

Unravelling the Influence of Absenteeism on Business Operations in the South African Public Organisation

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Abstract

High absenteeism rates are a common phenomenon in many South African organisations and which organisations are struggling to deal with. As a result, absenteeism continues to cost South African organisations and the government huge amounts of money every year despite numerous attempts by employers to reduce it. South African organisations lose about R25 billion (US1,3 billion) every year due to unplanned absenteeism. The study investigates the causes and effects of absenteeism in business operations at a selected public organisation in South Africa. A descriptive research design and quantitative research approach were used in this study. The findings of this study revealed that absenteeism is caused by poor supervision at work, financial challenges, marital challenges, substance abuse, childcare problems, and stress. The results of the study also indicated that absenteeism negatively affects individual work output, co-workers, group work, families, society, work productivity, labour cost, and morale. The article suggests that management should utilise more resources to address the causes and effects of absenteeism in the workplace.

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1. Introduction

Organisations incur direct and indirect costs resulting from unscheduled absences, which disrupt business. Keyser, Adeoluwa and Fourie (2020) list direct costs to the organisation as lost days, sick pay, lost productivity, and reduced service provision. Indirect costs include disruptions, management's time to revise work schedules, administrative costs to monitor and administer the leave policy, a loss of expertise and experience, training costs for replacement workers, resentment and a lowered morale of other employees, reduced productivity, staff turnover, the termination of contracts and a loss of income (Dhlewayo, Bello and Mofokeng, 2021). Msosa (2020) asserts that much research conducted on absenteeism in South Africa outlines many negative connotations associated with absenteeism, including economic loss, estimated to be in the region of approximately R25 billion (US1,3 billion) per year. When employees fail to attend work when scheduled, the business's revenue is threatened through insufficient productivity and inefficient service delivery. Absenteeism causes stress to co-workers who attend work regularly, which, in turn, may have a ripple effect on such employees' motivation and likely truancy. Naidoo (2015) asserts that the South African Police Service is losing more than R13 million annually due to absenteeism in the workplace. Keyser et al. (2020) conducted a study on absenteeism and reported that it is a significant problem that costs the South African economy billions in direct costs annually. Absenteeism is an important problem in the workplace (Chauke, 2007).

Productive time is lost due to time spent by management on securing replacement employees and reassigning the remaining employees. Additional management effort is required to maintain administrative systems dealing with control measures for absenteeism. There may also be costs associated with the payment of overtime to those tasked to absorb the absent employee's work and the payment for the induction of the replacement employee for that particular post (Netshidzati, 2012; Nzimakwe & Utete, 2024). The police service has grown exponentially over the last two decades.

There is an increasing demand for security services as individuals and companies go to great lengths to protect themselves and their properties (Chauke, 2007). However, absenteeism has become a significant concern for the police service. Cortese (2003) states that the police services are facing the challenge of sustainability because the cost of absenteeism has become so detrimental to the service. The police service is expected to consider reviewing its sick leave policies and absenteeism regulations to decrease the cost of absenteeism (Netshidzati, 2012). The cost of absenteeism is a contributory factor to the failure of the police service to meet performance targets and organisational goals. The study sought to: i) to determine the causes of absenteeism and ii) establish the effects of absenteeism on service delivery.

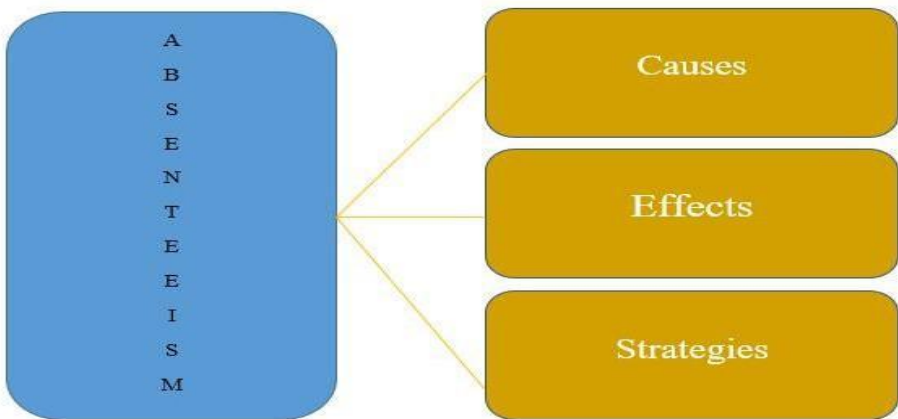
2. Literature Review

Previous research has highlighted various definitions of absenteeism. Cascio and Boudreau (2010) define absenteeism as the failure to report for work as scheduled, regardless of the reason. Visser (2019) defines absenteeism as an unplanned, unjustifiable, and disruptive incident which is further characterised by a lack of physical presence of the employee at work, such as unscheduled, extended breaks, late coming, or leaving his or her workstation. Absenteeism has also been seen as an absence of workers from regular work without prior permission (Tiwari, 2014). Nel, Van Dyke, Haasbroek, Schultz, Sono and Werner (2004) define absenteeism as withdrawal behaviour when it is used as a means to escape an undesirable working environment. In particular, the minimum level of motivation involves doing less than is required, the expected level of motivation involves doing just what is required, and the maximum level of motivation involves doing more than is necessary. Nel et al. (2004) explain that when an employee is functioning at the minimum or maximum level, it may be a cause" of absenteeism.

Absenteeism is a problem faced by businesses around the world (Hunter, Meiring, et al., 2021). There are many reasons employees do not report for work every once in a while. Sometimes, people take sick days, others earn vacation days and sometimes, they do not report. The habitual pattern of missing work relatively frequently is called absenteeism. Absenteeism is often seen as an indicator of poor

performance. Even if a person is the smartest person in the organisation, absenteeism comes with a high cost to the employer. Human resources professionals suggest that there are two kinds of absenteeism. Culpable absenteeism is when the employee does not provide a legitimate reason for missing work. Non-culpable absenteeism is absenteeism when the employee does give a legitimate reason for missing work (Netshidzati, 2012). The causes of non-culpable absenteeism are generally not a big concern. This is because employees inform managers ahead of time that they will not be able to work. Thus, the impact is not as severe as that of unanticipated, culpable absenteeism. The causes of culpable absenteeism are important, as they can provide managers with important feedback, either about a single employee or about workplace morale. Numerous surveys done by organisations and consulting groups have identified the three most common causes of absenteeism: personal health concerns, the demands of children or family, and a lack of motivation. Hence, the literature review of this study focuses on the history, concept, and causes of absenteeism and the absenteeism theories, as well as Netshidzati’s (2012) conceptual framework, which underpins the study.

Figure 1: The Conceptual Framework



Source: Netshidzati (2012). Adapted.

This conceptual framework guides the study in explaining the causes and effects of absenteeism and the strategies that can be used to address the challenges of absenteeism. Netshidzati (2012) shares a conceptual framework that argues absenteeism can be understood by exploring the causes and effects of absenteeism and the strategies that can be used to address the challenges of absenteeism.

2.1 Blameless and Culpable Absenteeism

Blameless non-attendance refers to employees who are absent for reasons beyond their control, such as sickness and injury (Tiwari, 2014). Blameless absenteeism or innocent absenteeism is not culpable, which means that when an employee becomes absent, he or she cannot be held responsible or blamed. In a labour relations circumstance, this means that it cannot be remedied or treated by punitive procedures (Sieberhagen et al., 2009). Culpable or blameworthy absenteeism refers to employees who are absent without authorisation for reasons which are inside their control (Tiwari, 2014). For example, a member of staff who is on sick leave despite the fact that he or she is not ill, and it can be confirmed that the employee is not ill, is accountable for blameworthy absenteeism. Therefore, to be culpable is to be guilty. In a labour relations situation, progressive punishment can be useful (Visser, 2019). In favour of most human resources, non-attendance is unlawful, and blameless absenteeism seldom occurs. Measures for punitive action apply only to culpable non-attendance. Various organisations take the analysis that through the procedure of individual absentee psychotherapy and management, the greater part of workers will surmount their troubles and come back to a suitable point of usual attendance (Rosenblatt and Shirom, 2005).

2.2 Recording and the Measurement of Absenteeism

Adekanmbi and Ukpere (2020) state that the measurement of absenteeism can assist in determining the extent and nature of absenteeism in an organisation. Aloglu and Güllü (2022) add that the measurement of absenteeism can assist certain organisations in distinguishing between voluntary and involuntary absenteeism. Two commonly used measures for measuring absenteeism are the total time lost and absence frequency (Simushi, 2020). The time lost is the percentage of work time lost due to absenteeism. Absenteeism

frequency provides an indication of the number of absenteeism incidences per employee (Steel, 2003). The majority of South African organisations have an overall absenteeism rate of between 3.5 percent and 6 percent, which is higher than the acceptable norm of 3 percent. A similar study found that South African organisations have an absenteeism rate of about 18 percent, which is higher than the acceptable international absenteeism" rate of 3 percent (Sieberhagen et al., 2009). Howarth (2005) states that introducing interviews when employees return to work post-apartment may help to reduce absenteeism, as this helps to identify and address any working conditions that may be contributory factors to absenteeism. Nel et al. (2004) state that employee assistance programs could also be implemented to determine the reasons for absenteeism. Implementing policies and monitoring sickness patterns remain the responsibility of line managers. Accurate record-keeping provides a basis for the management of absenteeism and the analysis of absenteeism levels within the organisation (Msosa, 2020).

2.2.1 Prevention Strategies

Strategies that can be used to prevent employee absenteeism include the promotion of a better work-life balance, the consistent application of an attendance policy, the implementation of a wellness program, the offering of vacation days and paid time off, improving workplace morale and encouraging employee engagement (Aloğlu & Güllü, 2022; Ngwenya & Utete, 2023). These prevention strategies should be enhanced to reduce employees' work absenteeism.

3. Methodology

This study employed a descriptive research design and a quantitative research approach. The design allows a researcher to delve deeper into the phenomenon and discover the nuance of what is being studied (Bloomfield and Fisher, 2019). This makes it easy to understand the research problem under study. This study used quantitative research methodology to explore the effects of absenteeism and how absenteeism affects the operations of the selected public organisation in Durban. The approach used to quantify a phenomenon being studied is collecting numerical data

or data that can easily be transformed into statistics to help the researcher understand the research problem (Pandey and Pandey, 2021). In this study, the quantitative research approach measured the effects of absenteeism and the extent to which absenteeism affects operations. The target population equated to 103 management staff. A probability sampling strategy was adopted, and a simple random sampling technique was used to select respondents for the study. The sample size of $n=82$ was sufficient. It was calculated using the equation $N/1+ (N) (e)^2$

$N =$ population $e =$ margin of error $n =$ sample size

$n = \frac{N}{1+ (N) (e)^2}$

$n = \frac{103}{1+ (103) (0.05)^2}$

$= \frac{103}{1+ (103) (0.0025)}$

$= \frac{103}{1, 2575}$

$= 81, 9$ Therefore, the sample size is 82.

This study used closed-ended questionnaires to collect data. The items were scored on a 5-point Likert scale ranging from 'strongly disagree' (1) to 'strongly agree' (5). Questionnaires also allow researchers to study a large population affordably and are easy to administer. The questionnaires had several sections exploring the causes and impacts of absenteeism. In terms of validity, the researcher used content validity to ensure that the questionnaire adequately covered all the content that it should have with respect to the effects of absenteeism and the extent to which absenteeism affects operations (Al-Ababneh, 2020). Using content validity, the researcher ensured that the study covered all constructs that the questionnaire was designed to measure. Regarding reliability, internal consistency reliability was tested using Cronbach's Alpha. SPSS version 27 was used to analyse the data using descriptive and inferential statistics. The researcher obtained consent from the respondents after explaining to them in detail what the study was all about.

4. Data analysis and Findings

There was a 100 percent response rate for this study, as all the sample respondents participated. The biographical data formed the first part of the questionnaire. In this study, the majority of participants were males. Regarding race, most participants (82%) were African and Black. The age and length of service of the participants in this study were evenly distributed. In terms of marital status, the majority of the participants were single. Most of the respondents (63.4%) had attained tertiary education. Cronbach’s alpha is used to test for the reliability of items of “causes of absenteeism,” and it scored alpha = .835, which is deemed reliable (anything >.7 is accepted as reliable). The ‘effects of absenteeism’ Cronbach’s alpha = .792, which indicates that this is a reliable measure. The scores from these four items are averaged to get the composite score. The following tables present a significant agreement or disagreement regarding the statements explained after the tabular presentation.

The following tables present a significant agreement or disagreement regarding the statements explained after the tabular presentation.

Table 1 One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Poor supervision at work causes absenteeism	41	3.51	1.247	.195
Financial challenges cause absenteeism	41	3.76	.916	.143
Marital challenges cause absenteeism.	40	3.80	1.018	.161
Substance abuse causes absenteeism	41	4.29	.844	.132
Childcare problems cause absenteeism	40	3.50	1.086	.172
Transportation	41	2.90	1.200	.187

	N	Mean	Std. Deviation	Std. Error Mean
Problems causes absenteeism				
Organisational culture causes absenteeism	39	2.51	1.233	.197
Leadership style causes absenteeism	39	3.13	1.196	.192
Poor managerial communication causes absenteeism	40	3.03	1.143	.181
Stress causes absenteeism	41	4.24	.767	.120
Aging and fatigue causes absenteeism	36	2.33	1.265	.211
Lack of job satisfaction causes absenteeism	40	3.05	1.218	.193
Workload causes absenteeism	41	2.68	1.150	.180
Poor working conditions causes absenteeism	41	2.98	1.193	.186
Night work	41	2.34	1.109	.173

Table 1 shows the statistical t-test results of the statements and the level of agreement or disagreement with the statements as noted from a statistical viewpoint. The results revealed that absenteeism is caused by poor supervision at work ($M=3.51$), $t(40) = 2.627$, $p=.012$. The findings are supported by Chauke (2007), who found that the habitual pattern of absence from a duty or obligation is caused by poor supervision at work, financial challenges, marital challenges, substance abuse, childcare problems, and stress. This indicates that the respondents are aware of the impact of poor supervision on attendance. The results also revealed that absenteeism is caused by financial challenges ($M=3.75$), $t(40) = 5.285$, $p<.0005$. It is important to note that most of the respondents agree that financial challenges

cause absenteeism. According to Cortese (2003), finance is one of the causes of absenteeism among security officers. This, therefore, agrees with the findings of this study. The results also revealed that marital challenges (M=3.80) $t(40)=4.971, p<.0005$. Many respondents consider marital challenges to be significant in causing absenteeism. The results also revealed that absenteeism is caused by substance abuse (M= 4.29), $t(40)=9.808, p<.0005$. Dhlewayo, Bello, and Mofokeng (2021) point out that one of the reasons behind the absenteeism of security forces is substance abuse, which calls for management to focus on substance abuse as a cause of absenteeism. The results also indicated that absenteeism is caused by childcare problems (M=3.50) $t(40)=2.912, p=.006$. The results also indicated that absenteeism is caused by stress (M=4.24) $t(40)=10.378, p<.0005$. There is, however, a significant disagreement that absenteeism is caused by organisational culture (M=2.51) $t(40)= -2.468, p=.018$; age and fatigue (M=2.33), $t(40)= -3.162, p<.0005$; workload (M= 2.68), $t(40)= -1.766, p= -.317$; and night work (M=2.34), $t(40)= -3.804, p<.0005$.

Table 2

	N	Mean	Std. Deviation	Std. Error Mean		
Effect organisation	41	3.9634	.94466	.14753		
Effect individual	41	4.2093	.52146	.08144		
Test Value = 3						
					95% Confidence Interval of the Difference	
	T	Df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Effect organisation	6.530	40	.000	.96341	.6652	1.2616

Effect individual	14.850	40	.000	1.20935	1.0448	1.3739
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The sample statistics and the one sample test show that absenteeism affects the organisation as well as the individual as follows: Organisation (M= 3.9634), t (40) =6.530, p<.0005; Individual (M= 4.2093). t (40) =14/950, p<.0005.

Table 2 One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Absenteeism affects individual’s work outputs	41	4.15	.615	.096
Absenteeism affects co-workers	41	4.05	.773	.121
Absenteeism affects group work	40	4.10	.744	.118
Absenteeism affects organisation management	41	4.00	1.000	.156
Absenteeism affects union-officers	41	2.83	1.377	.215
Absenteeism affects families	41	3.88	.900	.141
Absenteeism affects society	41	3.66	1.196	.187
Absenteeism affects work productivity	41	4.54	.552	.086
Absenteeism affects labour cost	41	3.93	1.058	.165

Absenteeism affects work morale	41	3.95	.947	.148		
					95% Confidence Interval of the Difference	
	T	Df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Absenteeism affects an individual's work outputs	11.938	40	.000	1.146	.95	1.34
Absenteeism affects co-workers	8.687	40	.000	1.049	.80	1.29
Absenteeism affects group work	9.348	39	.000	1.100	.86	1.34
Absenteeism affects organisation management	6.403	40	.000	1.000	.68	1.32
Absenteeism affects union-officers	-.794	40	.432	-.171	-.61	.26
Absenteeism affects families	6.248	40	.000	.878	.59	1.16
Absenteeism affects society	3.526	40	.001	.659	.28	1.04

Absenteeism affects work productivity	17.819	40	.000	1.537	1.36	1.71
Absenteeism affects labour cost	5.609	40	.000	.927	.59	1.26
Absenteeism affects work morale	6.429	40	.000	.951	.65	1.25

The results in Table 3 show that absenteeism significantly affects individual work output ($M=4.15$), $t(40)= 11.938$, $p<.0005$. The results also indicated that absenteeism affects co-workers ($M=4.05$), $t(40)=8.687$, $p<.0005$. The study, therefore, suggests that absenteeism affects people whom employees work within their role as workers. This finding is supported by De Klerk and Mostert (2010), who state that absenteeism affects colleagues or people in the same profession, especially a peer within that profession. The findings of the study revealed that absenteeism affects group work ($M=4.00$), $t(39)= 9.348$; $p<.0005$. This, therefore, shows that most respondents agree that absenteeism affects the work done by a group of employees in collaboration. This finding is supported by Tiwani (2014), who states that absenteeism affects the art of getting people together on a common platform to make them work towards a common predefined goal. The results of the study indicated that absenteeism affects families ($M= 3.88$). $t(40) = 6.248$, $p<.0005$. The findings of the study revealed that absenteeism affects work productivity ($M=4.54$), $t(40)= 17.819$, $p<.0005$. This means that absenteeism affects the ability of the organisation to have optimum use of resources through meticulous planning and control at the workplace. The study found that absenteeism affects society ($M= 3.66$), $t(40)=3.526$. $P<.0005$. The finding implies that absenteeism has an effect on society or the aggregate of people living together in a more or less ordered community. The study found that absenteeism affects labour cost ($M=3.93$), $t(40)= 5.609$, $p<.0005$. The findings revealed that absenteeism affects morale ($M=3.95$), $t(50)=6.429$, $p<.0005$. This finding implies that absenteeism affects employees' confidence and cheerfulness.

5. Discussion

The findings of this study revealed that absenteeism is caused by poor supervision at work, financial challenges, marital challenges, substance abuse, childcare problems, and stress. However, the results indicated that organisational culture, age, fatigue, workload, and night work do not cause absenteeism in employees. The findings are supported by a study carried out by Imran, Ali, and Khan (2022), who studied factors affecting employee absenteeism at the workplace and found that absenteeism is significantly linked to job ambiguity and job stress. However, a study conducted by Grigore (2020) on factors contributing to work-related absenteeism found that organisational factors do have a significant impact on absenteeism as managers offer support when employees encounter challenges. The results of this study were in tandem with the study carried out by Ratnayake and Udawatta (2021) on factors that influence the absenteeism of employees, which found that factors such as wages and bad relationships with supervisors contribute to absenteeism. However, the results of the study were contrary to Medina-Garrido, Biedma-Ferrer, and Sánchez-Ortiz (2020), who studied well-being and absenteeism and found that work-family policies (WFP) have no direct effect on absenteeism. The study's results align with Mukwevho, Nesamvuni and Roberson (2020), who studied factors impacting employee absenteeism and found that absenteeism is mainly due to family responsibilities, including childcare. Other causes identified were strikes, fatigue, transport problems, and genuine illness. Noura, Hawra, Ahlam and Roua (2020) studied the causes of absenteeism among nurses and found personal and family problems, health problems, no cooperation from a supervisor, and stress. Mat, Mohd, Mohd and Muhamad (2020) studied unplanned absenteeism and found that it is caused by a lack of staff support. Alreshidi, Alaseeri and Garcia (2019) studied factors influencing absenteeism and found that health problems, working environments, family problems and stress are key issues that cause absenteeism. However, Tracera, Dos, Nascimento, Sousa, Portela and Zeitoune (2020) studied factors associated with absenteeism and found that sociodemographic and occupational characteristics were not significantly associated with absenteeism. Ribeiro, Fernandes and Lopes (2019) studied absenteeism and job

satisfaction and found no statistically significant correlation between job satisfaction and absenteeism. The results of previous studies were conflicting. Hence, the findings of the current study settle the debates about the causes of absenteeism. In addition, no previous study covered the issue of absenteeism in security sector entities. Therefore, the current study extends the body of knowledge in the area of absenteeism.

The study revealed that absenteeism negatively affects individual work output, co-workers, group work, families, society, work productivity, labour cost, and morale. This finding is supported by Karimbil (2019), who studied employee absenteeism in today's workplace and found that absenteeism causes losses in productivity and organisational performance. DeVaro (2022) conducted a study on performance pay, working hours, and health-related absenteeism and found that well-known productivity enhancements from performance pay are dampened by exhaustion-induced absenteeism stemming from additional working hours. Faramarzi, Javan-Noughabi, Tabatabaee, Najafpoor and Rezapour (2021) carried out a study on the productivity cost of absenteeism and found that gender (male), age (> 50 years), employment type (non-permanent), and monthly income had a positive relationship with the absenteeism cost. Faramarzi, Javan-Noughabi, Tabatabaee, Najafpoor and Rezapour (2021) carried out a study on the productivity cost of absenteeism and found a negative significant relationship between absenteeism cost with job and work experience. Silva, Ramos, Brito and Ramos (2020) carried out a study on diagnostic analysis of absenteeism and found that most absenteeism occurs in production areas. The study, therefore, suggests that absenteeism affects people whom employees work within their role as workers. De Klerk and Mostert (2010) found that absenteeism affects colleagues or people in the same profession, especially a peer within that profession. This, therefore shows that most of the respondents agree that absenteeism affects the work done by a group of employees in collaboration. This finding is supported by Tiwani (2014), who found that absenteeism affects the art of getting people together on a common platform to make them work towards a common predefined goal. This means that absenteeism affects the ability of the organisation to have optimum use of resources through meticulous planning and control at the workplace. Many

respondents agree that absenteeism affects the basic unit in society, traditionally consisting of two parents rearing their children or any other social unit that differs from but is regarded as equivalent, the traditional family. The finding implies that absenteeism has an effect on society or the aggregate of people living together in a more or less ordered community. Absenteeism affects work productivity. This finding is confirmed by Cohen and Golan (2007), who found that absenteeism affects the cost of labour in terms of the wages, benefits, and payroll taxes paid to and for employees who are not at work. The cost affected can be divided into two categories: direct and indirect labour costs. This finding implies that absenteeism affects employees' confidence and cheerfulness. Wilcox (2008) found that absenteeism affects the spirit of employees, which makes them want to succeed. This means that absenteeism affects one's sense of well-being, which comes from confidence, usefulness, and purpose. Nevertheless, the previous studies covered the subject of absenteeism in the context of the health sector. Hence, the results of this study provide new knowledge in the security sector.

6. Conclusion

The objectives of this study were achieved since the causes and effects of absenteeism were found. The study found that the key causes of absenteeism include poor supervision at work, financial challenges, marital challenges, substance abuse, childcare problems, and stress. Therefore, employers need to focus on the aforementioned factors to address the scourge of absenteeism in the organisation. The study revealed that it negatively affects individual work output, co-workers, group work, families, society, work productivity, labour cost, and morale. However, the study was conducted in the province of KwaZulu-Natal. This is, therefore, a limitation, as a varied response could have been received if it was done throughout the country's provinces. Another limitation is that the study was mainly done in the branch in the city of Durban, which limits the response that could have been received more widely. The study used a quantitative approach to collect data. If it had used a mixed-method approach, it could have provided an ideal opportunity for a wide-ranging response to be achieved. Nonetheless, the study permitted the respondents to understand

established absenteeism principles tested using a quantitative approach.

Implications for the Study

There is a need for management to deal with the personal issues of employees by engaging other capable organisations and individuals that enable these to be attended to. For members with a problem of drug abuse, it would be recommendable that rehabilitation agencies are liaised with alongside religious organisations to motivate and enable members to receive their required deliverance. This should be coupled with management's motivational capacity regarding personal development. Management should also develop relationships with the employees, responsible agencies, or organisations to allow them to conduct meetings and workshops with the members of the force. There is a need for agencies and any organisations to be guided on the kind of linkage between personal development and the value of being present at the workplace regularly. This may be an additional measure besides other administrative measures that management uses in dealing with absenteeism. Dealing with stress is something that can best be handled by psychologists and religious organisations. Since it's a factor that could lead to absenteeism, an earlier plan to deal with it holistically through management's policies can be beneficial. Management's ability to deal with these issues is equally important, and, even as the respondents pointed out, poor supervision can lead to absenteeism. This, therefore, calls upon management to develop a policy of checking up on the appropriateness of the available management mechanisms in the workplace to see if they need to be improved. It is also recommendable that management seeks industry experts and academic pointers to deal with the personal and organisational causes of absenteeism. By involving academics and industry experts, the police organisation undertakes the measures that are tested and can be useful in developing a lasting solution that shall save the organisation from losing its ability to provide the service that is desired. This service improves the public image of the force and garners support from funders and supporters.

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