perform their duties the way they see proper, manager does not give positive encouragement or praise for work that is well done, there is poor communication from their supervisors and get less bonus/ recognition for their effort.

The above findings agree with Kumar (2016), that for employees to be satisfied with their jobs, then motivators need to contribute to **the job satisfaction** and these motivators are an achievement, recognition, work itself, responsibility advancement and growth. This implies that without the motivators in the workplace, the employees will likely to be dissatisfied with their jobs**.**

3.5.4.8 Unfavourable work conditions

When the 30-39 age group was compared to all other age groups except the 20-29 age group, then the age group of 50-59 was found to have the highest effect size of 0.50, which means the 50-59 age group agree more than the age group of 30-99, that they are absent from work because of poor working conditions and the unsafe working environment.

When the 40-49 age group was compared to the 50-59 age group, the age group of 50-59 was found to have the effect size of 0.44, which means the 50-59 age group agree more than the age group of 40-49, that they are absent from work because of poor working conditions and the unsafe working environment.

The above 50-59 age group agrees with Baron and Bamberger (2012) that workers may feel not to go to work to be more effectively attend their severe chronic psychological health symptoms caused by the job hazards at work and that workers can opt not to go to work in order to give attention to strain related healing.

3.5.4.9 Social determinants in the department size

When the 11 to 15 employees group was compared to the more than 15 employees group, it was found that the more than 15 employees had the effect size of 0.54, which implies that the more than 15 employees agree less than the 11 to 15 employees group that, they are absent from work because their manager/supervisor gives unfair promotions to certain employees, there are unfair discipline procedures and their section is so big that no one notices when one is absent.

The more employees disagree that they are absent from work because the section is so large that no one notices when employees are absent. This finding disagrees with the empirical results of Restrepo and Salgado (2013) who found that bigger companies (with more number of employees) face more absenteeism than small companies (with less number of employees).

3.5.4.10 Social determinants in gender manager

There was no conclusion found whether employees reporting to the male supervisor or female supervisor are absent from work because of sickness, and this does not agree with Melsom (2015) who found that there is a positive relationship between sickness absence rates and the percentage of female managers at the workstation, and found that on small workstations, with only one female manager, there were higher absence rates when the manager was a female.

3.5.4.11 Psychological approach

When the respondents reporting to the male supervisor group was compared to the respondents reporting to the female supervisor, it was found that the effect size on the male group was 0.40, this implies that the respondents reporting to the male supervisor agree more than the respondents reporting to the female supervisor that they are absent from work because of a culture of high absence in the department, their supervisor/manager has a culture of being absent, their manager does not manage and control absence very well, their supervisor does not supervise enough at work and their Manager/ Supervisor is constantly absent.

The above finding agrees with Chan (2014) that the employer and group absence have distinctly each be supposed to influence absenteeism.

3.5.4.12 Personal characteristics

When the less than grade 12 groups were compared to the matric and Diploma/ Degree group, then the Diploma/ Degree group had the highest effect size of 0.63. Implying that the Diploma/ Degree group agree less than the less than matric group, that they are absent from work because they work more than the younger employees, they are more senior than other employees and they have higher qualifications than other employees.

The above finding does not agree with Restrepo and Salgado (2013) who found that the level of education among the employees is correlated to absenteeism.

3.5.4.13 Summary

The results and discussions of the empirical study were presented in chapter three. The study was of a quantitative nature as it comprised a survey questionnaire. The questionnaire used to perform the empirical study comprised three sections, namely section 1.1 was the biographical information, section 1.2 was the internal factors or variables of absenteeism and section 1.3 was the external factors or variables of absenteeism. The variables or internal and external factors in the questionnaire were constructed based on the absenteeism constructs in the literature review in chapter 2.

The process of gathering the data, response to the survey and the biographical profile of the respondents were also discussed. The questionnaires were distributed to the population group in hard copy format in person by the researcher. The population group involved the operators' employees at the Water Utility in the operations department at the Vereeniging station. The total population consisted of 65 operators; however, 56 operators managed to participate in the survey. The information received from the participants was captured and presented in frequency tables. The empirical results were analysed as stipulated in the context of the research objectives and problem statement. The standard deviations and the means of all the variables and constructs of absenteeism were calculated and presented in the study. Out of 31 internal variables or factors, 10 had the highest means and were ranked to be the most influential in causing high absenteeism in the Operations department. Out of 8 external factors or variables, 5 had the highest means and were ranked to be the most influential in causing high absenteeism in the operations department. The results of the absenteeism constructs were found to be agreeing with the previous findings in the literature review in chapter 2.

CHAPTER 4: CONCLUSIONS AND RECOMMENDATIONS

4.1 INTRODUCTION

The objective of this last chapter on the analysis and the results of the causes of high absenteeism at the water utility at Vereeniging operations site is to conclude the empirical study as discussed in Chapter 3 and come up with practical recommendations to lower the high absenteeism rate.

This chapter comprises of four sections. The first section will concentrate on conclusions drawn from the empirical study in Chapter 3; the next section will be recommendations based on the findings. A censorious assessment of primary and secondary objectives is conducted. The last section will provide suggestions for future research.

4.2 CONCLUSIONS

The conclusions drawn are founded on the empirical study in chapter 3. The conclusions entail the biographical data of respondents, the top 10 internal variables, top 5 external constructs that were rated high and were perceived to be the causes of absenteeism at the Water Utility at Vereeniging operations site. The assessment of the Cronbach Alpha coefficient to institute the reliability of the measuring instrument used for the analysis of causes of high absenteeism at the Water Utility at Vereeniging operations site and the perceived success are discussed. About 90% of the population size was used in this study; this means the p-values have no significant importance in this analysis.

4.2.1 Demographic Information

- **Age**: The majority of respondents are in the age group of 40 to 49 years, with 25 respondents which represent 44.6% of responses. The smallest age group is 60 or older years with only one participant representing 1.8% of the total responses.
- **Gender:** The majority of respondents are males with 41 respondents which represent 73.2% of responses. The females are the minority with 15 respondents which represent 26.8% of responses.
- **Highest qualifications:**

The majority of respondents have grade 12, with 36 respondents which represent 64.3% of responses. This is followed by the 15 respondents that do not have matric which represents 26.8% of the responses. The third group of respondents have a degree or diploma with five respondents which represent 8.9% of the total responses.

- **Marital Status:** The majority of respondents are married, with 35 respondents which represent 62.5% of responses. This is followed by the single group with 12 respondents representing 21.4% of responses. The divorced group is the third largest group with four respondents which represent 7.1% of total responses. The widowed and engaged (not included in the table).
- **Years of experience in the operations:** The majority of respondents have more than ten years' experience in their working environment with 35 respondents which representing 62.5% of the responses. The second highest group of responses have 5 to 10 years' experience with eight responses which represent 23.2% of the responses. The third last group has less than five years of working experience with eight responses which represent 14.3% of the responses.

4.2.2 Reliability of the questionnaire used

Cronbach Alpha coefficients were gauged to find the reliability of the measuring instrument. After the variables on the questionnaires were grouped, the Cronbach Alpha coefficients were employed to assess the internal consistency or reliability of the different variables. If the Cronbach Alpha is larger than 7, the internal consistency is good enough. It should be noted that for the self-constructed questionnaire like the one used in this research, Cronbach's Alpha of more than 0.6 is also accepted as it was also confirmed by Field's view (2005:688).

The 31 internal variables under part 1.2 of the questionnaires were grouped to make constructs, and the eight external variables under part 1.3 of the questionnaire were also grouped to make constructs, see table 3.16 to 3.29 in conjunction with the questionnaire on the appendix page. All the Cronbach's Alpha constructs were measured and found to be above 0.6, see table 3.16 to 3.29. The Highest Cronbach's Alpha was found on Job satisfaction Cronbach's Alpha 0.929, Social exchange theory Cronbach's Alpha was

0.867, Job demand's resource model Cronbach's Alpha was 0.848 and Social psychological approach Cronbach's Alpha was 0.816.

The above results which show that the Cronbach's Alpha was above 0.6 for all the constructs mean that the measuring instruments used to assess the causes of absenteeism at the water utility at Vereeniging operations site had an acceptable reliability.

4.2.3 Conclusion on the causes of high absenteeism at the water utility at Vereeniging operations site

The purpose of this study was to determine the causes of high absenteeism at the Water Utility in Vereeniging operations site. Respondents were given a questionnaire consisting of 31 internal variables and eight external variables. A four-point Likert scale was used to measure the replies of the participants- a rating of 1 on the scale indicated that the respondent is rarely absent from work due to a certain variable(s) affecting him or her, and 4 indicated that the respondent is mostly absent from work due to the influence of certain variable(s). The top ten internal and top five external causes of absenteeism were found and discussed in chapter 3 under the discussions, section 4.5. Also, the absenteeism constructs were found to agree with the literature and were discussed in chapter 3 under discussion, section 4.5.

4.3 RECOMMENDATIONS

From the empirical study conclusions are drawn from the internal and external factors and the constructs that influence or cause a high absenteeism rate in the operations department of the Water Utility at Vereeniging station. It was found that there are ten top internal factors that were ranked high in terms the averages to be the most factors that cause high absenteeism and also five top external factors that were also ranked high regarding the averages to be the most factors that cause high absenteeism in the operations department. It was also found that most of the constructs agree with the literature in chapter 2.

To reduce the high absenteeism rate in the operations department, it is imperative that the top ten internal factors and the top five external factors that cause or influence the

absenteeism are addressed by the management of the operations department and the management of the Water Utility.

The following are the recommendations to address the **internal causes** of high absenteeism in the operations department.

- **My manager or supervisor gives unfair promotions to certain employees.**
  The Management should foster and promote professionalism in the operations department, implying that management should create a professional working environment that actively discourages any form of unfair treatment. Human resources department should give training to the supervisors and managers of operations department by educating and informing them and the employees about the negative impact, such as lower morale and absenteeism caused by the favouritism in the working environment. The management should have an open and confidential platform for the employees to report favouritism in the working environment.

- **I experience a lack of support from management**
  The management must ensure that they practice the individual approach so that they can address employees individually as they are not homogenous. Managers should ensure that the employees receive all necessary training when they start to work and continuous training according to the planned schedule. It is also crucial that the training is consistent with all the employees of the department. Managers should understand what encourages their employees and use that information to foster a strong relationship.

- **I work long hours which result in fatigue**
  The Water Utility and operations management should ensure the operator is replaced immediately when he or she retires or leaves the job, to address the staff shortage that results in operators working long hours instead of working normally eight hours.

I feel unappreciated at work

Managers and supervisors of the operations department should ensure that they recognise a job well done from their employees either tangible or intangible. Managers and Supervisors should keep employees informed so that they can feel involved and appreciated, and this creates a sense of belonging and unity.

Appreciation by the Managers and Supervisors to the employees should be specific so that it strengthened the behaviours through positive feedback for the worker, and by being specific, it creates meaning and encourages the workers to develop their technical skills. Managers and Supervisors should give the employees a platform to share their ideas, tips and methods to show that they are being valued, and this will go a long way in increasing their self-confidence and self-esteem during the process.

- **I get less bonus/ recognition for my effort**

  The Water Utility and the Operations department should ensure that the employees are being recognized individually for their effort they are putting in ensuring that the work is done on time and with speed, and this should be done during performance bonus time where each employee should get his or her performance bonus based on the effort each person has put in his or her job.

- **There are unfair disciplinary procedures**

  Managers should implement a Water Utility disciplinary code conduct fairly to all the employees. The manager should consult the Human resources department before he or she announces the sanction to the employee to double check if the sanction to be given to the employee is appropriate or not appropriate to the misconduct so that the unfair part is addressed.

- **There is poor communication from my Supervisors**

  The management of the operations department should implement communication measurement as a key performance indicator on supervisors' performance contract so that they can start paying attention to how and when they engage with the employees.

- **Employees not satisfied with my salary against my work responsibilities**

  The Water Utility and the Operations department should ensure that the employees are sufficiently encouraged by reviewing their salaries so that they are appropriately paid wages that are equivalent to their responsibilities to motivate them to always be at work and enhance their performance.

- **My manager does not manage and control absence very well**

  The Water Utility should design guidance and counselling programmes to guide the managers and supervisors on how to deal with the challenges of absenteeism so that it can have a positive impact in managing the employees' absenteeism.

- **My manager does not give positive encouragement or praise for work that is well done.**

  Operations Management should ensure that they have constructive interactions with the employees. They should also address employees' problems with speed and also give credit where it is due. They should give praise to the employees while they are doing the job, working towards a goal and not after they have achieved it. This is to increase the employees' confidence levels and will be opened to suggestions after the manager has increased the employee's determination and eventually the employee will be satisfied and happy with his or her job which will keep him or her at work

- **I do not participate in the making of decisions in my department**

  Operations management and the supervisors should go for the leadership training so that they can effectively involve the employees to participate in decision making. This will convince the employees, and they will tend to see it as more their own decision and support it, and the employees' motivation to implement the decision will also increase as they feel part of the team. The employees will also have a better understanding of the nature of the decision, and their concerns are likely to be reduced (Woods and West, 2015).

- **Poor working conditions**

  The Water Utility and the Operations department should provide permitting work environment that is favourable enough to improve the health and wellbeing of the employees to ensure that employees are always looking forward to coming to work every day.

The following are the recommendations to address the **external causes** of the absenteeism in the operations department:

- **I'm genuinely feeling unwell**

  The management of the operations should ensure that if the employee is absent due to genuinely illness caused by external factors, they should refer the employees to the wellness department and the Water Utility Doctor for further assessment and the recommendations from the Doctor and the wellness department should be implemented by the management in controlling and managing the absenteeism.

- **My family responsibility**

  The manager should ask for a proof every time an employee is absent due to the family responsibility to avoid the misuse of the family responsibility leave and also to reduce absence using the family responsibility leave.

- **Poor communication in the department**

  The operations department should implement communication measurement key performance indicator on supervisors' performance contract so that they can start paying attention to how and when they engage with the employees.

- **Financial Problems**

  The Water Utility should provide support to the employees in the form of advice, counselling about personal financial problems and workshop training at least twice a year about the management of their funds and also in investing their finances. The other support could be in the form of the company loans that should cover most of the debts at a low-interest rate just to reduce the financial anxieties and by

so doing it will improve the reduced psychological wellbeing and loss of productivity through sickness presence and sickness absence.

- **It is due to childcare problems**
  Most of the operators are staying in the company hostels; it is therefore imperative for the Water Utility to establish Crèches and pre-school around the hostel area to reduce the absenteeism of the female employees from being absent due to their child problems.

4.4 ACHIEVEMENT OF THE OBJECTIVES OF THE STUDY

This section assesses the achievement of the study against the research objectives formulated in chapter 1.

4.4.1 Primary objectives revisited

The primary objective of the study was to determine the causes of the high absenteeism rate at the Water Utility at Vereeniging operations site. The primary objective was achieved by establishing the secondary objectives of the study.

4.4.2 Secondary objectives revisited

To achieve the primary objective, the following secondary objectives were framed:

- To define absenteeism.
- To gain insight into absenteeism through conducting a literature review.
- To study the concept of absenteeism and its relationship with other constructs using a literature review.
- To validate the reliability of the questionnaire as measuring instrument for the absenteeism rate.
- To validate the correlations of the variables and constructs.
- To conclude the empirical study and give recommendations on how to lower the high absenteeism rate by addressing the variables that influence absenteeism.

The first three objectives were reached using a literature review as presented in chapter 2. The fourth objective was achieved in chapter 3, section 3.4.3. The fifth objective was

achieved in chapter 3 section 3.4.8.5. The sixth objective of the conclusion was achieved in chapter 4, section 4.23 and seventh objective of the recommendation was achieved in chapter 4, section 4.3.

4.5 RECOMMENDATIONS FOR FUTURE RESEARCH

The scope of the study was limited to only one station of the Water Utility which is Vereeniging operation station in the Gauteng Province of South Africa and is not a true representation of the entire operations stations in Water Utility as the Utility has about four operations stations in Gauteng.

The participation was very good as (56 respondents) 90% of the operations employees participated, however, the findings cannot be generalised to other operations stations. Therefore extra care should be exercised when interpreting the results and considerations of conclusions and recommendations.

The questionnaire used was a self-constructed questionnaire based on the literature review to determine the causes of high absenteeism at the Water Utility in Vereeniging operations site. This means that there is an opportunity for the questionnaire to be enhanced by adding more variables and expand the research to accommodate more operations stations of the Water Utility around the Gauteng Province. There is no previous research done in the Water Utility on absenteeism especially in the operations department. Therefore no correlations can be made between this study and previous studies. Future studies should focus on all the operations stations of the Water Utility about the causes of the absenteeism as all the operations stations are experiencing a high rate of absenteeism.

4.6 SUMMARY

Conclusions drawn from the empirical results in Chapter 3 were deliberated in this chapter. The basic biographical information, reliability of the measuring instrument, conclusion about the results or findings was also discussed. The conclusion of the results led to the formulation of the recommendations and suggestions for future research.

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APPENDICES

APPENDIX A: DATA COLLECTION INSTRUMENT

DATA COLLECTION INSTRUMENT
PROJECT NUMBER EMSPBS17/03/06-01/07

ABSENTEEISM QUESTIONNAIRE (Operations Employees at the Water Utility)

1.1 Biographical information:

1.1.1 What is your gender?

Male	1
Female	2

1.1.2 What is your marital status?

Married	1
Single	2
Single parent	3
Divorced	4
Widowed	5

1.1.3 What is your age?

19 or younger	1
20-29	2
30-39	3
40-49	4
50-59	5
60 or older	6

1.1.4 Are you the head of the household?

Yes	1
No	2

1.1.5 Are you the only breadwinner in the household?

Yes	1
No	2

1.1.6 How many children do you have?

None	1
1 child	2
2 or 3 children	3
4 and more children	4

1.1.7 Do you have children under the age of 15?

Yes	1
No	2

1.1.8 Who mostly takes care of the children while you are at work?

Day-care Center/crèche	1
Nanny	2
Grandmother	3
Themselves	4
Spouse	5
School	6
Not applicable	7

1.1.9 Indicate the highest qualification you have obtained.

Less than grade 12	1
Grade 12	2
Degree or diploma	3
Honours or higher	4

1.1.10 Indicate your length of service in the operations department.

Less than 5 years	1
5 to 10 years	2
More than 10 years	3

1.1.11 Which position do you currently hold at the operations in your section?

.....

1.1.12 What is the gender of your Supervisor?

Male	1
Female	2

1.1.13 How many employees are in your section including yourself?

0 to 5 Employees	1
6 to 10 Employees	2

11 to 15 Employees	3
More than 15 Employees	4

1.1.14 Are you a permanent or part-time staff?

Permanent staff	1
Part-time staff	2

1.1.15 Sick leave during 2016, I have been absent from work due to illness.

Never	1
On 1 to 3 days	2
On 4 to 5 days	3
More than 5 days	4

1.2 Internal factors on Job and Organizational factors.

Assessment scale:
1- Rarely 2- Seldom 3- Often 4- Most of the time

1.2.1	I fail to report to work because: I do not experience job satisfaction	1	2	3	4
1.2.2	I fail to report to work because: There is understaffing in the department	1	2	3	4
1.2.3	I fail to report to work because: There is a culture of high absence in the department	1	2	3	4
1.2.4	I fail to report to work because: I am overloaded with work	1	2	3	4
1.2.5	I fail to report to work because: I experience stress at work due to work overload	1	2	3	4
1.2.6	I fail to report to work because: My Supervisor/Manager has a culture of being absent	1	2	3	4
1.2.7	I fail to report to work because: I am not satisfied with my salary against my work responsibilities	1	2	3	4
1.2.8	I fail to report to work because: I work long hours which result in fatigue.	1	2	3	4
1.2.9	I fail to report to work because: Of the poor working conditions	1	2	3	4

1.2.10	I fail to report to work because: I feel unappreciated at work	1	2	3	4
1.2.11	I fail to report to work because: I feel my colleagues are unsupportive at work	1	2	3	4
1.2.12	I fail to report to work because: I experience a lack of support from management	1	2	3	4
1.2.13	I fail to report to work because: My responsibilities at work are not clear	1	2	3	4
1.2.14	I fail to report to work because: I do not have a proper Job description.	1	2	3	4
1.2.15	I fail to report to work because: My job duties and responsibilities are not appropriate for my abilities, skills and experience	1	2	3	4
1.2.16	I fail to report to work because: My manager does not manage and control absence very well.	1	2	3	4
1.2.17	I fail to report to work because: My supervisor does not supervise enough at work	1	2	3	4
1.2.18	I fail to report to work because: I do not participate in making of decisions in my department	1	2	3	4
1.2.19	I fail to report to work because: My supervisor does not allow me to perform my job duties the way I see proper	1	2	3	4
1.2.20	I fail to report to work because: My manager does not give positive encouragement or praise for work that is well done.	1	2	3	4
1.2.21	I fail to report to work because: There is poor communication from my Supervisors	1	2	3	4
1.2.22	I fail to report to work because: My managers/ Supervisors gives unfair promotions to certain employees	1	2	3	4
1.2.23	I fail to report to work because: There is unfair discipline procedures	1	2	3	4
1.2.24	I fail to report to work because: The operations department does not have enough equipment/material to work with	1	2	3	4
1.2.25	I fail to report to work because: I'm working more than the younger employees.	1	2	3	4
1.2.26	I fail to report to work because: I'm more senior than other employees	1	2	3	4
1.2.27	I fail to report to work because: I have a higher qualification than other employees	1	2	3	4
1.2.28	I fail to report to work because: My Manager/ Supervisor is constantly absent	1	2	3	4
1.2.29	I fail to report to work because: My section is so big that no one notice when I'm absent	1	2	3	4
1.2.30	I fail to report to work because: I get less bonus/ recognition for my effort	1	2	3	4
1.2.31	I fail to report to work because: The working environment is unsafe	1	2	3	4

1.2.32 What do you not like about working at operations department?

……

……

……

……

1.2.33 What do you like best about working for the operations department?

……

……

……

……

1.2.34 General remarks (employee's view) on absenteeism in operations department

……

……

……

……

1.3 External Factors

The following factors influence absence of personnel.

Assessment scale: 1- Rarely; 2- Seldom; 3- Often; 4 - Most of the time

1.3.1	I fail to report to work because: I'm genuinely feeling unwell	1	2	3	4
1.3.2	I fail to report to work because: It is due to my family responsibility	1	2	3	4
1.3.3	I fail to report to work because: It is due to childcare problems	1	2	3	4
1.3.4	Employees fail to report to work because: Communication in the department is poor	1	2	3	4

1.3.5	I fail to report to work because: Of Financial Problems	1	2	3	4
1.3.6	I fail to report to work because: Of Strikes	1	2	3	4
1.3.7	I fail to report to work because: Of transport problems	1	2	3	4
1.3.8	I fail to report to work because: Of Alcohol/ Substance abuse	1	2	3	4

APPENDIX B: ETHICAL CLEARANCE

ETHICAL CLEARANCE

This letter serves to confirm that the research project of **SHABANGU, LJ** has undergone ethical review. The proposal was presented at a Faculty Research Meeting and accepted. The Faculty Research Meeting assigned the project number **EMSPBS17/03/06-01/07**. This acceptance deems the proposed research as being of minimal risk, granted that all requirements of anonymity, confidentiality and informed consent are met. This letter should form part or your dissertation manuscript submitted for examination purposes.

Yours sincerely

Prof CJ Botha

Manager: Research - NWU Potchefstroom Business School

APPENDIX C: CONFIRMATION OF LANGUAGE EDITING

Dynamic Language & Translation Specialists

Antoinette Bisschoff
71 Esselen Street, Potchefstroom
Tel: 018 293 3046
Cell: 082 878 5183
antoinettebisschoff@mweb.co.za
CC No: 1995/017794/23

Thursday, 12 October 2017

To whom it may concern,

Re: Letter of confirmation of language editing

The dissertation **Investigating the causes of high absenteeism at a water utility site** by **LJ Shabangu (27059375)**was language edited. The referencing and sources were checked as per NWU referencing guidelines. Final corrections remain the responsibility of the author.

Antoinette Bisschoff

Officially approved language editor of the NWU since 1998
Member of SA Translators Institute (no. 100181)

APPENDIX D: REGISTRATION OF TITLE

NORTH-WEST UNIVERSITY
YUNIBESITI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT
POTCHEFSTROOM CAMPUS

Private Bag X6001, Potchefstroom
South Africa 2520

Tel: 018 299-1111/2222
Web: http://www.nwu.ac.za

Higher Degree Administration
Tel: 018-299 2626
Email: 21711542@nwu.ac.za

02 June 2017

Dear Mr Shabangu

REGISTRATION OF TITLE

At the recent Faculty Board meeting, the faculty of **Economic and Management Sciences** approved your title as follows:

Investigating the causes of high absenteeism at a water utility site

The abovementioned title may under **no circumstances** be changed without consulting your supervisor/promoter and obtaining the approval from the Faculty Board.

Should you wish to submit for examination, please inform your supervisor. If you intend on not submitting, please submit the Notice of not submitting form. The form is available at the M & D department or the administrative manager of the faculty.

Dates of submission of copies for examination:

- **1 April 2017 to 30 April 2017 to qualify for the September/October 2017 graduation ceremony**
- **1 October 2017 to 31 October 2017 for the May 2018 graduation ceremony**

Should you neglect to submit by 30 October 2017, the possibility exists that you will not qualify to graduate in May 2018. You will then be required to register again for 2018 to qualify for the next graduation ceremony in September/October 2018.

Your attention is drawn to the following publications / web addresses:

- A Rules:
  http://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/policy/7P-Arules2015_e_1.pdf
- Manual for Postgraduate Studies:
  http://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-research-support/Manuals/ICRI/2016-04-06%20ICRI%20Manual%20for%20M%20and%20D%20students.pdf

We wish you a pleasant and successful period of study.

Yours sincerely

Pretorius

Ms N Pretorius
FOR CAMPUS REGISTRAR

Original details: (1051217) C:\Users\10512187\Desktop\Title registration.docm
9 March 2015

File reference: 7.1.11.1

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APPENDIX E: SOLEMN DECLARATION

NORTH-WEST UNIVERSITY
YUNIBESITI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT

Higher Degrees Administration

SOLEMN DECLARATION AND PERMISSION TO SUBMIT

1. Solemn declaration by student

I, Lucas J Shabangu

declare herewith that the thesis/dissertation/mini-dissertation/article entitled (exactly as registered/approved title), Investigating the causes of high absenteeism at a water utility site

which I herewith submit to the North-West University, Potchefstroom Campus, is in compliance /partial compliance with the requirements set for the degree:

MBA

is my own work, has been language-edited in accordance with the requirements and has not already been submitted to any other university.

I understand and accept that the copies that are submitted for examination become the property of the University.

LATE SUBMISSION: If a thesis/dissertation/mini-dissertation/article of a student is submitted after the deadline for submission, the period available for examination is limited. No guarantee can therefore be given that (should the examiners' rports be positive) the degree will be conferred at the next applicable graduation ceremony. It may also imply that the student would have to re-register for the following academic year.

Signature of student Lucas J Shabangu Digitally signed by Lucas J Shabangu DN: cn=Lucas J Shabangu, o=Rand Water, ou, email=luc.shabagu@yahoo.com, c=ZA Date: 2017.10.24 07:33:17 +02'00'

University number 27059375

Signed on this 24 day of October of 20 17

2. Permission to submit and solemn declaration by supervisor/promoter

- The undersigned declares that:

  the student is hereby granted permission to submit his/her mini-dissertation/ dissertation or thesis: Yes ✓ No

- that the student's work has been tested by me for plagiarism (for example by TurnItIn) and a satisfactory report has been obtained: Yes ✓ No

Signature/Supervisor/Promoter **Date**

CJ Botha Digitally signed by CJ Botha DN: cn=CJ Botha, o=NWU, ou=NWU School for Business and Governance, email=christoff.botha@nwu.ac.za, c=ZA Date: 2017.10.19 10:28:18 +02'00'

2017 10 19

APPENDIX F: LETTER FROM STATISTICAL CONSULTATION SERVICES

Private Bag X6001, Potchefstroom
South Africa 2520

Tel: 018 299-1111/2222
Web: http://www.nwu.ac.za

Statistical Consultation Services
Tel: +27 18 285 2447
Fax: +27 0 87 231 5294
Email: monique.vandeventer@nwu.ac.za

28 September 2017

Re: Dissertation, Mr L Shabangu, student number 27059375

We hereby confirm that the Statistical Consultation Services of the North-West University analysed the data involved in the study of the above-mentioned student and assisted with the interpretation of the results. However, any opinion, findings or recommendations contained in this document are those of the author, and the Statistical Consultation Services of the NWU (Potchefstroom Campus) do not accept responsibility for the statistical correctness of the data reported.

Kind regards

SM Ellis

Prof SM Ellis (Pr. Sci. Nat)
Associate Professor: Statistical Consultation Services

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APPENDIX G: ABSENTEEISM RESULTS FOR FINANCIAL YEAR 2015/16

RAND WATER

CONFIDENTIAL

STRATEGIC HUMAN CAPITAL GENERIC ABSENTEEISM REPORT

FINANCIAL YEAR 2015/2016

VG OPERATIONS

JUNE 2016

Report generated on: 2016/07/04

Data as on SAP at end of business: 2016/07/03

Kindly use this report to monitor your area's performance against the SHC Generic KPI's.

Every effort has been taken to ensure the accuracy of the data presented in this report, for this purpose a verification period of 5 working days is allowed for you to query any discrepancies.

Please notify the HRIS Manager at abreedt@randwater.co.za within this period of any discrepancies found.

KPI Targets		Leave types included in absenteeism		
Portfolio Heads	3.3%	110 Sick Leave 100%	120 Sick Leave 50%	130 Sick Leave UP
Divisional Managers	3.3%	140 Sick Leave ext	150 Family Responsibility	160 Compassionate Leave
Departmental Managers	3.3%	220 AWOL	230 Court Attendance (Subpoena)	240 IOD (WCA)
Section Managers	3.3%	290 Special segregation/isolation	330 Rehabilitation Leave	

Absenteeism Rate (actual)

Portfolio/Division/Department/Section (Date Of Org Movement Or End)	Target	Month	Y-T-D
		Current (%)	Current (%)
VG Operations	3.3%	**3.76** [128.00 / (21.67 * 157.00) * 100]	5.39 [2,249.00 / (21.67 * 1,924.00) * 100]
Operations Training	3.3%	**0.00** [0.00 / (0.00 * 0.00) * 100]	**0.00** [0.00 / (0.00 * 1.00) * 100]
Water purification 1	3.3%	**4.00** [85.00 / (21.67 * 98.00) * 100]	5.64 [1,476.00 / (21.67 * 1,207.00) * 100]
Water Purification 2	3.3%	**3.54** [43.00 / (21.67 * 56.00) * 100]	5.22 [770.00 / (21.67 * 681.00) * 100]
		Formula: Absenteeism leave days taken/ (Working days * Headcount for month) *100	**Formula:** Total Absenteeism leave days taken/ (Average working days * Total headcount for fin. period elapsed) *100

APPENDIX H: ABSENTEEISM RESULTS FOR FINANCIAL YEAR 2014/15

RAND WATER

CONFIDENTIAL

STRATEGIC HUMAN CAPITAL GENERIC ABSENTEEISM REPORT

Generated On: 2015/07/16

FINANCIAL YEAR 2014/2015

VG OPERATIONS

JUNE 2015

Data as on SAP at end of business: 2015/07/14

Superseding of SHC Generic KPI reports for Q4 and monthly figures after exclusions have been taken into account

The purpose of this document is to provide updated absenteeism rates for each month between April 2015 and June 2015 as well as for the 4th quarter of the 2014/2015 financial period. The data used to compute these figures is based on an extract from the SAP database as at the end of business on 14 June 2015. Absenteeism records that were approved for exclusion by HR have been excluded from the absenteeism rate calculation. These figures therefore include any leave records that were captured or changed up to end of business on 14 June 2015. Please note that these figures will be used as the final accepted values unless otherwise specified.

Absenteeism (actual) - April 2015

KPI Targets		Leave types included in absenteeism		
Portfolio Heads	3.3%	110 Sick Leave 100%	120 Sick Leave 50%	130 Sick Leave UP
Divisional Managers	3.3%	140 Sick Leave ext	150 Family Responsibility	160 Compassionate Leave
Departmental Managers	3.3%	220 AWOL	230 Court Attendance (Subpoena)	240 IOD (WCA)
Section Managers	3.3%	290 Special segregation/isolation	330 Rehabilitation Leave	

Portfolio/Division/Department/Section (Date Of Org Movement Or End)	Target	Month	Y-T-D
		Current (%)	Current (%)
VG Operations	3.3%	**4.08** [146.00 / (21.67 * 165.00) * 100]	4.74 [1,717.00 / (21.67 * 1,673.00) * 100]
		Formula: Absenteeism leave days / (Working days * Headcount for month) *100	**Formula:** Total Absenteeism leave days / (Average working days * Total headcount for fin. period elapsed) *100

APPENDIX I: OPERATIONS PROCUDRE: Vg Ops 00063pr

RAND WATER	VEREENIGING PUMPING STATION QUALITY MANAGEMENT SYSTEM PROCEDURE	
TITLE: OPERATING PROCEDURE – Shift workers Reporting for Duty		DOC. NO: Vg Ops 00063Pr
SECTION: Operations	EFFECTIVE DATE: March 2016	REV. NO: 00
AUTHOR: ..... Process Coordinator Operations	 ..... Quality Management Officer	AUTHORISED BY: .....Operations Manager - Vg

TABLE OF CONTENTS

1. PURPOSE

The purpose of this departmental procedure is to ensure that the proper protocol is followed concerning shift workers reporting for duty and leaving of plant during shift hours, as well as submitting of sick notes and sick leave.

2. SCOPE

This procedure applies to all shift workers who are required to report for duty after being allowed access into the works.

3. REFERENCES

Document Title	Document No.	Location
OSH Act	Act 85 Fifth edition	OHSO
Shift workers reporting for duty	VG Ops 00062 Pr	Operations
Quality Management System	ISO 9001:2018	QMO Office
Environmental Management System	ISO 14001:*2015*	OHEO's Office
Occupational Health & Safety Assessment Series	OHSAS 18001:2007	OHSO Office

4. TERMS, DEFINITIONS & ABBREVIATIONS

QMO	-	Quality Management Officer
OHEO	-	Occupational Hygiene & Environmental Officer
OHSO	-	Occupational Health & Safety Officer
PS	-	Process Supervisor
SPS	-	Senior Process Supervisor
PCO	-	Process Coordinator-Operations
TOO	-	Training Operations Officer
WA	-	Works Area

5. RESPONSIBILITY AND AUTHORITY

- To ensure that Management complies with their responsibilities, no worker shall be allowed to enter Vereeniging Plant Area earlier than 20 minutes before his/her official starting time, unless permission has been given to Protective Services by an Operations Coordinator, Maintenance Foreman, Maintenance Assistant Foreman, Manager or the Executive Manager, to allow this.

- The Operations Coordinator, Maintenance Foreman, Maintenance Assistant Foreman, Operations Supervisors and Managers can enter the Vereeniging Plant Area at any time of the day or night, provided it is only to visit their offices or when officially called out for work purposes.

6. ACTION / PROCEDURE / METHOD

6.1 SHIFT WORKERS REPORTING FOR DUTY

6.1.1 Entrance at main gate –all shift workers except Lethabo Intake:

- 05:40
- 13:40
- 21:40

6.1.2 Lethabo Intake shift workers:

- 05:20
- 13:20
- 21:20

Shift workers working at Lethabo Intake are allowed 40 minutes earlier. This is to allow for travelling time to Lethabo.

6.1.3 Entrance at Hostel gate – all shift workers:

- 05:30
- 13:30
- 21:30

Workers who are not on official standby and can therefore not have a "call out". Instead, shift workers have a conditional "recall shift", when requested to start shift earlier than normal or when requested to come to work when on weekend off to cover for other employees that are off sick or on leave.

6.1.4 If a shift worker is notified in less than 4 hours of his/her normal shift start time to resume shift earlier or to stay on shift longer than normal working hours, he/she will be entitled to a company meal. Also, any additional hours worked than his/her

normal shift time, he/she will receive overtime payment per additional hours worked.

6.1.5 If a shift worker is notified to resume the shift later than his normal shift start time while he/she was **off duty or weekend off**, he/she will not be entitled to overtime/recall shift/ company meal provided that he/she works normal working hours. However, he/ she will be entitled to claim those normal working hours as part of the extra hours or days worked as he/she was on off duty or weekend off. If the notification is within one (1) hour of the normal shift start time, the shift worker will be paid additional four (4) hours of overtime.

6.1.6 Supervisors shall use cell phone numbers supplied to them by shift workers for operational requirements.

6.2 SUBMITTING OF SICK NOTES AND SICK LEAVE

6.2.1 When a shift worker has an appointment with a doctor, he/she shall inform his/her Supervisor immediately of the appointment time. After he/she has seen the doctor and has been booked off sick, he/she shall inform the Supervisor within four (4) hours so that the necessary arrangements can be made to change the shift schedule.

6.2.2 When a shift worker has been booked off sick, he/she shall phone the Supervisor with the exact number of off sick days and he/shall again phone the Supervisor the day before reporting for duty. If there is a follow up appointment with the doctor, the shift worker shall also inform his Supervisor accordingly. When the shift worker reports back for duty, a sick leave form shall be completed and submitted to the Human Resources Department.

6.2.3 When a doctor is consulted over the weekend by the Shift worker, the procedures shall be the same as described in this document and any one of the following workers shall be contacted if the immediate Supervisor concerned cannot be reached:

a) Shift Supervisor
b) Water Purification Coordinator WA1 or WA2

c) Operational Coordinator
d) Operations Manager

7. RECORD & DATA KEEPING

Record Document	Form/Doc Number	Location	Retention Period
Lethabo logbook	N/A	OHSO Office	Min one year

8. DOCUMENT CHANGE HISTORY

Date	Previous revision number	New revision number	Description of each revision
March 2016	N/A	00	New Document

9. DOCUMENT REGOSTRATION AND DISTRIBUTION CONTROL

DOCUMENT REGISTRATION AND DISTRIBUTION CONTROL

The Risk Control Section to ensure the effective control thereof and revision in accordance with the schedule indicated above. A transmittal note, which contains the distribution list, is kept in the master file together with this procedure. The purpose of this note and list is to exercise control over signed copies issued and returned.

LOCATION OF CONTROLLED COPIES

The following table contains the location of the paper copies of this document.

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Master	QMO's Office	QMO
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2	PCO's Office	TOO