THE IMPACT OF ABSENTEEISM ON THE PRIVATE SECURITY INDUSTRY IN GAUTENG PROVINCE, SOUTH AFRICA

By

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RESEARCH REPORT

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DECLARATION FORM

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I declare that THIS DISSERTATION (THE IMPACT OF ABSENTEEISM ON THE PRIVATE SECURITY INDUSTRY IN GAUTENG, SOUTH AFRICA) is my own work and that all the sources that I have quoted have been indicated and acknowledged by means of complete references.

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EXECUTIVE SUMMARY

Absenteeism is a grave problem in the workplace in South Africa. One can expect that the impact and patterns would differ from one sector to another. For instance the seriousness of absenteeism in a hospital or the security sector would not be the same as for a coffee shop or being absent from a school. However, absenteeism needs to be addressed in all sectors of the economy since it leads to losses in production and output, as well as a reduction in profits in many South African companies. This study explores absenteeism only in the security industry in Gauteng Province. The personal experiences of practitioners and managers regarding absenteeism, its extent and the impact in this province were examined during the research undertaken for this project.

The aims of this study were largely the following:
- To determine the main causes and reasons given for the current level of absenteeism among contract security personnel in the private security industry in Gauteng;
- To see whether gender and employment grade contribute towards the absence of security officers during working hours;
- To find out whether security officers routinely submit a sick note after being absent;
- To ascertain management practices and responses to combating absenteeism, and
- To identify what can be done to reduce absenteeism.

The main research instrument used was a questionnaire. Some experienced academics were interviewed prior to administering the questionnaires to respondents in order to provide expert opinion and advice regarding this problem. Two different questionnaires were prepared, one for managers and one for security officers. The questionnaire had both closed-ended and open-ended questions. Three hundred questionnaires were distributed to security officers in the Gauteng region, and one hundred to security managers. The questionnaires for the managers had 48 questions while those for the security officers contained 38 questions. Those academics and security managers interviewed all agreed that absenteeism is a workplace problem in the country, a problem that currently has not been investigated in

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sufficient detail. They accepted that a formal study of this nature would be worthwhile doing in the private security industry.

Furthermore, a literature review was undertaken while a close analytical examination of the various concepts being used in the research was also done. The literature provided the theoretical base to which the study was able to link the collected information from the empirical part obtained by means of the questionnaires. The sources for the literature review consisted of books, journals, the internet and newspaper articles.

The research established various causes of absenteeism in the industry, with the main ones being:
i)   Poor salaries
ii)   Long working hours
iii)   Poor communication with immediate supervisor
iv)   Transport problems
v)   Poor working conditions
vi)   Family problems, and
vii)   Boredom

The exploration done in this research was intended primarily to determine ways to address absenteeism. The ideal solution would be to reduce and ultimately prevent absenteeism. As a result and emanating from the research findings a number of recommendations were formulated and directed to the industry as a whole, while others were directed towards the security managers, and lastly some to the security officers themselves.

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Chapter One

MOTIVATION FOR THE RESEARCH AND RESEARCH METHODOLOGY

1.1 Introduction

This study focuses on the extent and impact of absenteeism by security officers in the Private Security Industry in Gauteng; the causes of absenteeism, and how this absenteeism can be prevented. It also tries to determine whether security officers routinely submit sick notes after being absent from work. The research also attempted to determine whether sick notes submitted from traditional healers are considered valid by employers. The data in this research report were gathered by means of literature review, questionnaires and semi-structured one-on-one interviews.

South Africans are making greater use of private security services companies than ever before in order to protect themselves and their assets because of increased feelings of insecurity (Pillay & Claase-Schutte, 2004: 6). The industry is growing rapidly and employs thousands of people Pillay & Claase-Schutte (2004: 6). If the industry employs such a large number of people why then is absenteeism a problem? It is a common perception that the notoriously low pay, poor benefits and stark working conditions in the private security industry are a major cause of absenteeism. The question this statement begs is simple, is this true? This study attempts to find out the answer to this question.

Absenteeism is unpleasant, both to the employee and the company since it has a harmful impact leading often to the loss of contracts (e.g. for guarding) and results in the greater unemployment of many people. Unless and until the issue of absenteeism is brought to the closer attention of the Security Industry as a whole, absenteeism will continue to be a major problem for this industry.

The security industry is growing faster than expected not only in South Africa but also all over the world. People and organisations are turning to private forms of security to protect themselves and their possessions because of the increasing levels of crime in South Africa (See Minnaar, 2005, for an overview of the growth and size of the private security industry). Therefore if guards are absent from their respective posts, assets of companies and private go unprotected and therefore vulnerable to theft.

1.2 Background to the growth of the private security industry

Private security industry is growing rapidly and this was noticed by the state in the 1980s.This growth led the government to encourage the industry to establish a regulatory body for the better control of this industry. As a result the Security Officer's Board (SOB) was established in 1989.This Board was set up in order to control the security officers and protect the status of security officers. This Board ensured that all security service providers as well as security officers were registered with this body (Minnaar 2007:6).

The private security industry in South Africa has grown rapidly over the last twenty odd years. In 1990 private security in South Africa was valued at R1.2 billion, in 1997 this figure was put at R6 billion, and by 1999 it had reached an estimate R9 billion. In January 2004 this value was estimated to be R14 billion (Minnaar 2007:3). The latest estimated done by Private Security Regulatory Authority (PSIRA) in March 2007 put the estimated annual turn over of the industry in excess of R30 billion. The guarding sector is the largest sector. By the end of March 2007 the whole private security industry had approximately 900 000 persons registered with PSIRA – of whom 301 584 were deemed to be "active" - compared to 1999–2003 where 102 168 persons were registered as security officers (Minnaar 2007:4-5). According to Minnaar (2007:5) the majority (51%) of these registered active security practitioners reside in the Gauteng Province (where the research took place).

1.3 Problem statement and rationale for the research

In this study, reference to one gender (often "he" or "him") includes the other gender unless otherwise stated. Tonnello (2005:18) states that it is a common expectation that high workloads, low pay and poor benefits will be the major causes of absenteeism. However, Tonnello indicates that in numerous employee surveys absenteeism has generally been

identified as a symptom of low job satisfaction, sub-standard working conditions and consistent negative and unfair treatment dished out by first-line supervisors.

Moreover, according to Tonnello (2005:19), some human resource specialists have found that repetitive; boring jobs coupled with uncaring supervisors and/or physically unpleasant workplaces are likely to lead workers to make up excuses for not coming to work. Managers in fact have to ask themselves the question of how much formal training their supervisors have received with regard to dealing with and managing any reduction in absenteeism. If their answer is none or very little, they really need to find the solutions and implement specific measures and strategies to deal with this problem.

In general, absenteeism has a serious impact on individual organizations as well as on the community (Claase-Schutte & Pillay 2004:122). There are various categories in which the impact of absenteeism can be placed. These are discussed below.

1.3.1 Organisational impact

According to Orrick (2004:3) absenteeism reduces the effectiveness and efficiency of a specific security department experiencing absenteeism. The affected department's operations become less effective since supervisors have to reassign the duties of the absent employee to other staff.

This results in less time being available for security staff to answer calls from the public for service or to focus on proactive and preventive duties. Furthermore, it places an additional workload on the remaining staff on duty since if there is no additional staff on standby to which such absentee's duties can be assigned to; these have to be shared by the remaining staff on duty.

1.3.2 Financial impact

With regard to the financial impact Orrick (2004:4) indicates that absenteeism can lead to loss of income, productivity, service delivery and client dissatisfaction and this can result in the loss of contracts since the clients are reluctant to continue hiring or contracting a company that has a consistently high rate of absenteeism.

1.3.3 Ethical impact

Orrick (2004:4) states that when employees are repeatedly absent without valid reasons it reflects poorly on their integrity, honesty and work ethos. Overall this diminishes the confidence that fellow employees, supervisors and employers have in the absent staff member's ability and commitment to fulfill their work duties honestly.

1.3.4 Interpersonal impact

Continued absence can lead to interpersonal problems with those employees (colleagues) who have to work double shifts in order to cover a repeatedly absent security officer's job responsibilities, in addition to their own responsibilities. Knowing that a person continues to be absent, and that the supervisor does not take any action to discipline the employee, can lower the morale of the employees (who are not absent) and result in the company suffering additional losses (Orrick 2004:4).

1.3.5 The troubled employee

The National Institute of Ethics (NIE) (United States (U S) has found that security officers who are often absent from work can be a symptom (indication) of a troubled employee (Orrick 2004:5). The NIE found that some employees, driven by feelings of entitlement, justify their absence as being deserved because of perceived mistreatment by security companies or their immediate superiors. However, such behaviour can also be an indication of other problems, e.g. emotional or domestic, stress or financial difficulties.

1.4 Research question

With the above broadly defined categories of the impact of absenteeism in mind the following research questions were formulated for this study.

- What are the main causes of absenteeism?
- What can be done to reduce absenteeism?
- What are the real causes of absenteeism?

1.5 Aim and objectives of the research

1.5.1 Aim of the research

The aim of this study was to explore the causes of absenteeism in the security industry in the Gauteng Province of South Africa. In order to accomplish this aim, a number of objectives needed to be formulated for this study. These objectives were formulated as follows:

1.5.2 Objectives of the research

- To determine the main causes or reasons for absenteeism of security officers in the private security industry (in Gauteng).
- To determine if security officers routinely submit a sick note after being absent.
- To gain an understanding of the needs of the security officers for more effective management of the problem of absenteeism in the industry.
- To determine if security managers and officers have a common understanding about the causes (factors) surrounding absenteeism.

1.6 Key theoretical concepts

1.6.1 Security officer

According to the Private Security Industry Regulation Act (No. 56 of 2001), "a security officer is any natural person who is employed by another person, including an organ of State, and who receives or is entitled to receive from such other person any remuneration, reward, fee or benefit, for rendering one or more security services".

1.6.2 Private Security Industry

Private Security Industry means "the sector in which employers and employees are associated for the purpose of guarding or protecting a fixed property, premises, goods and persons" (Private Security Industry Regulation Act No. 56 of 2001).

1.6.3 Security

According to the Oxford dictionary (1994:725), security means the safety of a country, company or individual against espionage, theft or other danger and risk.

1.6.4 Absenteeism

According to Levy and Associates (2004:15) the term absenteeism describes the incidence of frequent absence from work over and above normal leave provisions.

1.6.5 In-house security

In-house security are those security officers directly hired and controlled by the company or organisation, whereas contract services are outside firms or individuals who provide security services for a fee (Hess, 1996:37).

1.6.6 Contract security

Security officers that are registered with the Private Security Regulatory Authority (PSIRA) and employed by the private security industry, and who are contracted to perform their duties in both private and public sectors. They differ with in-house security in that in-house security protects the assets of the company for which they are employed (as company staff).

1.6.7 Private Security Industry Regulatory Authority (PSIRA)

Is a statutory body whose primary objectives are to regulate the private security industry and to exercise effective control over the practice of the occupation of security service provider in the public and national interest and in the interest of the private security industry itself (See www.sira-sa.co.za and the Private Security Industry Regulatory Authority (PSIRA) Act 56 of 2001 (Government Gazette No 23051:14).

1.7 Research methodology

1.7.1 The value of the research

The intention of this section is to outline the importance of this research. It provides relevant contexts in which the study is of particular significance and possible value to the private security industry as a whole.

1.7.2 The value to the institution

Currently only limited research has been undertaken on the South African private security industry due to previous perceptions that security was not a skilled vocation. Some studies

on various aspects of the industry have been completed by the Department of Security Risk Management at the Florida Campus of the University of South Africa (UNISA). However, there are a number of issues to be pursued through further research. This study will hopefully contribute to the existing body of research knowledge for this specialized discipline.

1.7.3 Value to the students

The students who have enrolled for the National Diploma in Security Risk Management (mostly security officers) will benefit from the knowledge that they will gain while reading this dissertation which will be available in the UNISA library and will also be loaded on the Departmental website. By the time they reach management level they will be aware of absenteeism issues and will hopefully be assisted be able to deal with (and manage) these issues accordingly.

1.7.4 Value to the researcher

On a personal level, the researcher will gain research experience and make a contribution towards formulating possible solutions to the specific problem of absenteeism in the private security industry. UNISA also aims to publish the results.

1.7.5 Value to the private security industry

The Private Security Industry in South Africa will be able to use the results for the better professionalisation, in particular of the security guards sector, of this industry. Hopefully, this industry can implement the recommendations and develop countrywide guidelines and procedures to assist security companies to deal more effectively, in a legal way, with the issue of absenteeism.

1.8 Validity and reliability

The requirements for internal validity and reliability, as discussed by Welman and Kruger, (1999:100) were applied during all the research conducted. These requirements entailed the ensuring of the reliability of a research instrument or procedure and refer to the consistency of the measurement of some phenomenon over relatively short periods of time (Giacobbi 2002:60). In the words of Ary et al (1990:434) reliability also refers to when the research

instrument is administered several times under the same set of conditions, and then similar results should be obtained. Validity is when the researcher honestly measures what s/he has set out to do (Hussey & Hussey 1997:20). External validity is the degree to which the study findings can be generalized to the entire population (Thomas & Nelson 2001:30). Every effort was made to ensure that the collected data was valid and accurate while adhering to all ethical considerations.

In brief, proper care was taken in the formulation of research questions. The research questionnaire was checked for possible sensitivities. It was piloted to security officers working at UNISA, and regular discussions were held with Prof A. Minnaar (supervisor) regarding sensitive questions and the formulating of the questions themselves. Overall, the questions were formulated in such a way that the respondents would not feel intimidated. The respondents were not required to provide their names or any other form of identification. The respondents were also assured that the information collected would be treated confidentially, (i.e. respondents remain anonymous). The accuracy and reliability of the information collected was enhanced by conducting semi-structured interviews with a combination of closed and open-ended type questions at selected security companies in Gauteng until saturation levels were reached. (See annexure A for the questionnaire).

1.9 Ethical considerations

This section discusses the ethical considerations that accompanied this research. Ethical considerations in the research were addressed by adhering to the *Code of Ethics for Research at Technikon SA* (Technikon SA 2002:128-134). This was achieved by emphasizing those aspects of protecting the identity of respondents (anonymity).

All respondents were informed that the information received would be treated as strictly confidential. In addition, high standards in the research were maintained by means of focusing on implementing the proper referencing and acknowledgement of sources of information, avoiding the plagiarizing of any information and obtaining the consent from the managers of the companies and their permission to distribute questionnaires to security officers and line managers.

During the preliminary literature review the researcher indicated that for the research to effectively answer the identified research problem the focus would have to be on the questionnaire questions and semi-structured interviews. The researcher was able to formulate the questions that were to be included in the questionnaire because the researcher was personally familiar with the South African Private Security Industry having worked as a security officer for four years. The researcher is also involved with the day-to-day lecturing of security officers (students) who have enrolled for the National Diploma in Security Risk Management at UNISA.

1.10 Problems encountered during the research

1.10.1 Negative attitude towards completing the questionnaire

The researcher posted three hundred questionnaires to selected security companies registered with PSIRA. Only five percent (5%) of the companies responded, meaning that out of three hundred questionnaires that were posted, only fifteen were received back.

After failing to collect enough research information by means of the posted questionnaires, the researcher conducted additional fieldwork by physically approaching selected companies. The approach was done through management where the researcher asked permission from each manager of the selected companies whether the questionnaires could be hand distributed to selected members of their security staff.

Many of the managers, as well as security officers, were not willing to co-operate, since they said that too many questions were being asked (i.e. the questionnaire was too long). What bothered the researcher was that these questions asked by them were not for the clarification of the questions asked in the questionnaire but were rather along the lines of: "what are you going to do with this stuff?" In the researcher's view there was no need for questions like this because all the necessary details and description of the project were fully explained in the general covering letter accompanying the printed questionnaire.

Some of the respondents did, however, voice a complaint about the length of the questionnaire and that the open-ended questions required excessive writing (long detailed answers). They indicated that they were not interested in writing since it was a long time

ago that they had left school. This was a very negative attitude expressed by the respondents towards completing the questionnaire. Other respondents had complained that the questions needed a lot of thinking and reasoning for which they were not capable of since they were too busy thinking about the unsatisfactory conditions under which they worked.

However, not all the security officers were negative, some were of great help to the researcher and fully completed questionnaires were handed back to the researcher by them. As a result the information that was collected is of a reliable nature representing these respondents' own lived experiences and feelings drawn from their own work situations.

1.10.2 Geographical difficulties

The research was undertaken at security companies within the Gauteng Province, since this is the province in which the researcher is based in terms of residence and work. This province also has the largest number of registered security companies in South Africa. As a result the researcher did not encounter any grave difficulties due to the study location, although, not having a driver's license at the time of the field work, the researcher was dependent on either public transport or being driven by colleagues to research sites.

1.10.3 Uncompleted questionnaires

A number of returned questionnaires had sections left uncompleted, especially open- ended questions which were left blank. This made it difficult for the researcher to put together detailed information for these questions. This forced the researcher to undertake extra fieldwork by doing additional interviews in order to try and collect more information. Another problem that the researcher encountered being that most of the security officers that filled in the questionnaire had only either Standard Seven or Eight school qualification (Grade Nine or Ten). This low educational level often appeared to complicate matters for these respondents since they seemed unable to express themselves fluently enough. In some cases the researcher had to assume what the security officer (respondent) wanted or was trying to say. In some cases respondents had made use of one of the eleven official languages (outside of English) to try and express themselves. Some of the security officers withheld information because they thought that if they gave the researcher that information

the researcher would go back to their immediate supervisor and inform the latter of what the respondents were thinking and saying about them and the company. Their withholding of certain of the required information was based on the fear that they thought they would put their jobs at risk if this information was provided. However, it was clearly stated in the covering letter that the requested information (responses to questions in the questionnaire) would be confidential and no-one was asked to provide his/her name or any other form of identification.

All the above mentioned information regarding problems encountered did not prevent the researcher from continuing with the collection of the required information until the saturated phase was reached. This meant that all the information that the researcher needed was eventually collected.

1.10.4 Data collection methods and field work practice

The researcher requested from PSIRA the number (and contact list) of active companies registered with PSIRA in the Gauteng Province. After obtaining the list of registered companies the researcher randomly selected 250 big companies sited in Gauteng.

Most of the data was collected by means of two separate questionnaires. One questionnaire of 38 questions for security officers and one of 48 questions for security managers were drawn up. The questions were drawn up in such a way that it was hoped that every respondent would understand them despite his/her level of education (i.e. clear, simple and straight forward language used). The respondents were given sufficient time to complete the questionnaires since the researcher left the questionnaire with respondents in order to give them more time to complete the questions. (Examples of both questionnaires are attached as Annexure A.)

The collected data was then processed in order to:

- Determine the main causes and reasons given for the current level of absenteeism among contract security personnel.
- Find out whether security officers routinely submit a sick note after being absent from work.

- Ascertain management practices and responses towards combating absenteeism in their company.
- Find out what can be done to reduce absenteeism.

1.10.5 Selection of security managers for interviews

Security managers and security supervisors were randomly selected for interviews. After the researcher had verified whether the company was providing a guarding service the researcher would travel to the company and ask for permission to interview the manager. The researcher would then conduct face-to-face interviews with all the identified managers. All the managers that were interviewed agreed that absenteeism is a problem in the private security industry. Their views about the causes and prevention measures are included in Chapter Five.

The questions that were used to interview these managers are attached as Annexure B. One of the difficulties that the researcher encountered in undertaking the interviews with security managers was that operational managers were not always available or could not attend pre-arranged meetings. This meant that the researcher had to be flexible, and in order to interview certain selected persons several dates had to be booked until the interview could finally be conducted. In some cases, for the interview to be completed, the arranged meeting had to be rescheduled up to three times since the candidate was regularly called away to perform his/her duties at work.

A pilot study was conducted with twenty-nine security officers. All the questionnaires that were distributed were collected by the researcher and all were completed.

1.10.6 Number of completed questionnaires

Three hundred questionnaires were sent by post to the private security companies registered with PSIRA. Only five percent of the posted questionnaires were returned completed. Due to the poor response, the researcher had to physically distribute additional questionnaires to additional randomly selected companies. Forty questionnaires were distributed to each selected company for security officers and ten for managers. A total of one hundred and sixty-four questionnaires were completed by security officers and sixty-

two by security managers making it a total of two hundred and twenty-six completed questionnaires.

1.10.7 Number of one-on-one interviews

The researcher conducted five interviews with current or former security managers. These managers are Mr Isaac Dube, Mr Jacob Mofokeng, Mr Dawie Marten, Mr Jann Schoeman, and Mr Charles Rogers. The interviews were conducted at the place of work of each manager with an appointment first being made and the researcher then traveling to the manager's place of work. The information was collected by the means of written interview field notes.

1.10.8 Coding of information

One hundred and sixty-four questionnaires were collected from security officers. Sixty-two were collected from security managers. Two different master coding sheets were drawn up, one for security officers and the other for security managers. The idea was to analyse information from security officers and security managers separately in order to view what security officers and security managers feel about absenteeism. For the open-ended questions a sub-code sheets in the master code sheet were also drawn up separately from the yes-no or point-scale coding sheet. These coding lists were drawn into excel where all the related answers were grouped together. All the questions from both questionnaires were coded and recorded in excel spreadsheets before statistical analysis was applied to each set of coded question responses.

1.11 Conclusion

The aim of this chapter has been to provide the reader with a wider understanding of the way in which the research was conducted. The researcher attempted to ensure the validity and reliability of the research information collected in the course of the study. All ethical considerations ranging from plagiarism, correct referencing of all information sources to the drawing up of the questions that did not intimidate or lead the respondents and that were created in a simple and straight forward manner were taken into account. Since the questions were structured with a low level of difficulty this helped the researcher to gain

much relevant information from the respondents (pitched at a specific level of educational qualification and literacy).

Certain difficulties were encountered by the researcher. These included for instance distributing thirty questionnaires to a specific company; only to find out when collecting them that not even one questionnaire had been completed. Irrespective of these kinds of problems encountered the majority of the information was collected by means of questionnaires, the literature review and one-on-one interviews.

An overview of the security industry in Gauteng was discussed. The background and rationale for the research included brief mention of the organisational, financial, ethical and interpersonal impact and the role of the troubled employee. The main research questions that the study sought to answer, namely: what are the main causes of absenteeism; what can be done to reduce absenteeism; and what are the reasons given by security officers for their absence from work; were outlined. The aim and objectives of the research was set out primarily as being to explore the causes of absenteeism in the security industry in the Gauteng Province. Furthermore, the objectives of the research were to determine the main causes or reasons for the absenteeism of security officers in the private security industry in Gauteng; to determine if security officers routinely submit a sick note after being absent; to gain an understanding of the needs of security officers for more effective management of the problem of absenteeism in this specific industry and to determine if security managers and officers have a common understanding about the aspects surrounding absenteeism. The key theoretical concepts were also discussed as well as the value of the research to the institution; to the student; to the researcher and to the private security industry. The chapter then concluded with a look at research problems encountered and research methods that were used to collect the necessary information, how the collected information was coded and how the validity and reliability of this collected information/data was ensured.

Chapter Two

LITERATURE REVIEW:

ABSENTEEISM – DIFFERENT TYPES, CAUSES, IMPACT AND PROBLEMS IN DEALING WITH IT

2.1 Introduction

According to King (2005:19) publisher of the journal *Security Focus* as at mid-2005 it was estimated that the overall security industry in South Africa (commercial, industrial and domestic) had an annual turnover in excess of R40bn. According to the chairperson of the Security Industry Alliance (SIA), Steve Conradie, in 2005 there were 283 700 active security officers and 4 200 security businesses registered with Private Security Industry Regulatory Authority (PSIRA). This number has increased to 900 000 persons currently registered with PSIRA of which 301 584[1] are deemed to be active security officers. Additionally there are 4 833 registered security providers (companies) of which 1 939 are registered security companies in Gauteng (Minnaar 2007:10).With this information in mind the question that arises is: Does the industry cater for its employees in terms of working conditions, salary and transport problems, etc. This chapter seeks to identify the reasons and causes given by security officers for being absent from work and seeks the recommendations on what can be done to reduce this absenteeism.

The private security industry has grown in size and scope, particularly over the last twenty years. Their work is increasing because individuals and companies are making more effort to protect themselves and their properties through the use of security equipment or manned guards. However, absenteeism is a problem in the private security industry. Management of security companies need to be proactive in order to reduce absenteeism in the workplace. Ideally they should aim to make conditions of security work more attractive, and also make

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[1] Information obtained from the Private Security Industry Regulatory Authority (PSIRA) website www.sira-sa.co.za accessed on 8 June 2007.

efforts to satisfy the needs of their employees. Improving all this would go far towards helping companies themselves to better serve their clients who make use of their services Naidoo (2005:10) puts it as follows: South African security companies are losing more than R23m annually due to absenteeism in the work place. If this loss estimate is accurate it would represent a definite indication that absenteeism is a fairly serious problem in the work place.

Absenteeism is difficult to deal with at the best of times since employees can simply produce a doctor's certificate (sick notes). These can be, and at times are, forged. This then should be the primary question asked by managers when presented with sick notes: How valid is the presented doctor's certificate? Within the context of absenteeism and for this particular study a further question that needs to be posed is: Why do security officers stay away from their work stations? Accordingly this study sets out to find out the causes of this absenteeism, as well as how it can be prevented (reasons).

The further question that can be asked is: Why would security officers, given the nature of the type of work they do, stay away from their work station? This study will try and find out the impact absenteeism has on the Private Security Industry per se, as well as how it can be prevented. A further complication in South Africa has been the fact that some of the security officers produce sick notes from traditional healers (*inyangas* or *sangomas*[2]). Again the question arises: How valid are such sick notes? Will employers accept sick notes from traditional healers? According to Strydom (2006:1) traditional healers will be able to issue medical certificates to employees for the purpose of sick leave once the Traditional Health Practitioners Bill is passed and implemented. In terms of this Bill traditional healers will need to be registered with the Department of Health and would then be able to act as a traditional healer (i.e. indigenous medical practitioner). However, there are concerns about the monitoring of sick notes from traditional healers and increased costs to companies because in some cases employees can be granted long sick leave by a traditional healer in

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[2] *Inyanga or sangoma*, also called a traditional healer, is an indigenous African healer who administers medical assistance from a cultural perspective using natural ingredients or in some cases will ask the ancestral spirits to intervene (See Minnaar et al 1992 for more detail).

order for the latter to perform his/her healing rituals and this can be costly in terms of lost working days to a company.

2.2 Absenteeism

A SAPA (2005:9) report indicated that sick leave costs South Africa millions of rands per year. According to Neil Lilford, managing director of HWH (Health Wealth Happiness), an employee benefit and services risk company, absenteeism can never be eradicated, but it can be managed, starting with an understanding of the causes (SAPA 2005:9). Management must accept that absenteeism can never be totally eliminated. However, that is not to say it is not an important function of a supervisor to monitor and control absenteeism amongst his/her subordinates. As with time-keeping, a high level of absenteeism is a very real cost factor to the company. It could mean having to carry extra workers to cover for those who are absent, rescheduling production runs and hiring extra labor to cater for gaps, or paying overtime to make up production shortfalls.

Absenteeism may be exhibited in a number of ways. The most obvious example of absenteeism is that of unauthorised absenteeism. This is in fact the easiest form to identify, and would be where the employee does not come to work at all. In this situation, the employee has not presented himself for duty, and has done so without permission, i.e. an unauthorized absence.

Another form of absenteeism would be where the employee manages to get to work, but then cannot be found after he has clocked in. He is there, but where is he? This type of absenteeism is noticed during the course of the day, when employees leave their work station for one or other reason, again without permission.

Poor time keeping or lack of punctuality is also a form of absenteeism. Here the employee comes to work, but arrives late, or he comes on time but slips off early. Or perhaps he/she comes back late from lunch or tea breaks or starts them before he/she should. There are unfortunately probably almost as many types of absenteeism as there are absent employees.

According to Nel (2001:549) the three main different categories of absence are, namely: sick absence, authorized absence and unexpected absence. These three are discussed below:

- *Sick absence:* This occurs when a person is absent due to a reported illness, whether the illness is genuine or not. A company's policy will usually state at what stage a medical certificate is required, e.g. after two days off.

- *Authorized absence*: This occurs when the employee is absent for any reason other than illness, and it is accepted by management. Employees should be encouraged to seek permission beforehand if the situation allows for it. Most security companies will accept such absences if the security officer calls in before the absence so that they can timeously arrange for a reliever/replacement officer.

- *Unexcused absence:* This is when an employee is absent without permission and does not even inform the employer of such unauthorized absence. This is considered as unacceptable and should not be tolerated by company management. Disciplinary procedures are usually used to handle this problem.

2.2.1 The concept of absenteeism

Simply put, unauthorized absenteeism occurs when an employee is not where he should be during working hours. In other words, he is absent from the workplace or at the place where he/she has been posted.

Absenteeism is undesirable for employees, their colleagues and employers. It impacts on company profitability and on productivity, service delivery efficiency, work ethic, labor relations, worker co-operation, profits, trust between fellow workers and with supervisors (management) and company owners (Levy & Associates 1994:12). For this study, it is therefore important to expand and broaden the understanding of possible causes and reasons as well as the recommendations on what can be done to prevent this absenteeism.

Absenteeism can cause overtime, late deliveries, dissatisfied customers and a decline in morale among workers expected to cover for absent colleagues. Tonello (2005:1) states that an absence from workplace refers to the time when a team member is not on the job during scheduled working hours, except for a granted leave of absence or holiday. A contract of

employment is a component of the employer/employee relationship. Some employees disappear from work for up to almost three hours, they disappear to such an extent that this cannot be referred to as normal absenteeism or desertion of their posts. Ordinary absenteeism would be when an employee is absent (stays away) from work for a short period of time and reappears to give an explanation (or an excuse which can be an invented (made up one) to the employer as to where he/she has been and/or why he/she was absent.

An employment relationship begins with a contract between the employer and the employee. It can be verbal or written. In terms of the contract the employee undertakes to render his services to the employer on agreed times and at an acceptable wage (salary). Similarly, the employer will undertake to pay the employee a certain amount of money with a specified number of days for leave per annum, as well as how many days off sick in total an employee could take in one year for service rendered (Tonnello 2005:2).

Money is a major factor that leads to loyalty and commitment to work. The question pertinently put in the South African context is: Are security officers being paid a 'living wage' that can ensure their commitment to their work, or are they paid such unattractive/poor salaries that lead them to steal (if there is an opportunity) from their own company. Cooper (2000:3) identifies anxiety, bullying and burnout as a result of working long hours or working without rest days, as some security companies practice, as some of the prime causes of absenteeism.

2.2.2 Number of ways of being absent

There are two general types of absenteeism, each of which requires a different type of approach in dealing with them, namely: innocent absenteeism and culpable absenteeism.

2.2.3 Innocent absenteeism

Innocent absenteeism refers to those cases where employees are absent for reasons beyond their control, such as sickness, injury and death of a close relative (Levy & Associates 1996:20). Innocent absenteeism is not culpable or deliberate, which should therefore not lead to blame or be construed as an offense or transgression of company conditions of work. In a labour relations context, and of course through simple analysis, innocent

absenteeism cannot be remedied or treated effectively by any form of disciplinary measure. This means that before the manager can take any disciplinary measures a thorough investigation should first be conducted to find out whether the absence was beyond the security officer's control.

2.2.4 Culpable absenteeism

Culpable absenteeism refers to employees who are absent without authorization for a reason or reasons which are within their control (Levy & Associates 1996:22). For instance, an employee who is on sick leave even though he/she is not sick is guilty of absenteeism. To be culpable is to be blameworthy. In a labour relations context this means that if the security officer, after an investigation, is found to have been not sick he/she can be disciplined for that.

There are a number of ways in which absenteeism can show itself in the workplace. Levy & Associates (2004:18) indicates that the easiest way to identify unauthorized absenteeism is where the employee does not come to work at all. In this case the employee has not reported for duty and has done this without permission.

Security officers are not always punctual in arriving for work because they use the train and/or min-bus taxis to get to work; they often stay far from their work places, and their shifts start early and they therefore have to clock in very early in the morning. Under such circumstances they usually have to wake up at three o'clock in the morning in order to catch the first train and they are the last people to knock off duty i.e. they are usually compelled to work a twelve-hour (six-to-six) shift. This results in poor time keeping between tea and lunch breaks where the security officer will take longer tea and lunch breaks (the long hours they work often make them feel entitled to such). This becomes a very big problem since when they abuse these tea and lunch breaks they are sometimes charged with desertion of their posts or dereliction of duties which can lead to dismissal.

Absenteeism is undesirable for employees, their colleagues and employers. It is therefore important to improve/expand insight into possible causes, especially work-related ones.

Innocent absenteeism is not blameworthy and therefore disciplinary action is not justified. It is obviously unfair to punish someone for conduct which is beyond his/her control.

Absenteeism, no matter what the cause, incurs losses for the employer who is also not at fault. The damage suffered by the employer must be weighed against the employee's right to be sick. However, there is a point at which the employer's right to expect the employee to attend regularly and fulfill the employment contract will outweigh the employee's right to be sick. At such a point the termination of the employee may be justified.

This study attempts to determine the real causes of absenteeism in the private security industry in Gauteng. Absenteeism is a gravely disruptive and costly factor in the workplace. As a result Phillips (1994:7) identified many training programs that have been designated to reduce absenteeism.

According to Fisher (1994:18) alcohol is the major drug problem in the area of absenteeism, and Fisher found that the ratio of absenteeism among employees who use alcohol/drugs to the non-users is 78:22. Levy & Associates tend to differ slightly with Fisher because they think that in the security industry personal problems are the main causes of absenteeism since security officers work awkward hours and do not have time to attend to any of their personal problems such as paying their monthly accounts and attending to funerals of their beloved ones (Levy & Associates 2004:13).

In their 2004 report (Levy & Associates 2004:13-15) gave a number of the more common reasons for unauthorized absence. These are briefly outlined below.

2.2.5 Personal problems

According to Levy and Associates (2004:16) personal problems that can be encountered by security officers can hinder them from going to work. These can range from a sick child who has to be taken to hospital; an urgent financial crisis where a security officer does not have money for transport to go to work; to the death of a close relative or domestic crisis whereby the security officer has to stay at home to handle the situation.

2.2.6 Uncontrollable events

The uncontrollable events identified in the Levy and Associates (2004:13) report are events whereby a security officer fails to go to work due to heavy rain and/or the road to work might have been washed away, family matters, no transport to get to work (for example taxi drivers are on strike or train cables have been stolen and accordingly the trains cannot operate – this is a regular occurrence in the South African situation).

2.2.7 Unrest, violence and political stay-aways/protest marches

Levy and Associates (2004:13) point out that the above are often seen by employers as "uncontrollable events". Employees who are absent from work because of stay-aways or protest marches have sound reasons for doing so, mainly the fact that their lives or property will be in danger if they attend work (Levy & Associates:2004:14) An example is where security officers went on a national strike from 15 March 2006 and which lasted for almost three months. This strike was very violent, and security officers who went to work were severely assaulted, beaten or intimidated (threatened) and a number were killed. However, this does not change the fact that they were absent without permission (SAPA 2006:1).

2.2.8 Deliberate and wilful absence

This occurs when the employee does not go to work because he does not want to. It happens to a considerable extent in the private security industry because security officers know that money is being deducted from their salary for the day they are not at work. So the principle of 'no work no-pay' applies to the absent security officer. If the security officer does not feel like going to work they just do it knowing that a relief person will be called in to cover for his/her post. There are no valid reasons for his/her absence; the fact is that he/she has chosen to stay away from work. There may often be a pattern of willful absenteeism, such as when an employee is often absent the day after pay day, or takes a day off after a public holiday or a long weekend or after a big sporting event (Levy & Associates 2004:13).

2.2.9 Deliberate absence after permission has been refused

Levy and Associates (2004:15) describe this type of absence after a security officer has asked for permission and the permission was refused for good reasons. For example, there

is no standby available at that particular time to cover his/her post. Some of the officers do not want managers or supervisors to refuse them permission because they feel that they are being treated unfairly when it comes to being granted leave or off-time i.e. they feel they are entitled to take leave whenever they need to. As a result in response to such refusals to grant them valid off-time they simply do not arrive for work on a chosen day without informing supervisors of such intended absence.

2.2.10 Misuse or exploitation of ill health/sick leave provisions

An employee's absence due to ill health or sickness is one of the most persistent absentee problems to handle in the workplace. Levy and Associates (2004:15) explain that some employees stay away for valid reasons, but others would be away from work due to persistent ill health. Most company policies allow for employees to be off sick legally at least once each month. But such absences are never long enough for them to have to produce a medical certificate (sick note from a doctor). Most companies have a general requirement that a medical certificate must be submitted after three consecutive days' absence off sick. Such frequent (regular) use of only one day off sick is often enough for a manager to suspect that this is a deliberate abuse of sick leave provisions, i.e. being deliberately and willfully absent without permission.

2.2.11 Desertion

A deserter would be defined as an employee who you can show has left your employ without your permission with no intention of ever returning to work (Levy & Associates: 2004:16).

2.2.12 The employee is absent due to external demands

An employee may be summoned or subpoenaed to appear in court as a key witness at the time when she/he should be at work. The time and resource constraints of the employee may prevent the employee from communicating with the employer regarding such absences from work. The employee may legally not refuse an employee a call to attend a court case because it would then constitute a legal offense. If an employer were to dismiss or discipline an employee for such absences would constitute an illegal labour practice (e.g. constructive dismissal). There may be other external causes such as financial problems

which may prevent an employee from going to work without making the necessary arrangements.

Below are listed some of financial impacts of absenteeism.

2.3 The cost and impact of absenteeism

2.3.1 Decrease in productivity

Those employees who are at work may have to carry an extra work load. This may well impact on their own overall productivity and outputs. Employees at work may be required to spend extra time or take time out of their own work schedules to train and orientate new temporary replacements or relief workers (for the absent person). As a result of these extra work loads (overtime) and demands on time staff morale and employee service deliveries may suffer.

2.3.2 Financial cost

There might also be the additional costs associated with the payment of overtime to those tasked to undertake the absent worker's work and payment (costs) for re-training or induction of the replacement workers in that particular post. In addition, there would be the cost of semi-insured income protection plans which a company will also have to bear plus the wage costs of any replacement employees.

2.3.3 Administrative costs

Loss of productive time spent by the managers to secure replacement employees and/or reassigning the remaining employees. Additional management is required to maintain administrative systems dealing with any control measures for absenteeism.

2.4 Some additional factors leading to absenteeism

The causes of absenteeism are varied and many. However, Cortese (2003:20) warns that the security officer may be absent due to when an employee has physical, mental or emotional problems that might prevent them from going to work. As a result absenteeism for genuine reasons of ill health, therefore, is largely out of the employer's control (Cortese 2003: 19).

Another main cause of absenteeism that has been identified is the level of motivation of an employee. According to Cortese (2003:19) employees need to be motivated. He further discusses that an employee's level of motivation can be influenced by their age, length in the service (for instance recognizing long service by giving the security officer long service awards serve as one form of motivation), job satisfaction, job situation, values and expectations, family responsibilities, managerial policies and attitudes and even how far they live from the place of work, i.e. the cost of transportation and length of time it takes to get to work every day. In short all factors that impact on worker satisfaction (happiness) with the job can influence an employee's motivation and morale and therefore indirectly affect the quality of the service that they render and whether they would make frequent use of absenteeism merely to stay away from an unhappy work situation.

According to the study that was done by Cortese (2003:19) security officers working in the private security industry gave the following reasons for being absent from their work:
- Working conditions: night work, isolation, poor safety on some response operations;
- Difficulties in combining professional and family life;
- Few opportunities for promotion (notably wage scale related);
- Unattractive salaries, particularly when starting out; and
- Absenteeism on the part of some guards, which quickly encourages the employer to resort to dismissal out of concern for reliability with respect to service delivery to the customer.

Some of the causes of absenteeism and poor service delivery as found by Cortese (2003:20) are listed below:
- Serious accidents and illness;
- Low morale;
- Poor working conditions;
- Boredom on the job;
- Lack of job satisfaction;
- Inadequate leadership and poor supervision;

- Personal problems (financial, marital, substance abuse, child care problems etc.);

- Poor physical fitness;

- Inadequate nutrition (cannot afford to eat properly or follow a generally poor diet);

- Transportation problems;

- The existence of income protection plans;

- Stress, and

- Workload.

From the researcher's own work experience (four years working in the security industry as a security officer) some of the causes of absenteeism by security officers that were observed being that security officers hold diplomas and degrees for certain disciplines but cannot find jobs for that qualification so they end up working as security officers. This is because they applied for a job as a security officer as their 'last resort' to earn a living, but the job would normally offer no challenges for them.

Among other causes of absenteeism that have been observed by Nel (2001: 549) are the following (as discussed below).

2.4.1 Expectations not met

Nel (2001:549) indicates that newly trained security officers from different training centers enter a company with certain expectations relating to the opportunities to apply their skills and abilities, about ideas of equal treatment, receiving respect, or enjoying satisfactory working conditions. If these employees expectations are not met, the employee could well end up abusing sick leave provisions or become absent as an indication that he/she is not satisfied with the job he/she is doing. As a result he/she withdraws temporarily from the job or the job situation as a form of silent protest or dissatisfaction.

2.4.2 Job-person matches

If an employee's personality, abilities, and skills do not match up with the job description that he/she has applied for, e.g. a security officer has trained for Grade A, but because he/she cannot find a job as a Grade A guard then applies for work in any lower level post

(e.g. Grade D). Such a person soon becomes either bored or stressed, and withdraws from such an unsatisfactory situation by being absent. If there is a good match between the job characteristics and the skills level of the employee, the person will rather accept responsibility and stay committed to his/her job.

2.4.3 Organisational culture

If security managers permit i.e. tolerate, an absentee in a company culture or if this culture exists within an organization, employees will consider sick leave as a benefit (entitlement) that needs to be utilized consistently from time-to-time. On the other hand, if unnecessary or irregular leave taken, i.e. absent without permission is strictly dealt with by management or co-workers, the employee will think twice before abusing sick leave.

Cronje (1995:381) states that the employer should take care that working conditions are such that the physical and mental health of employees is assured. Poor health conditions at a place of work can lead to absenteeism, low productivity, loss of income in the case of long absences, loss of contracts, and, in extreme cases, the loss of employees who are difficult (their experience and expertise) to replace.

Below is a list of factors which could affect the health of employees

- The number of working hours per day required by employers;
- Sufficient paid leave;
- The provision of first aid in cases of injuries and accidents;
- The provision of medical aid, including a medical fund, which employees can join in order to receive to help with the payment of medical expenses;
- The provision of clean rest rooms and recreational facilities;
- The provision of a working atmosphere in which stress, irritation, conflict and strain are eliminated to the greatest possible extent;
- The provision of a health workplace with sufficient fresh air and space, as well as the correct temperature etc (Cronje 1995:382).

Gerber (1996:306) highlights that poor employee health caused by working night shifts for long periods of time result in a security officer not getting enough sleep or working in cold weather in an open space could lead to high absenteeism and low productivity. Management can protect the company against the losses caused by poor and/or unhealthy working conditions to a great extent by regularly investigating the well-being of employees and changing or improving working conditions or limiting length of (number of consecutive days) night shift duties.

Andrew (1997:223) warns that absenteeism can be caused by unforeseen circumstances, such as physical or psychological disorders. If this is the case managers have to investigate or take action about the absenteeism so that they can deal with the results accordingly. In some cases (as observed by the researcher when still working in the private security industry) security officers will test the waters by being absent for one or two days. If they find out that nothing is done, i.e. no disciplinary action is taken, by the managers then they make it a habit to take a day or two of absence at regular intervals.

Many of the factors listed above, particularly employees' stress levels, can result in increased levels of absenteeism. According to a survey, conducted from 18-20 June 2004 at the Human Resources Professionals Associations of Ontario's (HRPAO) annual conference, among a sample of 78 HR professionals, consultants and other business leaders, delegates were asked to rate the contribution made by nine psychological issues to their organization's absenteeism and/or other health benefits costs. The survey showed that 66% of the respondents rated depression, anxiety or other mental health disorders as high or very high in terms of their contributions to absenteeism and/or health benefits costs. Stress came in at number two, with 60% of respondents rating it as a high or very high contributor towards company absenteeism (Flood 2004:6).

However, when asked to pick the most 'serious' issue in their organizations, most survey respondents pointed to stress as the number one contributor to absenteeism and/or health benefits costs, 10% identified childcare issues, 7% identified addictions or substance abuse, and 5% identified personal relationship problems (Flood 2004:2).

With this information (overview) in mind it is clear that due to the long working hours and the conditions under which security officers' work, stress can well be a significant other cause of the high levels of the absenteeism in this industry.

Bullying, poor communication between security officer and supervisor (manager), shift work and staff cuts, all help to make stress one of the biggest health hazards for security officers in the work place. Separate studies by trade unions and employers have both confirmed stress as a major problem in the work place. Two out of three union officials surveyed by the Trade Union Congress said stress was the number one concern largely due to work loads. The union point of view stresses that low wages, lack of career advancement possibilities, pressure on the staff, and lack of middle management flexibility are all factors in causing absenteeism (Monks 2000:20). The British Security Industry Association (BISA), the largest employer's organization in the sector in the United Kingdom (UK), additionally point to and cite poor management, lack of respect for staff conditions and scheduling difficulties in this regard (Monks 2000: 20). It is suggested by Monks (2000: 20) that it is best to have open and honest lines of communication where an employee can feel free to acknowledge that they are under stress without fear of retribution. Such openness in the work situation can go some way towards alleviating the problem of absenteeism caused by stress.

On the other hand, Tonnello (2005:18) puts it this way: it is commonly known that low wages pay, poor benefits and high work loads will be the major causes. However, in numerous employee surveys absenteeism generally has been identified as a symptom of low job satisfaction, substandard working conditions and consistent negative and unfair treatment received by first line supervisors. Many human resources specialists have found that repetitive, boring jobs coupled with uncaring supervisors and/or physical unpleasant work places are likely to lead workers to make up excuses for not coming to work Tonnello (2005:18).

2.5 In-house security versus contract personnel and absenteeism

In-house security are those security officers directly hired and controlled by the company or organization, whereas contract services are outside firms or individuals who provide security services for a fee to companies (Hess 1996:37).

Most companies prefer in-house (own security personnel) because they think that by so doing the in-house security will be more loyal, motivated and committed to their work than contract security staff. This view is mainly because they are considered as part of the company and they receive all company benefits. Therefore it is reckoned that all absenteeism by in-house security staff will, as a matter of course, be reduced. However, the one disadvantage or draw back of having in-house security staff being that they become too familiar with the organization and tend to become complacent (not alert) and therefore become ineffective. As time progresses opportunity and motive to become corrupt increases. They can also go on strike with the company union members.

One of the specific aspects of the private security industry, and one that has an impact on levels of absenteeism, is the use of contract security as well as in-house (company) security personnel in the industry. There are both advantages and disadvantages of employing in-house security personnel:

2.5.1 Advantages of employing in-house security personnel

- They are loyal to the company they work for;
- They get higher salaries (than contract security);
- They have better knowledge of internal operations and working (procedures) of employer;
- There is less absenteeism;
- There is better communication between the manager of the department and themselves because they are part of the company they work for; and
- When in-house security personnel are employed, company image is improved in that the clients tend to trust the in-house security officers more than contract security staff whose loyalties are perceived to be with contracting company rather

than the client (company) for which providing contracted security services (Hess 1996:37).

2.5.2 Advantages of employing contract security

- Contract security is flexible in that they are easily replaceable should one of them resign;
- It is easy to replace absent contract security;
- They are inexpensive (relative to in-house security personnel); and
- There are very little union problems because contract security officers usually do not often go on strike (Hess 1996:38).

2.5.3 Disadvantages of in-house security

- Usually all in-house security personnel, are unionized, i.e. they belong to company staff union;
- They become familiar with other company personnel i.e. opportunity for collusion in, for example, stealing from company.
- They are more expensive (cost to company of all benefits, pension, etc) than contract security; and
- They become inflexible, i.e. tend to relax and delegate all the work to the contract security officers and sometimes become difficult to manage (Hess 1996:37).

2.5.4 Disadvantages of contract security

- Absenteeism is very high because of poor working conditions;
- Moonlighting, i.e. doing other security jobs during off time between shifts when on formal jobs. For example if they work four days on and four days off, use these four days for moonlighting jobs (may be tired and not alert on both formal job and moonlighting work posing a danger to all).
- Divided loyalties between contract company and client company;
- Screening standards (may not be adequate) i.e. comprehensive enough or not done by contracting company at all (Hess 1996:38).

Hess (1996:39) is of the opinion that if contract personnel are treated properly, paid appropriately, and provided with clear standards and expectations they will identify with their work place, regardless of the employer and end up performing exceptionally well at their contracted place of work.

Similar to this view is that of Ledoux (2001:38) who states that the turnover of personnel is related to the levels of absenteeism of contract security which in turn is directly related to pay rates, benefits and working conditions. This view is further substantiated by Olick (1999:4) who noted and wondered whether managers remembered the saying "You get what you pay for". He further noted that this obvious truism had been determined time and time again, and that this applies doubly to the contracted security officer.

2.6 Sick leave and sick notes

A question that is normally asked in the security industry by employers is whether sick leave taken by employees is being abused. The short answer to this question is that there is a way to tell whether sick leave is being abused. SAPA (2005:5) states that some employees use the one-day duration of sick leave stratagem since they know that the company does not require a letter from a doctor for sick leave of only a one-day duration. SAPA also states that this is done more often than is thought and occurs more than on average. So, one way of establishing whether sick leave is being abused, i.e. frequent use of only one day of sick leave, is to investigate and ask for a written or verbally reported reason of each one of these one-day of sick leave taken by individual employees and register such reason in a 'Sick-Leave Register book'. In such a way Dune (2004:30) thinks that trends for reasons given and frequency of use can be traced by supervisors and managers. Another way of telling that sick leave may be abused is when an employee makes use of different doctors every time they are sick (Baloyi 2004:27).

Absenteeism impacts negatively on the economy and on productivity. Employers bemoan their absenteeism problem, but they can do very little to manage the problem. The classical drain on productivity is absenteeism. The so called sick-note brigade is one such drain on productivity, and employees with chronic health conditions are often seen as a liability to

the company. But in fact it is the frequent 'belly ache' and bronchitis brigade that employers should really worry about.

An analysis of sick notes by a company called Lekana Employee Benefits Solutions found that workers with chronic conditions like diabetes or depression are often seen as a drain on medical aid schemes but they are more cost-efficient and productive than colleagues with long-term health problems such as HIV and AIDS. This analysis in fact found that when it comes to lost productivity and sick pay losses, the workers who regularly cry off with flu, back pain and gastric disorders (stomach ache) are the real drain on a company's bottom line, and not those on chronic medication (as previously thought) (Moodley 2005:6).

The Lekana Employee Benefits Solutions study also found that workers with chronic health conditions will present sick notes less often and have a better work attendance record than frequent use sick note operators who come down with hard to prove ailments and only take one day sick leave at a time without ever producing a sick note (Moodley 2005:7).

Furthermore, sick notes from traditional healers are a further worry to employers. Employers are concerned about the monitoring of sick notes and possible increased costs to companies because some companies in Gauteng where some security officers on occasion already produce sick notes from traditional healers. This is a concern for the security companies since the Traditional Health Practitioners Bill is soon to be implemented (Moodley 2005:4).

The concern about costs relate to employees consulting traditional healers and then consulting 'western' doctors for the same complaint. This will result in a double cost (once traditional healers become formally registered with the Department of Health and the Bill is implemented), to a company's medical aid scheme and thereby a loss will be incurred to companies because the security officer will be given sick days off by a western doctor and also given sick days off by a registered a traditional healer. There is a double loss to the company since they must now also employ a reliever in the place of a sick or absent security officer, especially one that may be given off double normal sick leave time by two different but recognized medical practitioners (Matomela 2005:81).

A report cited by Roberts (2004:20) states that worldwide doctors get 22 million requests for sick notes every year and they estimate that nine million (40%) of these can be labeled as suspect. Furthermore, the report stated that nearly three million workers worldwide admitted they would consider asking their GP for a bogus sick note.

Furthermore Roberts (2004:21) found that the most frequent causes of sick note requests are as follows:

1. Back pain caused by standing the whole day and only having 5-10 minute long tea and lunch breaks.
2. Depression caused by not having enough sleep and suffering from burn out.
3. Work-place stress caused by poor working conditions and poor salary.
4. Other stress-related problems caused by family responsibility and other family related issues.
5. Flu caused by working in very bad weather conditions and exposure to wind, sun and cold.

Research by Nel (2005) found that workers also revealed (in a survey) the top four reasons they would give to get a sick note:

1. Embarrassment, i.e., personal crisis they could not tell their employer about. For example, some of the security officers come from neighboring countries and they could not reveal this information to their manager, so if they have a crisis back at home they ask permission to go home and if the permission is refused they just leave.
2. Work place is too stressful.
3. Holiday requests refused or did not want to use their holiday entitlement i.e. "took sick leave instead".
4. Fatigue (Nel 2005:280).

An employer may require a medical certificate from an employee who is regularly away from work for more than two days, or after two occasions of absence within an eight week period before paying the employee for sick leave taken. Sick leave cannot run concurrently with annual leave. Roberts (2004:21) further states that employees may receive full pay for

a number of personal absences, such as sorting out business matters, attending funerals, dental appointments and weddings.

In his third edition Gerber (2001:15) indicates that organisations allocate a certain number of paid workdays as sick leave days to protect employees against loss of income. However, each type of institution/company has its own policy, which in turn has to meet the requirements of legislation in this regard.

2.7 Dealing with and the managing of absenteeism

Lynn Tylczak suggests *Ten Commandments* that can help solve the absenteeism problem. These commandments are listed below:

- Thou shalt measure and track absenteeism.
- Thou shalt discuss absenteeism with employees.
- Thou shalt tie compensation [pay] to work hours.
- Thou shalt help employees maintain or improve their attendance records.
- Thou shalt reward good [incentives] attendance record.
- Thou shalt utilize fair and justifiable discipline.
- Thou shalt carefully match employees to jobs and careers
- Thou shalt promote health and safety [of employees].
- Thou shalt train supervisors to support rather than abort the absentee program.
- Thou shalt fine tune the absentee program to meet specific company needs (Tylczak 1990:13).

As an employer one must not make guesses about what employees want nor need. One should also stop telling oneself that all employees are happy. At some stage one needs to draw up a questionnaire survey (anonymity of respondents to be guaranteed) to find out what employee's needs are, and what problems they might be encountering not only in the workplace but also maybe in their personal and home lives, and have somebody (an external consultant/researcher) distribute it to employees and collect it on your behalf. In addition, an employee can also have one-on-one meetings with individual/employees in order to find out what they want. These one-on-one meetings do not need to be formal; they

can be informal discussions in passages, corridors or anywhere where one can meet with the security officer. One will be amazed what the security officers can tell him/her. So, after collecting all this information, work on it to reduce absenteeism and improve worker morale (Kaye 1992:172).

The greatest challenge that a manager has is to show that one cares about employees and understands their needs. Remember them, notice them; listen to them; thank them; love them or lose them. One must also check beliefs about differences (maybe cultural) and as a manager one must also respond to employees, treat them as you would like to be treated, i.e. with respect and dignity, and your employees will seldom be absent without leave or stay away without first seeking permission to so (Kaye 1992:173).

People who do what they love usually do it very well. If passion is missing at work, your best people may not bring their best to work. So collaborate with them to uncover and discover what they like to do at work and at home. To do this one requires frequent internal job satisfaction surveys where job (work) will be audited to see if skills match with work being done, etc.

Kaye (1999:151) indicates that it is not only money that keeps employees committed to their work. He emphasizes that after the research was done, it was repeatedly found that when people answered the question: What kept them at their places of work? Money was not mentioned as the first priority but that people wanted to receive recognition for a job well done and then to be praised for it. Therefore it is up to managers to find creative ways to show appreciation towards their employees.

The other thing that Kaye (1992:151) suggests that can prevent absenteeism is that as a manager you must listen to your employees, you must listen to their unique requests that they bring to you. Though you may not satisfy every individual, you need to try to improve work conditions for all your people. What Kaye also suggests is that one should have a good time (enjoy your work), take breaks, celebrate success and creatively attack problems as they arise. This will definitely have a reward for the employer since your employees will become committed to their work and they will stick around and perform.

Kaye (1992:171) further suggests that as an employer one should be honest with employees. For instance, if the employer promises an increase he/she must implement it. The researcher was once a security officer for a certain company where the manager was not honest. Every time the manager promised employees increases but never kept these promises. As security officers we ended up not respecting that manager because we always knew he would lie even when discussing very small things or issues. Everything that he would tell us ended up being untruthful. So to tell the truth is in fact an indication of an healthy relationship from a professional point of view. No employee wants to work with a manager who is a liar, i.e. is not trusted to be truthful or respected for their integrity or honesty. If you tell the truth and are a good example to staff, your employees will be happy and will be committed to work. This will indirectly impact on reducing absenteeism. Physical, mental and emotional fitness and well treated employees make companies produce better service.

With regard to the absenteeism issue of sick notes, Wilson (2005) has a number of recommendations or suggestions for what managers can do if it is suspected that a sick note is fraudulent:

- investigate any relevant issues before taking action;
- act consistently and within your own procedures;
- take any individual circumstances into account;
- act as a reasonable employer;
- hold a meeting with the employee before taking any disciplinary action;
- investigate any possible underlying medical problem and do the follow up; and
- take into account the relevant legislation (Wilson (2005:20).

Following the right procedures is all important especially if you feel that you may wish ultimately to terminate the employee's employment. Ensuring you act correctly may be time consuming in the short term but will definitely be worth it in the long term.

Agatha Pretorius, MD of occupational human resources magazine *Personnel Today,* lays down seven steps to manage absenteeism, namely:

1. Organisations must implement a clear and easily understood policy. It must include legitimate reasons for being absent and where employees can go for support.
2. All employees must be informed about policy so that they know what support there is and how to gain access to it.
3. Nip absenteeism in the bud by acting on the first day an employee is absent. Catch long-term absenteeism, which could indicate serious personnel problems, by reviewing the situation if an employee's accumulated absenteeism reaches fifteen days.
4. Records of reasons for absences will help identify if there is a trend developing among absent employees.
5. Nominate one department within the organization to be responsible for all issues relating to absenteeism to avoid duplication and to achieve economies of scale.
6. All relevant parties must be included in managing absenteeism to ensure it is a standard of working in the organization.
7. Make absence management a team effort it should not be the responsibility of just one person. Involving relevant parties in the solution will relieve the burden of dealing with the issue (Pretorius, 2006).

Pretorious explains that an employee who is absent from work because he/she believes they are entitled to "sick days" for example, needs to realize that sick days are only to be taken when he or she feels "too ill to work". However, someone who is a victim of domestic violence needs support and counselling. Many security officers are guilty of abusing sick leave largely because of the conditions they work under. For instance, one could work permanently on a night shift in cold or hot weather. Some of the companies have very poor health facilities like unclean toilets, not having enough sleep, long working hours and staying far from the work station.

However, work-related stress can also be a reason for absenteeism. An impact assessment of absenteeism on companies in South Africa, done by Neil Lilford of HWH, found that a small to medium sized company can reduce its absenteeism by almost half if it introduces a basic absenteeism management programme (SAPA, 2005: 9). Once it is clear who is absent from work, and for what reasons, employers can tackle each case individually.

An absenteeism programme can also highlight whether a particular department or division has a higher absenteeism rate than the rest of a company. Some absenteeism could well be due to the work load or a "supervisory issue"- such as a particular manager's poor or unfair treatment of employees In this case, the problem needs to be addressed by the human resource department.

2.7.1 Reducing absenteeism

The first step in being in charge of the workplace and managing situations of absenteeism is to understand the dynamics of absenteeism. Absenteeism can be controlled to a certain extent if the physical and emotional needs of employees are sufficiently addressed. The designation of absenteeism, its causes, effects on productivity, and cost in terms of finances and administrative effectiveness need to be absolutely clear and understood by management (Kaye 1992:13)

To control absenteeism a relevant issue that is often misused is affirmative action. It is generally not understood how to approach the issue of affirmative appointments (especially in the South African context) when trying to control absenteeism in such a way so as not to create mistrust (Kaye 1992:14)

2.7.2 Identifying excessive absenteeism

One global finding made by Grundemann (2004:86) was that in order for absenteeism to be prevented there must be a co-coordinating project team. He thinks that the success of a workplace project on absenteeism and ill health depends on a number of factors, of which the main one is the building of a committed project team which has a clear brief to manage and implement any required strategies to reduce or limit absenteeism.

Attendance records should be reviewed regularly by line managers/supervisors in order to be sure that an employee is present at work. If a supervisor suspects that an employee is being excessively absent, this can be confirmed by means of such a review of company attendance records (Grundemann 2004:90).

If all indications show that an employee is often absent before he/she finishes work, i.e. knocks off consistently early from each shift he/she is absent, then the next step is to gather as much information about the reasons and the causes that make him/her to be absent so often. This will give a clearer picture of the individual's personal situation. The employee's files should then be reviewed and the employee's immediate supervisor should document all available information on the particular employee's work history. This documentation must be submitted to the company's disciplinary committee for further action. Such action could involve a variety of approaches -such as a written warning, remedial action and/or counselling or even leading to dismissal (Grundemann 2004:95)

2.7.3 Individual communication

If the supervisor notices that an individual security officer might have a higher than average or questionable patterns of unauthorized absences, the manager should then arrange a meeting with the individual security officer. At this meeting the manager concerned can then raise his/her concerns about the employee's absences and make suggestions of how the employee should address and or rectify these patterns of work absences. In this meeting the manager can then also deal with such matters as the causes of the employee absence problems and outline possible steps that can be taken to remedy, reduce or put a stop to the absences. The supervisor must, in return, listen carefully to the employee's responses before making any decision as whether to institute disciplinary measures or impose sanctions on the particular security officer (Grundemann 2004:96)

2.7.4 Systematic approach

It is important that work place initiatives that are directed at the reduction of absenteeism go beyond a piecemeal response to health problems as they arise. A comprehensive systematic approach will enable any health problems, causing the absenteeism of an employee, to be addressed before they become serious. In other words early detection will definitely improve the state of work force health and thereby reduce rates of absenteeism of any company employees (Grundemann 2004:27).

2.7.5 Co-ordination project team

The success of a work place project on absenteeism and ill health depends on a number of factors. The main one is building of a committed project team which has a clear brief to manage and implement the project. This project team must be established by adapting the existing disciplinary committee or by setting up a new team. If employees know or are made aware that their absenteeism behavior is being monitored they will surely feel offended when they become absent without leave and will phone their immediate supervisors when they think of being absent (Grundemann 2004:29)

2.10 Conclusion

It is very important for security managers and security officers to see that absenteeism cannot be tolerated. Otherwise if managers do not become firm and discipline those who become absent without informing supervisors and/or managers the situation will just worsen. This will lead to adverse effects on the workers who are always at work, as well as having a negative economic impact on the employing (contract) security companies. The sooner management and supervisors act on absenteeism the better for companies, employees and employers.

Overall it is extremely important for security companies to realize that absenteeism can be reduced to an acceptable rate if a number of approaches and strategies (as outlined above) are implemented and kept in place.

Chapter Three

DATA ANALYSIS, STATISTICAL RESULTS AND RESEARCH FINDINGS

3.1 Introduction

The research methodology used for this study was presented in Chapter One. The previous chapter discussed various aspects of absenteeism ranging from types, causes, impact and concluded with some ways of managing and dealing with the problem (as extracted from the literature review). This laid an important and crucial foundation for the empirical study whose findings and results are the focus of this chapter. This chapter presents the study findings from the data that was collected according to the methods as outlined in Chapter One. The data collected was based on the literature topics as identified and introduced in the previous chapter. This chapter is divided into three sections. The first section presents the findings from the questionnaires for managers. The second one presents the findings from the questionnaires for security officers. The third section presents the comparison of the data from these two groups (comparing only items from the open-ended questions section). Frequency tables are used to organise the data collected. Bar graphs are used in the preliminary analyses.[3]

3.2 Security managers' questionnaire

The respondents in this section were 41 security managers. They were requested to answer an appropriate questionnaire prepared specifically for them. Fifty questionnaires were prepared for the security managers' category of respondents. However, only 41 of the targeted security managers responded with completed and returned questionnaires. This therefore resulted in an 82% response rate. Tables are used in the presentation where both the frequencies and the corresponding percentages are given. The respective bar charts are given in the appendix.

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[3] The statistical tables, associations, consolidated frequencies and correlation calculations (matrix tables) and other statistical data have been placed for reference in Appendices D and E.

3.2.1 Data organisation

3.2.1.1 Ages of security managers

Table 3.1: Security managers' ages

Response	0	1	2	3	4	5
Frequency	2	0	8	22	8	1
Percentages	4.88	0.00	19.51	53.66	19.51	2.44

This question aimed at establishing the age ranges of the security managers that responded. Table 3.1 shows that of the 41 security managers who responded to the questionnaires, (4.9%) did not answer the question. Of those who answered, none was below 20 years of age, eight (19.5%) were between 21-30 years, 22 (53.7%) were between 31-40 years, eight (19.5%) were between 41-50 years, and three (1.8%) were between 51-60 years of age. This indicates that most managers who responded were between the ages 31-40 years.

3.2.1.2 Highest educational qualifications

Table 3.2: Highest educational qualification

Response	0	1	2	3	4	5	6	7	8
Frequency	2	0	0	3	0	5	20	10	1
Percentages	4.88	0	0	7.32	0	12.20	48.78	24.39	2.44

This question looked to see what highest educational qualification was attained by the security managers.

Table 3.2 shows that two (4.9%) security managers did not answer. Of those who answered, none was below Grade 9, (Standard Seven) three (7.3%) had completed Grade 10, none had stopped after Grade 11, five (12.2%) had Grade 12, 20 (48.8%) had one-year certificate/diploma, ten (24.4%) had a three year university degree and one (2.4%) had a postgraduate degree. Most security officers who participated had completed grade twelve.

3.2.1.3 PSIRA registration

Table 3.3: Extent of PSIRA registration

Response	0	1	2	3
Frequency	1	33	5	2
Percentage	2.44	80.49	12.20	4.88

This question wanted to know the extent to which security managers were registered with PSIRA. Table 3.3 shows that only one (2.4%) security manager did not indicate if he/she was registered or not. Of those who answered, 33 (80.5%) were registered, five (12.2%) were not registered and two (4.88%) did not know. Almost 80% of the respondents were registered with PSIRA.

3.2.1.4 PSIRA grade

Table 3.4: PSIRA grade

Response	0	1	2	3	4	5	6	7
Frequency	4	0	1	5	3	25	2	1
Percentage	9.76	0	2.44	12.20	7.32	60.98	4.88	2.44

This question wanted to know the highest PSIRA grades (guard level E-A) of those security managers who were registered with PSIRA. Table 3.4 indicates that four (9.8%) security managers did not answer the question. Of those who answered, one (2.4%) had Grade E, five (12.2%) had Grade D; three (7.3%) had Grade C; 25 (61.0%) had Grade B; two (2.4%) had Grade A, and one (4.88%) had no grade.

3.2.1.5 Number of security officers reporting to the security manager

Table 3.5: Number of officers reporting to manager

Response	0	1	2	3	4	5	6	7	8	9	10
Frequency	3	9	3	5	7	9	1	3	0	0	1
Percentage	7.32	21.95	7.32	12.20	17.07	21.95	2.44	7.32	0	0	2.44

This question wanted to determine the number of security officers reporting to the responding managers.

Table 3.5 indicates that three (7.3%) security managers did not answer. Of those who answered, nine (22.0%) had no security officer reporting to them, three (7.3%) had five security officer reporting to them, five (12.2%) had ten security officers reporting to them, seven (17.1%) had 20 security officer reporting to them, nine (22.0%) had 50 security officers reporting to them, one (2.4%) had 100 security officers reporting to them, three (7.3%) had 200 security officers reporting to them, and one (2.44%) had more than 500 reporting to him/her. No manager had 300 or 400 officers reporting to them. Most managers had 50 or more security officers reporting to them.

3.2.1.6 Number of years' service of the manager in the company

Table 3.6: Number of years security managers were employed in the companies

Response	0	1	2	3	4	5
Frequency	1	3	3	10	12	12
Percentage	2.44	7.32	7.32	24.39	29.27	29.27

In this question the researcher wanted to determine the length of time that the responding security manager had been employed in their current companies.

Table 3.6 indicates that one (2.4%) security manager did not answer this question. Of those who answered, three (7.3%) had been employed in their companies for less than one year, three (7.3%) had been employed there between one and two years, ten (24.4%) had been employed there for between three and five years, 12 (29.3%) had been employed there for between six and 10 years, and 12 (29.9%) had been employed there for more than 10 years. This means that most respondents had experience of ten years in the companies they worked for.

3.2.1.7 Absenteeism problem in security companies

Table 3.7: Absenteeism problem in company

Response	0	1	2	3
Frequency	0	34	4	3
Percentage	0	82.93	9.76	7.32

This question wanted to determine if the security managers believed their companies had problems with absenteeism. Table 3.7 shows that all the security managers answered this question, 34 (82.9%) said that their companies had absenteeism problems, four (9.8%) stated that their company did not have an absenteeism problem and three (7.3) did not know. The above results indicate strongly that absenteeism is a problem in the private security industry.

3.2.1.8 Perceptions/impressions about the seriousness of absenteeism

Table 3.8: Perceptions/ impressions about the seriousness of absenteeism

Response	0	1	2	3
Frequency	0	38	2	1
Percentage	0	92.68	4.88	2.44

This question was intended to determine the perceptions/opinion (impressions) of security managers about the seriousness of absenteeism in their companies.

Table 3.8 shows that all the security managers answered this question. Thirty-eight (92.7%) stated that their companies had serious absenteeism problems, two (4.9%) stated that in their company this was not the case, and one (2.4%) did not know.

3.2.1.9 Views about a verbal warning for absenteeism

Table 3.9: Views about verbal warning

Response	0	1	2	3
Frequency	1	19	17	4
Percentage	2.44	46.34	41.46	9.76

This question wanted to determine if the security managers considered a verbal warning that the giving of a verbal warning to security officers who were absent without valid reasons was a powerful tool for reducing absenteeism in their companies. Table 3.9 shows that one (2.4%) did not answer the question, 19 (46.3%) stated that they thought it was a powerful mechanism (tool for reducing or preventing absenteeism in a company), 17 (41.5%) did not believe it was a useful tool at all powerful and four (9.8%) were uncertain. The researcher can conclude that a verbal warning is a powerful tool since 46% stated that.

3.2.1.10 Views about written warning for absenteeism

Table 3.10: Views about written warning

Response	0	1	2	3
Frequency	0	34	5	2
Percentage	0	82.93	12.20	4.88

This question wanted to determine if the security managers considered the giving of a written warning that is given to security officers who were absent without valid reasons as a powerful tool for reducing absenteeism in their companies.

Table 3.10 shows that all the security managers answered the question, 34 (82.9%) indicated that they thought it was powerful, five (12.2%) did not believe it was powerful and two (4.9%) were uncertain. Written warning is more powerful than verbal warning.

3.2.1.11 Results after verbal and written warnings for absenteeism

Table 3.11: Perceived results after verbal and written warnings

Response	0	1	2	3
Frequency	3	27	7	4
Percentage	7.32	65.85	17.07	9.76

This question wanted to determine if the security managers noticed any behavioural change sin security officers in their companies who were regularly absent regarding absenteeism after both verbal and written warnings were given to them. Table 3.11 shows that only three (7.3%) security managers did not answer the question, 27 (65.9%) indicated that they noticed behavioural change in such security officers, seven (17.1%) did not notice any difference and four (9.8%) could not recall their observation. There is a behavioural change after both verbal and written warnings.

3.2.1.12 Company offering counselling regarding absenteeism

Table 3.12: Company offers counseling to regular absentees

Response	0	1	2	3
Frequency	1	26	12	2
Percentage	2.43	63.41	29.27	4.88

This question wanted to determine if the security managers were aware of any cases of their companies offering counselling to employees who were identified to have been absent regularly. Table 3.12 indicates that one (2.4%) security managers did not answer the question, 26 (63.4%) indicated that their companies do offer counselling to such employees, 12 (29.3%) stated that their companies did not offer any counselling and two (4.9%) were uncertain. The above results show that most of the companies offer counseling in some form or other.

3.2.1.13 Company reports absenteeism cases to clients

Table 3.13: Company reports absenteeism cases to clients

Response	0	1	2	3
Frequency	3	12	18	8
Percentage	7.31	29.27	43.90	19.52

This question wanted to determine if the security companies reported all absenteeism cases to their clients. Table 3.13 shows that three (7.3%) security managers did not answer the question, 12 (29.3%) stated that the companies reported all absenteeism cases to their clients, 18 (43.9%) stated that theirs did not report the cases to their clients and eight (19.5%) were uncertain. According to the above results absenteeism cases are generally not reported to the clients.

3.2.1.14 Disciplinary hearings held for absenteeism

Table 3.14: Disciplinary hearing held with regular absentees

Response	0	1	2	3
Frequency	2	35	2	2
Percentage	4.88	85.36	4.88	4.88

This question wanted to determine if security companies held disciplinary hearings with regular absentees. Table 3.14 shows that two (4.9%) security managers did not answer, 35 (85.4%) stated that their companies held disciplinary hearings with regular absentees, two (4.9%) stated that theirs did not hold disciplinary hearings and two (4.9%) were uncertain. Disciplinary hearings are held in most companies.

3.2.1.15 Opinions regarding absenteeism as good reason for dismissal

Table 3.15: Thoughts of absenteeism as a good reason for dismissal

Response	0	1	2	3
Frequency	1	37	2	1
Percentage	2.44	90.24	4.88	2.44

This question wanted to determine if security companies believed that absenteeism can constitute good grounds for dismissing an employee. Table 3.15 shows that one (2.4%) security managers did not answer the question, 37 (90.2%) stated that they believed that absenteeism can constitute grounds for dismissal, two (4.9%) stated that they did not think so and one (2.4%) was unclear. Absenteeism can constitute grounds for dismissal.

3.2.1.16 Extent of sick security officers reporting for work

Table 3.16: Sick security officer report for work

Response	0	1	2	3
Frequency	2	15	19	5
Percentage	4.88	36.58	46.34	12.20

This question wanted to determine if sick security officers reported to work. Table 3.16 shows that two (4.9%) security managers did not answer the question, 15 (36.6%) stated that in their companies sick security officers went to work, 19 (46.3%) stated that in their companies sick security officers did not come to work and five (12.2%) were unsure. This indicates that in most companies security officers do not report for duty when sick.

3.2.1.17 Security officers producing medical certificates for absenteeism

Table 3.17: Security officers producing medical certificates for absenteeism

Response	0	1	2	3
Frequency	2	18	8	13
Percentage	4.88	43.90	19.51	31.71

This question wanted to determine whether security officers that were off sick would in fact routinely produce medical certificates (sick notes) after being absent from work. Table 3.17 shows that two (4.9%) security managers did not answer the question, 18 (43.9%) stated that in their companies sick security officers routinely produced medical certificates after being absent, eight (19.5%) stated that in their companies sick security officers did not routinely produce medical certificates after being absent and 13 (31.7%) were unsure. Most security officers produce sick notes.

3.2.1.18 Wages deducted for absenteeism

Table 3.18: Deduction from employees' wages for absenteeism

Response	0	1	2	3
Frequency	4	21	15	1
Percentage	9.76	51.22	36.58	2.44

This question wanted to determine if companies deducted money from wages of the employees who were absent or unpunctual. Table 3.18 indicates that four (9.8%) security managers did not answer, 21 (51.2%) stated that their companies deducted proportionate amounts from employees who were absent or unpunctual, 15 (35.6%) stated that their companies did not institute deductions for absenteeism or unpunctuality and one (2.4%) did not know. This means that in most companies money is deducted for being absent.

3.2.1.19 Security managers check absenteeism records for absence decisions

Table 3.19: Checking absence records before deciding about employee's absence

Response	0	1	2	3
Frequency	5	31	3	2
Percentage	12.20	75.61	7.32	4.88

This question wanted to know if the security managers checked the absenteeism records of security officers for reasons for any absences before they made decisions about an employee's absence. Table 3.19 shows that five (12.2%) security managers did not answer the question, 31 (75.6%) stated that they checked absence records for absence reasons

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before deciding on an employee's absence, three (7.3%) stated that they did not check past absence records and one (2.4%) did not recall. Most companies absent records are checked.

3.2.1.20 Absenteeism with a friend

Table3.20: Notice of security officer absent with a friend

Response	0	1	2	3
Frequency	4	15	12	10
Percentage	9.76	36.58	26.27	24.39

This question wanted to find out if security managers ever noticed security officers being absent with a friend on the same day. Table 3.20 shows that four (9.8%) security managers did not answer, 15 (36.6%) stated that they had observed cases where a security officer was absent with a friend, 12 (26.3%) stated that they never noticed such a case and 10 (24.4%) did not recall. On rare cases a friend become absent with another friend.

3.2.1.21 Absenteeism impact

Table 3.21: Perceived extent of the impact of absenteeism on security companies

Response	0	1	2	3	4	5
Frequency	5	19	10	1	4	2
Percentage	12.20	46.34	24.39	2.44	9.76	4.88

This question tried to ascertain what the perceived extent of the impact of absenteeism was on security companies.

Table 3.21 shows that five (12.2%) security managers did not answer the question. Nineteen (46.3%) stated that they believed that the impact caused by absenteeism was "very serious", 10 (24.4%) stated that they believed that the impact caused by absenteeism was "serious", one (2.4%) stated that they believed that the impact caused by absenteeism was "not serious", four (9.8%) stated that they believed that the impact caused by absenteeism was "little", and two (4.9%) stated that they believed that there was "no" impact caused by absenteeism.

3.3 Security officers' Questionnaire

In this category of respondents, 200 questionnaires were sent out and a total of one-hundred and sixty-four (164) security officers responded to the questionnaires. This was also an 82% response rate.

3.3.1 Data organisation

3.3.1.1 Ages of security officers

Table 3.22: Ages of security officers

Response	0	1	2	3	4	5
Frequency	3	5	51	69	33	3
Percentage	1.83	3.05	31.10	42.07	20.12	1.83

This question wanted to establish the age ranges of the security personnel. Table 3.22 shows that of the 164 security officers who responded to the questionnaires, three (1.8%) did not answer this question. Of those who answered, five (3.1%) were younger than 20 years of age, 51 (3.1%) were between 21-30 years, 69 (42.1%) were between 31-40 years, 33 (20.1%) were between 41-50 years, and three (1.8%) were between 51-60 years of age. This indicates that most security officers who participated were between ages 31-40.

3.3.1.2 Highest educational qualifications

Table 3.23: Highest qualification of respondents

Response	0	1	2	3	4	5	6	7	8
Frequency	2	3	10	21	20	78	22	5	3
Percentages	1.22	1.83	6.10	12.80	12.20	47.56	13.41	3.05	1.83

This question wanted to find out the highest educational qualification obtained by security personnel who responded to questionnaire. Table 3.23 shows that two (1.2%) respondents did not respond about their highest qualifications. Of those who answered, three (1.8%) had Grade 8; ten (6.1%) had Grade 9; 21 (12.8%) had Grade 10; 20 (12.2%) had Grade 11, 78 (47 56%) had Grade 12, 22 (13.4%) had one year diploma/certificate, five (3.1%) had

bachelor degrees and three (1.8%) had postgraduate degrees. Most officers had completed Grade 12.

3.3.1.3 PSIRA registration

Table 3.24: Extent of registration with PSIRA

Response	0	1	2	3
Frequency	6	126	23	9
Percentage	3.66	76.83	14.02	5.49

This question wanted to know the extent of registration as a security practitioner with PSIRA (the professional body of security employment) among the employed security personnel respondents. From Table 3.24 it can be seen that six (3.7%) respondents did not answer. Of those who answered, 126 (76.8%) stated that they were registered with PSIRA; 23 (14.0%) were not and nine (5.5%) were uncertain. Most officers were registered with PSIRA.

3.3.1.4 PSIRA grade

Table 3.25: PSIRA grade of security officers

Response	0	1	2	3	4	5	6
Frequency	14	2	17	58	24	32	17
Percentage	8.54	1.22	10.37	35.37	14.63	19.51	10.37

This question wanted to determine the levels of PSIRA grade among the employed security personnel. Table 3.25 shows that 14 (8.5%) respondents did not answer. Of those who answered, two (1.2%) had Grade E; 17 (10.4%) had Grade D, 58 (35.4%) had Grade C, 24 (14.6%) had Grade B, 32 (19.5%) had Grade A and 17 (19.4%) had no grading. Most officers had Grade C.

3.3.1.5 Years since obtaining PSIRA grade

Table 3.26: Years since security officer obtained a PSIRA grade

		Grading				
		1	2	3	4	5
Length of grading	< 1 year	1	8	21	8	7
	1 to 2 years	0	4	19	5	3
	2 to 3 years	1	4	9	3	4
	3 to 4 years	0	1	6	5	6
	4 to 5 years	0	0	1	2	3
	> 5 years	0	0	2	1	9

From the tables presented previously it was seen that 143 security officers indicated their grades and the length of time since they were graded. The summary of the gradings appears in Table 3.26. Two (1.4%) had Grade E, one (0.7%) had been having it for less than one year and one (0.7%) for between two and three years. Seventeen 17 (11.9%) had Grade D, eight (5.6%) of them had it for less than a year, 4 (2.8%) for between one and two years, another four (2.8%) for between two and three years, and one (0.7%) for between three and four years.

Fifty-eight (40.6%) respondents had Grade C, of which 21 (14.7%) had it for less than a year, 19 (13.3%) for between one and two years, nine (6.3%) of them for between two and three years, six (4.2%) for between three and four years, only one (0.7%) for between four and five years and two (1.4%) for over five years. Twenty-four (16.8%) respondents had Grade B, eight (5.6%) of them had it for less than a year, five (3.5%) for between one and two years, three (2.1%) for between two and three years, another five (3.5%) for between three and four years, two (1.4%) for between four and five years and one (0.7%) for over five years.

Thirty-two 32 (22.4%) respondents had Grade A, seven (4.9%) of them had it for less than a year, three (2.1%) for between one and two years, four (2.8%) for between two and three

years, six (4.2%) for between three and four years, three (2.1%) for between four and five years and nine (6.3%) for over five years.

3.3.1.6 Security officers' positions in companies

Table 3.27: Positions of security officers

Response	0	1	2	3	4	5
Frequency	16	23	8	81	21	15
Percentage	9.76	14.02	4.88	49.39	12.80	9.15

This question wanted to determine the ranks of security personnel in their jobs. Table 3.27 indicates that 16 (9.8%) respondents did not answer this question. From those who answered, 23 (14.0%) were supervisors; eight (4.9%) were in administration, 81 (49.4%) were security officers, 21 (12.8%) were shift workers and 15 (9.2%) were shift leaders. Most officers were security officers.

3.3.1.7 Years since employed in current positions in companies

Table 3.28: Years since employed in current position

Response	0	1	2	3	4	5	6
Frequency	9	27	19	32	25	34	18
Percentage	5.49	16.46	11.59	19.51	15.24	20.73	10.98

This question wanted to know how long the respondents had been in the positions they were occupying. Table 3.28 shows that nine (5.5%) respondents did not answer. Of those who answered, 27 (16.5%) had been employed for less than one year; 19 (11.6%) had been employed for more than one year but below two years, 32 (19.5%) had been employed for more than two years but below three years, 25 (15.2%) had been employed for more than three years but below five years, 34 (20.7%) had been employed for more than five years but below ten years, and the last 18 (11.0%) had been employed for ten year or more. Most security officers were employed for five years.

3.3.1.8 Hours of work per week

Table 3.29: Hours of work per week

Response	0	1	2	3	4	5
Frequency	13	18	48	41	25	19
Percentage	7.93	10.98	29.27	25.00	15.24	11.59

This question was intended to determine the number of hours the security officers were working each week. Table 3.29 indicates that 13 (7.9%) security officers did not answer this question. Of those who answered, 18 (11.0%) were working for 40 hours per week; 48 (29.3%) were working for 45 hours per week, 41 (25.0%) were working for 50 hours per week, 25 (15.2%) were working for 60 hours per week, and 19 (11.6%) were working for more than 60 hours per week. Most security officers were working for 50 hours a week.

3.3.1.9 Security officers working shifts

Table 3.40: Security officers working shifts

Response	0	1	2
Frequency	5	90	69
Percentage	3.05	54.88	42.07

This question wanted to determine the extent to which the security officers were working shifts. Table 3.39 shows that five (3.1%) respondents did not answer. Of those who answered, 90 (54.9%) indicated that they were working shifts while 69 (42.1%) were not working shifts. Most of them were working shifts.

3.3.1.10 Having rest days in a month

Table 3.41: Having rest days in a month

Response	0	1	2	3
Frequency	0	164	0	0
Percentage	0	100	0	0

In determining whether the security officers had any rest days each month, Table 3.40 shows that all the respondents answered the question and they all indicated that they had rest days each month. All of them have rest days.

3.3.1.11 Number of rest days in a month

Table 3.42: Number of rest days of security officers per month

Response	0	1	2	3	4	5	6	7
Frequency	9	11	13	9	48	4	69	1
Percentage	5.49	6.71	7.93	5.49	19.27	2.44	42.07	0.61

This question wanted to determine the number of rest days the security officers had each month. Table 3.41 and Figure 32 show that nine (5.5%) respondents did not answer this question. Of those who answered, 11 (6.7%) had one rest day per month; 13 (7.9%) had two rest days per month, nine (5.5%) had three rest days per month, 48 (19.3%) had four rest days per month, four (2.4%) had five rest days per month, 69 (42.1%) had six rest days per month, and only one (0.6%) had more than six hours rest per month. Most of them have six rest days a month.

3.3.1.12 Absent without submitting leave form

Table 3.43: Absent without submitting a leave form

Response	0	1	2	3
Frequency	3	33	125	3
Percentage	1.83	20.12	76.22	1.83

This question wanted to know if security officer have a tendency to stay away from work without submitting a leave form. Table 3.42 shows that three (1.8%) respondents did not answer this question. Of those who answered, 33 (20.1%) had done so, 125 (76.2%) had never been absent without submitting a leave form, and the last three (1.8%) did not remember what they did in their past absence from work. Accordingly it can be stated that most of them routinely submit leave forms.

3.3.1.13 Routinely submitting leave form after being absent

Table 3.44: Extent of routinely submitting a leave form after being absent

Response	0	1	2	3
Frequency	11	93	52	8
Percentage	6.71	56.71	31.71	4.88

This question was intended to determine if security officers routinely submitted leave forms after being absent from work. Table 3.43 shows that 11 (6.7%) respondents did not answer this question. Of those who answered, 93 (20.1%) indicated that they had done so, 52 (31.7%) had not done so, and eight (4.9%) were not sure. They submit leave forms after being absent.

3.3.1.14 Taken to disciplinary hearing after unjustified absence

Table 3.45: Disciplinary action for being absent without valid reason

Response	0	1	2	3
Frequency	38	51	54	21
Percentage	23.17	31.10	32.93	12.80

This question wanted to know if the employer companies ever instituted disciplinary actions against security officers who had stayed away from work without showing valid reasons. Table 3.44 shows that 38 (23.2%) respondents did not answer this question. Of those who answered, 51 (31.1%) indicated that their companies did institute disciplinary action when they had been absent without valid reasons, 54 (32.9%) stated that their companies did not institute disciplinary actions, and 21 (12.8%) were not sure. Disciplinary action is not instituted in most companies.

3.3.1.15 Absent with a friend

Table 3.46: Extent of being absent with a friend

Response	0	1	2	3
Frequency	16	22	119	7
Percentage	9.76	13.41	72.56	4.27

This question wanted to know if there were occasions when security officers were absent together with a friend on the same day. Table 3.45 shows that 16 (9.8%) respondents did not answer this question. Of those who answered, 22 (13.41%) indicated that there were days on which they were absent together with a friend on the same day, 119 (72.6%) stated that this never happened and seven (4.3%) were not aware of this. The majority of respondents indicate that they have not experienced any absenteeism with a friend.

3.3.1.16 Absenteeism as a problem at companies

Table 3.47: Extent of absenteeism as a problem at companies

Response	0	1	2	3
Frequency	12	81	58	13
Percentage	7.32	49.39	35.36	7.93

This question wanted to determine if the companies at which the security officers had a problem with absenteeism. Table 3.46 shows that 12 (7.3%) respondents did not answer. Of those who answered, 81 (49.4%) indicated that their companies had absenteeism problems, 58 (35.4%) stated that their companies had no absenteeism problem and 13 (7.9%) were uncertain about this. Most security officers agreed that absenteeism is a problem in their companies.

3.3.1.17 Officer has good relations with supervisors

Table 3.48: Extent of having good relationships with supervisors

Response	0	1	2	3
Frequency	14	111	30	9
Percentage	8.54	67.68	18.29	5.49

From this question an attempt was made to determine whether security officers had good relationships or mutual understanding or communicated well with their immediate supervisors or managers. Table 3.47 indicates that 14 (8.5%) respondents did not answer this question. Of those who answered, 111 (67.7%) showed that they were on good terms with their immediate supervisors, 30 (18.3%) stated that they were not on good terms with their immediate supervisors and nine (5.5%) were uncertain about this. Again the majority appear to be on good terms with their supervisors and managers.

3.4 Statistical comparison of manager's and security officers' questionnaires

The statistical findings for security officers' and managers' questionnaires are compared in this section. It is not possible to compare the two groups with respect to all items that were investigated since items do not apply universally for the two groups. Only those relevant issues of comparison are used. The items used for comparison are only from the open-ended questions in Section D (perceived impact of absenteeism). The numbers of respondents are also different, hence the percentages are compared. In the next sections these comparisons are presented. The comparisons ignore the respondents denoted 0, which were for those who did not answer the specific questions.

3.4.1 Open-ended questions

For these questions only comparable responses from security managers and security officers are compared. These entail the causes of absenteeism, impact of absenteeism and methods to deal with absenteeism. They are presented in the next paragraphs in which a side-by-side comparison is made in the form of points. The point forms are followed by discussions.

3.4.2 Causes of absenteeism

Security managers	Security officers
♦ Alcohol/drunkenness	♦ Wanted to take off
♦ Domestic issues and family responsively	♦ Sick child
♦ Low morale	♦ Not interested to go to work
♦ Lack of responsibility	♦ Transport problems
♦ Lack of motivation	♦ Family/domestic problems
♦ Laziness	♦ Overslept
♦ Awkward shifts such as night shift	♦ Sick
♦ Poor salaries	♦ Tired
♦ When employees are paid	♦ Low pay problems
♦ Stress	♦ Watching soccer
♦ Transport problems	♦ Angry with supervisor

3.4.2.1 Discussion of the causes of absenteeism

3.4.2.2 Security managers

The security managers believed that the absenteeism in their industry is caused by a balance of problems from the employee side, and those that are caused from the side of the industry/company. Personal ones are alcoholism, domestic/family issues, lack of responsibility by the personnel and when (lateness) the employee has been paid, laziness and transport problems. Organizational problems, low morale, lack of motivation, awkward working shifts, poor salaries, stress and transport problems.

3.4.2.3 Security officers

Security officers indicated that there are more causes from the employee side than those caused from the company. Personal ones are willingness to take time off, having a sick child in the house, no interest in going to work, family/domestic problems, oversleeping, employee being sick, and watching sport on television. Organizational problems are low being tired, low salaries, transport problems and being angry with supervisor.

3.4.3 Perceived impact of absenteeism

Security managers	Security officers
♦ Absenteeism led to termination of contracts of some security personnel ♦ Manpower shortage sometimes led to theft ♦ The present employees had increased workloads ♦ Financial losses occurred in their companies	♦ Security officers losing contracts ♦ Affect the relationship between clients and company ♦ Theft in uncovered posts ♦ Financial losses for the company ♦ Lack of service delivery ♦ Loss of time ♦ Poor performance ♦ Affect the professionalism of security officers ♦ Increase in crime ♦ Loss of clients not happy with the company service ♦ Poor image of security companies and industry ♦ Impact on the growth of the security industry ♦ Low staff turnover ♦ Loss of value for the industry

3.4.3.1 Discussion of the impact of absenteeism

3.4.3.2 Security managers

Surprisingly the security managers reveal fewer impacts than the security officers. The security officers explain that absenteeism led to termination of contracts of some security personnel, staff shortages led to theft, employees at work had increased workloads and companies experienced financial losses.

3.4.3.3 Security officers

Security officers mentioned similar impacts as those given by the security managers but also additional ones. They also stated that relationship weakened between clients and company, theft increased, lack of service delivery, loss of time, poor security performance, general increase in crime, loss of clients not happy with the company service, image of security companies and industry declined, growth of the security industry, low staff turnover and loss of value for the industry.

3.4.4 Measures to reduce absenteeism

Security managers	Security officers
♦ Improve working conditions	♦ Security officers be well looked after
♦ Increase salaries	♦ Increase security personnel salaries
♦ PSIRA to play an active role	♦ Tough disciplinary actions be used
♦ Train security officers	♦ Good communication channels
♦ Formulate clear policies and procedures	♦ Provide employee transportation
♦ Provide counseling	♦ Demote regular offenders
♦ Increase morale boosting programmes	♦ Absenteeism be incorporated in performance appraisal
♦ Motivate security personnel	♦ Security officer be satisfied
♦ Promote deserving security personnel	♦ Motivate and encourage employees
♦ Provide incentives	♦ Security officers be given days off
♦ Employ adequately qualified personnel	♦ Dismiss those found guilty too often
♦ Introduce effective communication	♦ Entry level must be higher
♦ Decrease working hours	♦ Long working hours be cut
♦ Employ a company doctor	♦ Government regulate industry
♦ Discipline offenders to stop tendency	♦ Employees be involved in decisions
♦ Provide employee counseling	♦ Increase awareness about the importance of security jobs
♦ Increased recognition by managers	♦ Train and develop employees
♦ Report dismissed ones to PSIRA	♦ Pay employees on time
♦ Improve employee benefits	♦ Buy uniform every year for employees

	♦ There must be policies and procedures in place
	♦ Provide more rest days
	♦ Promote self-discipline
	♦ Motivate security officers
	♦ Reward those who are not always absent
	♦ Resolve problems in a professional manner
	♦ Promote deserving security employees
	♦ Eliminate racism in the industry
	♦ Security employees be listened to
	♦ Investigate all sick notes
	♦ Discuss problems openly
	♦ Award long service to employees
	♦ Counsel those who are regularly absent
	♦ Employ qualified managers
	♦ Provide monthly bonus
	♦ Proof of absence must be demanded
	♦ Institute more leave days
	♦ Give emotional support to employees
	♦ Review and implement disciplinary measures
	♦ Improve communication and listening skills for management
	♦ Pay for overtime accordingly
	♦ PSIRA to improve standards
	♦ Improve working conditions
	♦ Industry to inspect its service providers
	♦ Introduce fair labour practices and

	enlighten the security personnel
	♦ Eliminate favoritism
	♦ Employ highly qualified managers
	♦ Update employees of changes to policies and procedures etc.
	♦ Exploitation needs to be eliminated
	♦ Security to be included in the government budget speech

3.4.4.1 Measures for reducing absenteeism

3.4.4.2 Security managers

Again, it is surprising that security mangers mentioned fewer ideas/thoughts for reducing absenteeism than security officers. In addition, all their ideas are also mentioned by the security officers who work under them. Their suggestions are numerous, and appear in the column on the right side in the above table.

3.4.4.3 Security officers

Security officers provided more suggestions for reducing absenteeism than the security managers, who are their superiors. They also mentioned every suggestion that the security managers could identify. Moreover, the number of suggestions generated by the security officers is more than double the number generated by their managers. The suggestions are in the column on right side of the above table.

3.5 Conclusion

In this chapter the response data from the security manager and security officer questionnaires were statistically presented according to various items separately and according to the items defined by the closed and open-ended questions. The security managers and security officers' responses were then compared according to some of the items from the open-ended questions. The next chapter presents the interpretations from the analyses and comparisons made.

Chapter Four

INTERPRETATION AND DISCUSSION OF RESEARCH FINDINGS, RECOMMENDATIONS AND CONLUSION

4.1 Introduction

The broad aim of this research was to determine the causes of absenteeism in the private security industry in Gauteng, the overall impact of absenteeism, and potential measures for addressing (reducing) it. The broad relevant information was gathered and analyzed in Chapter Three. This chapter presents the interpretations of the study findings, some conclusions and recommendations based on the analysis of the collected research information. The analytical format followed in the last chapter are followed in the presentation of this chapter.

4.2 Research findings' interpretations

4.2.1 Security managers: Biographical details

All the security managers were older than 20 years of age, most (54%) were in that '**age**' range of 31-40 years and fewest (2%) were in the 51-60 year old age range. There were 20% in each of the age ranges 21-30 year and 41-50 year olds. Apart from those who did not answer the question, the distribution gives an impression that there was neither underage employment nor employment beyond 60 years.

Deduction

The security managers seem to be experienced and all above 30 years of age. Their ages are distributed across up to about 50 years.

Of the ones who answered, most (49%) had one-year post-matric qualifications and fewest (2%) had postgraduate degrees. Others, from highest to lowest were those with three-year post-matric qualifications, the Grade 12s, and the Grade 10s.

Deduction

Security managers exhibited having formal academic qualifications apart from the courses they are required to complete in their industry.

Regarding those '**PSIRA registered'**, most (61%) had Grade B. In order of highest to lowest number in grade, the next highest number had Grade D, then Grade C, and the lowest were equal in Grade A and Grade E.

Deduction

Security managers were generally registered, and security companies *can be commended for using qualified personnel for responsible positions.*

Most (22%) security manager respondents had no '**security officers reporting to them'**, and another 22% had 20 security officers reporting to them. The next highest were those who had 20 security officers reporting to them, then those who had ten security officers reporting to them, then those with five security officers equal to those with 200 security officers reporting to them, then those with 100 security officers equal to those with more than 500 reporting to them, and fewest had more than 500 officers reporting to them. In general, the security managers were not burdened with too many security officers reporting to them.

Deduction

The responsibilities of security managers differed widely among the companies. In some companies the security managers have very few officers reporting to them while in others *many officers report to them.*

Most security managers (59%) had been '**employed in their companies'** for more than six years, the next were those who had been employed in their companies for three to five years, while fewest had been employed in their companies for less than three years. Some few security managers had not been in their companies for many years.

Deduction

The security managers have been in the companies for more than five years. This could be an indication of loyalty shown between the parties. It also shows that personnel who are now known in the industry and to the companies are placed in responsible positions.

Absenteeism as a problem

An overwhelming majority of security managers (83%) stated that their companies had **'absenteeism problems'**, while few did not experience these in their companies. Further, most security managers (93%) indicated that '**absenteeism was a serious problem'** in their companies while few did not believe so about theirs.

Deduction

From the above items it seems that an abundance of security managers understand the business implications of absenteeism in their own companies and the impact it may have for client companies.

A mere 46% of security managers believed that a '**verbal warning'** was powerful (useful) tool for reducing absenteeism in their companies while few did not believe it was powerful in their companies. On the other hand, a very large portion (83%) of security managers believed that a '**written warning'** was a powerful tool for reducing absenteeism in their companies while very few did not believe it was a powerful tool to be used against absenteeism in their companies.

Regarding behavioral change/s in security officers in their companies who were regularly absent regarding absenteeism after '**both verbal and written warnings'** were given to them, a large proportion (66%) of security managers indicated that they noticed a behavioral change in such security officers while few indicated that they did not notice any change of behavior in security officers who received these warnings.

Deduction

It seems that giving only a verbal warning is not as powerful a tool for dealing with absenteeism as a written one. When combined, the two methods are more effective for dealing with the absenteeism problem.

Most security managers (63%) indicated that their '**companies offered counseling'** to security officers who had been identified to have been absent regularly while fewer stated that theirs did not offer any counseling.

Deduction

Counseling seems to be necessary in dealing with the absenteeism and other employee problems, but not many security companies engage in it.

Only 29% security managers stated that their companies '**reported all the absenteeism cases to their clients'** while most (44%) stated that theirs did not report the cases to their clients.

Deduction

It is not clear why security companies should report absenteeism cases to their clients, and only few companies seem to be seeing reasons for doing so.

Most security managers (85%) indicated that their companies '**held disciplinary hearings'** with regular absentees.

Also, most others (90%) indicated that they believed that '**absenteeism could constitute grounds for dismissal'**. In both cases few did not do so.

Deduction

Many security companies take disciplinary hearings seriously. Also, many managers believe absenteeism may be a reason for dismissal.

Fewer security managers (37%) stated that in their companies, '**sick security officers went to work**'. On the other hand more (46%) stated that in theirs, sick security officers did not go to work.

Deduction

A considerable proportion of security officers, even though not in the majority, would go to work while sick.

More security managers (44%) stated that in their companies, sick security officers '**routinely produced medical certificates after being absent from work**', while 20% stated that in their companies sick security officers did not routinely produce medical certificates after being absent.

Deduction

Some security officers do not produce medical certificates after being absent from work without prior arrangement.

More security managers (51%) stated that their '**companies deducted proportionate amounts from security officers**', who were absent or unpunctual while 36% stated that their companies did not institute deductions for these offenses.

Deduction

Many security companies deducted amounts from security officers for being absent or being late for work.

Most security managers (76%) stated that they '**checked absence records**' before deciding on employees' absence while 7% stated that they did not.

Deduction

Many security managers first checked the absenteeism records of the officers who wanted to go on leave. However, some did not do so.

About 37% security managers stated that they had observed cases where a '**security officer was absent with a friend'** while 26% stated that they never noticed such cases.

Deduction

Many security companies experienced some security officers who would be absent with a friend on the same day.

About 46% security managers stated that they believed that the impact caused by absenteeism was "very serious" in their companies, 24% stated that they believed that the impact caused by absenteeism was "serious", 2% stated that they believed that the impact caused by absenteeism was "not serious", 10% stated that they believed that the impact caused by absenteeism was "little", and five percent stated that they believed that there was "no" impact caused by absenteeism.

Deduction

Many security managers believed that absenteeism was serious while few others saw no seriousness or impact caused by absenteeism.

Associations

First category

A low positive correlation existed between age of security manager and long service of security manager. There was therefore no indication that older security managers were necessarily those officers who had served their companies for many years. Further, a negative correlation between the items revealed that older security managers would not observe the seriousness of absenteeism. Similarly, longer serving security managers believe there is little or no impact in the companies due to absenteeism.

Deduction

There is no indication that age and long service in a security company for a security manager affected each other. Moreover, older security managers and those that served companies for long did not understand the seriousness of absenteeism.

Second category

There were no negative relationships in these items because all values are positive. Some perfect relationships (value = 1.0) occurred among these items.

Perfect associations

It was observed from perfect correlations that high rate of registration with PSIRA would bring an understanding that absenteeism is a problem at work, security managers would view absenteeism as a serious problem, written warning would be effective, absenteeism behavior would be affected. Such companies are more likely to take their employees to disciplinary hearings after absence offence, and security managers would see absenteeism as a good reason to dismiss an employee. It is likely also that the security managers in these companies would check records in deciding on absenteeism that is to be dealt with at any time.

Deduction

There is the impression that security companies had absenteeism problems among the security industry. Written warning is believed to be an effective method to address the problem of absenteeism. Disciplinary hearing seems to be effective in enforcing some of the desired changes in the security personnel. Security managers were of the opinion that absenteeism was serious enough to warrant dismissal. Security managers were allowed to recommend or grant leave to the security officers. Some of the security officers would first checked absenteeism records before deciding on the requested leave.

Highly-correlated items

The high correlations among companies offering counseling and PSIRA registration, experiencing absenteeism problems, considering absenteeism problems, verbal warning as a powerful tool, written warning as a powerful tool, behavioral change after verbal and written warnings, companies take security officers to disciplinary hearings, thinking that absenteeism can be reason for dismissal.

Deduction

In security companies that offer counseling to its employees many officers are PSIRA registered. Other factors that seem to connect with offer of counseling are verbal warning, written warning, behavioral change and disciplinary hearings.

'Counselling offered to security officers in company' was highly correlated with security managers checking absence records before taking decision about absence offence. There were relatively lower correlations between counseling offered in a security company and sick security officers reporting for work; and between counseling offered in a security company and absent security officers producing medical report. In the next discussions the correlations already reported on are ignored.

Deduction

There were limited connections among companies checking records of absence before deciding on officers' leave, sick security officers reporting to work, counseling offered in security companies, absent security officers producing medical report after being absent.

The next discussion deals with '**companies holding a disciplinary hearing for offenders'**. From the analyses it was note that the holding of a disciplinary hearing for offenders cannot be meaningfully associated with PSIRA registration. Hence the value for this correlation is ignored. The extracted correlations showed that:

> The holding of a disciplinary hearing for offenders is highly correlated with security managers experiencing absenteeism problems with security officers; with a written warning as a powerful tool; with verbal and written warnings changing behavior; and with a company offering counseling. There were relatively lower correlations between the holding of a disciplinary hearing for offenders and a verbal warning as a powerful tool; between the holding of a disciplinary hearing for offenders and absent security officers producing a medical report; between the holding of a disciplinary hearing for offenders and deducting an amount from wages; and between the holding of a disciplinary hearing for offenders and absent with a friend. Very low correlations were found between the holding of a disciplinary hearing for

offenders and the reporting of absenteeism cases to clients; and between the holding of disciplinary hearings for offenders and a sick officer reporting for work.

Deduction

Security companies that were holding disciplinary hearings seemed to also be involved with written warnings, and offering counseling. Such companies would do only little with verbal warning. In these companies absent security officers did not produce medical reports. Furthermore, sick officers in these companies did not report to work.

4.2.2 Security managers' input about officers

Security managers were asked if they first check the absenteeism record before deciding on granting leave to an officer. From the data analysis it was noted that managers checking on the absenteeism of security officers cannot be meaningfully associated with PSIRA registration despite a high correlation value. Also, checking on absenteeism cannot associate meaningfully with company offering counseling, reporting absenteeism cases to client companies, officers reporting to duty when sick and deducting salaries from offenders. Accordingly the values for these correlations and the ones already discussed are ignored. The still to be explored correlations, extracted from the original correlation matrix, were:

> Moderate relationships revealed among checking absenteeism and number of rest days in company; and between managers checking security officers' absenteeism and relationships between managers and manager's own superiors.

Deduction

From the above discussion there is no indication that the rest days offered by a security company had any influence on the behaviour to be absent from work. Also, the kind of relationship the security officers had with their managers had no impact on the absence level of the officers.

Moderately-correlated items

From the items showing the highest correlations those showing moderate correlations are considered. These are 'verbal warning', 'producing medical certificate when absent',

'instituting salary deduction for offenders', and 'friends being absent together'. As before those issues not associable together are ignored.

'Verbal warning' was highly correlated with the offering of counseling by a security company. Relatively moderate correlations between verbal warning and absenteeism problems in company; between verbal warning and written warning; between verbal warning and both verbal and written warnings; and between verbal warning and absent security officers producing a medical report. In the next discussions the correlations already reported on are ignored.

Deduction

There is some influence, though limited, of counseling to security officers with security officers submitting reports after being absent.

The next discussion focuses on security officers routinely producing medical certificate when absent. From the data analysis it was noted that routinely producing a medical certificate when absent cannot be expressly associated with a manager experiencing absenteeism problems with officers, a manager considering absenteeism as a serious problem, a verbal warning as a powerful tool for dealing with absenteeism, a written warning as a powerful tool for dealing with absenteeism, the impact of verbal and written warning on the behaviour of offending security officers, the reporting of absenteeism to clients, instituting a salary deduction for offenders, a manager checking the record of absenteeism before deciding on a security officer's leave and observing an officer being absent with friend. Therefore the values for these correlations as well as those discussed earlier are ignored. The extracted correlations are:

> Moderate relationships occur between routinely producing medical reports and PSIRA registration; between routinely producing a medical certificate when absent and a company offering counseling; between routinely producing a medical certificate when absent and a company holding disciplinary hearings for absenteeism offenders; and between routinely producing a medical certificate when absent and absenteeism as the basis for dismissal. A low correlation was revealed

between routinely producing a medical certificate when absent and reporting for work when sick.

Deduction

Counseling seems to modestly instill a sense of producing medical reports after being absent. PSIRA registration seems to influence security companies to offer counseling and to hold disciplinary hearings for offences.

A verbal warning is highly correlated with counseling offered in a security company. There were relatively moderate correlations between a verbal warning as a powerful tool to address absenteeism and absenteeism problems in company; between a verbal warning as a powerful tool to address absenteeism and a written warning as a powerful tool to address absenteeism; between a verbal warning as a powerful tool to address absenteeism and both verbal and written warnings as powerful tools to address absenteeism; and between a verbal warning as a powerful tool to address absenteeism and absent security officers producing a medical report. In the following discussions the correlations already reported on are ignored.

Deduction

Companies that offered counseling seemed to also institute verbal warning to offenders and where there were high verbal warnings there seem to also have been absenteeism problems. There was little influence from verbal warning to produce medical report after being absent without prior arrangement while written warning seemed to have been more influential

The following discussion focuses on a security officer routinely producing a medical certificate when absent. It was noted that this item cannot be expressly associated with a manager experiencing absenteeism problems in company, a manager considering absenteeism as a serious problem in company, a verbal warning as a powerful tool, a written warning as a powerful tool, both verbal and written warning as powerful tools, reporting cases of absenteeism to clients, instituting disciplinary action against offenders, a manager checking an officer's absenteeism record before making leave decisions, and

previously observing an officer being absent with a friend. Therefore the values for these correlations as well as those discussed earlier are ignored. The extracted correlations are:

> Moderate correlations occurred between routinely producing medical reports and PSIRA registration; between an officer routinely producing medical reports and a company offering counseling; between an officer routinely producing medical reports and a company holding disciplinary hearings; and between an officer routinely producing medical reports and a manager seeing absenteeism as a basis for dismissal. A low correlation is revealed between officer routinely producing medical reports and officer report to work when sick.

Deduction

PSIRA membership seemed to have not greatly influenced security officers to produce medical reports after being absent due to sickness. Counseling also failed to exert much influence of producing reports. Influence seemed to exist, but only moderately. Also, the connection between producing medical reports after being absent from sickness and reporting to work when sick did nit seem to exist.

Following on from the above, it was next checked whether there were any deductions of money from officers' salaries for the absenteeism of the officers. Deducting money for absenteeism cannot meaningfully be associated with PSIRA registration; a verbal warning, a written warning and both verbal and written warnings as powerful tools; reporting absenteeism to clients; manager believing absenteeism may be a cause for dismissal; manager checking officer's absenteeism record before making leave decisions; and having observed officer absent with friend. Hence the values for these correlations are ignored. The extracted correlations are:

> Deducting money for absenteeism is highly correlated with experiencing security officers' absenteeism problems; with experiencing absenteeism problems; and with sick officers reporting to work. Relatively moderate correlations take place between deducting money for absenteeism and disciplinary hearings held for absenteeism problems. A low correlation shows between deducting money for absenteeism and medical certificates produced.

Deduction

It seems that deducting money for absenteeism encouraged sick security officers to go to work. Also, companies that deducted money for absenteeism seemed to have also held disciplinary hearings for absenteeism. However, deducting money for absenteeism did not encourage security officers to produce medical reports after being absent from work due to sickness.

The following discussion focuses on the issue: '**sometimes officer would be absent with friend**'. It was noted that sometimes being absent with a friend cannot be meaningfully associated with PSIRA registration, a manager experiencing absenteeism problems in a company, a manager considering absenteeism as serious in company, a verbal warning as a powerful tool, a written warning as a powerful tool, both verbal and written warnings as powerful tools, a company offering counseling, a company reporting absenteeism cases to client companies, a manager believing absenteeism may be used as grounds for dismissal, officers reporting for work when sick, officers routinely producing medical certificates when absent, investigating if absence was beyond employee's control, instituting a salary deduction for absenteeism and a manager checking an officer's absenteeism record before making a leave decision. Therefore the values for these correlations and the already discussed correlations are ignored.

The security officer sometimes being absent with a friend is moderately correlated with holding disciplinary hearings in security company.

Deduction

In the security companies there seemed to have been modest relations between security officers being absent together with a friend and security companies holding disciplinary hearings for absenteeism.

Lowly-correlated items

The rows for reporting absenteeism cases to client companies, and security officers reporting for duty when sick, showed low correlations. The item, '**absenteeism cases reported to clients**', does not have any innate relationship with any of the items.

Next the discussion proceeds to the issue of '**sick security officers reporting for work'**. The item is highly correlated with a verbal warning being considered a powerful tool and with money deducted from wages. It is moderately correlated with counseling given by a company; and is lowly correlated with PSIRA registration; with a company experiencing an absenteeism problem; with absenteeism as a serious company problem; with a verbal warning as a useful tool; with a written warning as a useful tool; with verbal and written warnings leading to behavioural change; and with companies holding disciplinary hearings for absenteeism.

Deduction

There seemed to be a high connection among sick security officers reporting for work, company deducting money for absenteeism and verbal warning as a powerful tool for addressing absenteeism.

Third category items

There was a high negative relationship between educational qualification and PSIRA grade; a moderate negative relationship between educational qualification and the number of security officers reporting to a security manager; and a low positive relationship between educational qualification and the number of security officers reporting to a security manager.

Independence between questions and responses

For all the three groups of questions there was no indication that the security officers could have responded in a biased manner. In all the categories statistical tests were consistent with the belief that the responses from the security officers were not influenced by the way they responded in earlier questions. This was an indication of objectivity when the security officers responded to the questions.

Deduction

The above finding implies that security officers answered the questions fairly without external influence, more especially the possible influence from other questions.

4.2.3 Security managers

4.2.3.1 Year of registration with PSIRA

The security managers were requested to indicate the years in which they registered with PSIRA (if applicable) as security officers. Some respondents did not answer the question. The years of registration with PSIRA of security officers ranged from 1989 to 2005, a period spanning 17 years.

Interpretation

The distribution of length of registration of security managers with spanned from one to 17 years as at end of 2006.

Deduction

The security industry showed that experience would allow recently acquired skills (one and other recently joined officers). It shows that experienced security personnel and the new ones with newly acquired skills with their new approaches to security work would work together to improve the industry.

4.2.3.2 Possible causes of absenteeism

In this question the security managers were requested to indicate what in their experience they considered as possible causes of absenteeism in the security industry. Some of them did not answer this question. The possible causes of absenteeism listed by those who responded were:

- Alcohol/drunkenness;
- Domestic issues and family responsivel;
- Low morale;
- Lack of responsibility;
- Lack of motivation;
- Laziness;
- Awkward shifts such as night shift;
- Poor salaries;
- When employees are paid;

- Stress; and
- Transport problems.

Interpretation

Possible causes of absenteeism listed by those who responded were alcohol/drunkenness, domestic issues and family responsibilities, low morale, lack of responsibility, lack of motivation, laziness, awkward shifts such as night shift, poor salaries, pay, stress and transport problems

Deduction

Some problems were clearly easy to control, which were due to ill-discipline while others were beyond control of the offenders.

4.2.3.3 Dealing with absent security officers

The security managers were asked to explain how they dealt with security officers who had a tendency to be absent form their work. Some security managers did not answer the question. The various approaches that they indicated to have used can be classified as punitive measures, intervention and retribution. These were:

- Punitive measures mentioned were verbal warning, written warning, and disciplinary hearing;
- Intervention methods were counselling, motivation of security officers and encouragement to make alternative arrangements that would fill empty posts/stations when they were absent; and
- Retribution mentioned the taking of was unpaid leave.

Interpretation

The various approaches that they indicated to have used can be classified as punitive measures (verbal and written warnings, disciplinary hearings), intervention and retribution.

Deduction

The intervention approaches used to deal with absenteeism problems in the security industry are few and indistinguishable.

4.2.3.4. Effects of verbal and written warnings

This question involved only those security managers who indicated that their companies often gave verbal and written warnings to their security officers who had been absent from work. It was intended to determine if there was change of behaviour after these two warning were issued to them. The question established from the respondents that in general, the security personnel who received these two warnings showed behavioural change. Some respondents, despite indicating that warned security officers showed some behavioral changes, did not indicate the kinds of behavioral changes they observed. Others mentioned that minor behavioral changes occurred without giving the details of the changes. Those who gave details of behavioral changes stated that:

- There were increased responsibility among some of the warned security personnel;
- There was a decrease in rate of absenteeism;
- Other previous offenders started to show increased attendance, i.e. coming to work, than before; and
- Absent employees also started producing medical certificates (sick notes).

Interpretation

Some warnings did not produce change in the behaviours of the affected offenders, but those that did, happened in increased responsibility among some of the warned security personnel, decrease in absenteeism rate, showing more presence at work than before and more absent employees produced reports.

Deduction

Intervention measures seem to have shown significant improvement in the industry in problems of absenteeism.

4.2.3.5 Types of counselling

This question wanted to determine the types of counseling that the security companies gave their security personnel. Some security managers did not answer the question. Those who answered stated that counseling included:

- Interview with the manager;

- Discussions with immediate supervisors regarding the regular absences; and

- The human resources division made regular absentees aware of the impact of their absenteeism.

The other counselling types were:
- HIV/AIDS counselling; and

- Alcohol use counselling.

The counseling role players were:
- Psychologists, and

- Social workers.

Interpretation

Some security companies did not offer any counseling to their employees. Those that did, offered internal counseling (in the form of interview with the manager, discussion with immediate supervisors of the regular absentees and the human resources division made regular absenteeism aware of the impacts of absenteeism), and other counseling types (HIV/AIDS counseling and alcohol counselling). The counseling role players were psychologists and social workers.

Deduction

The claims of counseling show that security companies do not have well understood or well-designed counseling programmes to deal with employee problems. The counseling approaches followed do not seem to address absenteeism or any personal problems that are known to affect employees in the home and the workplace.

4.2.3.6 Procedures followed before dismissal

There is a belief that security companies have a tendency to dismiss security officers from their jobs when they are regularly absent from work, among other offenses. The security managers were asked to explain if it is true that offending security officers who were

dismissed, were not given a chance to be defended or to defend themselves from such dismissals. There were some who did not respond to the question. Others insisted that:

- The human resources division deals with them; and
- The others declared that correct dismissal procedures were followed in dealing with the offenders.

It was then probed what procedures were done by the human resources division that confirmed that correct procedures were followed. A number of security managers did not respond to the probing. Others stated that the procedures followed included:

- Disciplinary hearing;
- Investigation of the issues;
- Warning (verbal and written); and
- Justified dismissal and referral to social workers.

Interpretation

Security managers were defensive in explaining how they dealt with dismissal of security officers who had been absent several times from work. Some said that their human resources division dealt with the cases while others declared that correct procedures were followed in dealing with the offenders. However, when probed what procedures were done by the human resources division that confirmed that correct procedures were followed, some security managers refused to respond while others stated that their companied used disciplinary hearings, investigated the issues, warned the offender (using verbal and written forms) and the rest justified dismissal and referral to social workers.

Deduction

Security managers were illusive, attempting to protect their companies that seemed to have violated rules for employee dismissal.

4.2.3.7 Reasons for dismissal in security companies

In further probing the reasons for dismissal in these companies, some security managers did not answer the question. Others mentioned that causes included:

- Absenteeism;

- Gross misconduct;

- Contravention of written policy and/or procedures;

- Dishonesty and mistrust between employer and employee.

The security managers reiterated that dismissal occurs only after verbal and written warnings were issued.

Interpretation

Since it was clear that dismissals were rife in the security industry, the security managers were asked to state the common causes of dismissal. Reasons included absenteeism, gross misconduct, contravention of written policy and/or procedures, as well as dishonesty and mistrust between employer and employee. The security measures reiterated that dismissal occurs only after verbal and written warnings were issued.

Deduction

The reasons for dismissal were of a serious nature as well as petty. Petty ones, which were not necessarily due to the officer's fault, included mistrust between employer and employee (regardless of who might have caused it).

4.2.3.8 Person responsible for disciplinary proceeding

The question wanted to determine the people who were responsible for disciplinary proceedings in the security companies. As for other questions some security managers did not answer this question. Responses varied as follows:

- Some security managers stated that management was responsible for disciplinary proceedings;

- Others mentioned that it is the immediate supervisors of the offender who were responsible disciplinary proceedings;

- The last response in this question stated that the human resources' divisions in their companies were responsible for disciplinary proceedings.

Interpretation

Some security managers indicated that management (without giving the details) was responsible for disciplinary proceedings, others mentioned that the immediate supervisors of the offender were responsible disciplinary proceedings and the last ones stated that the human resources in their companies were responsible for disciplinary proceedings.

Deduction

Security companies approached disciplinary proceedings differently. However, all the security managers who responded were confident that correct procedures were followed.

4.2.3.9 Implications of not producing a medical certificate

Employees failing to produce a medical certificate when absent claimed sickness as the reason for being absent were treated differently by various organizations. This question was intended to determine how security companies treated such cases. Some security officers did not answer the question. Those who responded as follows:

- Companies treated these cases as 'no work, no pay' instances
- Others treated these situations as unpaid leave
- In other companies these cases led to disciplinary action
- A final group of responses was that companies deducted money from the salaries of absent security officers.

Interpretation

Security companies treated absenteeism from no work no pay, unpaid leave, disciplinary action and deducted money from the salaries.

Deduction

These companies treated absenteeism differently, apparently because of the various impacts that were caused in their companies.

4.2.3.10 Impact of absenteeism on various companies

Absenteeism impacts differently on the various employer companies. This question sought to determine the perceived impact of absenteeism on security companies. Some security managers did not respond. Those security managers that responded broadly stated that:

- Absenteeism led to termination of contracts of some security personnel;
- Manpower shortages due to absences sometimes led to theft;
- The employees left had increased workloads resulting from absent fellow workers; and
- As a result there were financial costs to their companies.

Interpretation

Security managers listed the various impacts of absenteeism as being inter alia the termination of the contracts of some security personnel; manpower shortages; and theft where there were deployment shortages, increased workloads and financial losses.

Deduction

Absenteeism impacts differently in employer companies. The impacts were visible in terms of the job losses of security officers, clients and contracting security companies themselves.

4.2.3.11 Reasons for absenteeism

The question tried to establish what the various reasons were leading to high absenteeism in security companies. Some respondents did not answer the question. Various other reasons for absenteeism were given, namely:

- Ill health, including HIV/AIDS;
- Lack of motivation;
- Long working hours;
- Alcohol and drug abuse;
- Visiting distant places;
- Low salaries;
- Dissatisfied employees;
- Low morale;

- Culture and issues of tradition;

- Stress;

- Laziness;

- Lack of management support;

- Do-not-care attitude;

- Union protection;

- Lack of discipline;

- Doctors issue sick notes too easily;

- Personal problems;

- Family/domestic issues; and

- Transport problems.

Interpretation

Security managers mentioned diverse absenteeism causes such as: ill-health (including HIV/AIDS); lack of motivation; long working hours; alcohol and drug abuse; visiting distant places; low salaries; dissatisfied employees; low morale; culture and traditional issues; stress; laziness; lack of management support; 'do-not-care' attitude; union influence; not being developed (career pathing and training); lack of discipline; doctors issue sick notes too easily; personal problems and family/domestic issues; and transport problems.

Deduction

The causes of absentees were seen to be due to ranging from ill-discipline to beyond the control of the security personnel.

4.2.3.12 Security managers' proposed intervention methods

The question wanted security managers to share their thoughts regarding what could be done to prevent and/or reduce absenteeism. Some respondents did not answer this question. Others provided inputs that led to the following possible intervention measures:

- Improve working conditions;

- Increase salaries;

- Managers to train security officers;
- Formulation of clear absenteeism policies and procedures;
- Provision of good counseling to employees;
- Increase morale boosting programmes;
- Motivate security personnel;
- Promote deserving security personnel;
- Provide incentives for good performance;
- Employ adequately qualified personnel;
- Introduce effective communication;
- Decrease working hours (shorter shifts);
- Employ a company doctor;
- Discipline offenders to deter and stop tendency;
- Recognition by managers for a job well done;
- Security officers dismissed for absenteeism should be reported to PSIRA; and
- Improve employee benefits or extend company benefits also to contract staff (i.e. by insisting they be written into contract tender or service level agreement).

Interpretation

Security managers proposed some intervention approaches for dealing with absenteeism in the industry. These included improving working conditions in the industry, increase of salaries, PSIRA to play an active role, training of security officers, formulation of clear absenteeism policies and procedures, counseling of security officers, increase moral boosting programmes, motivation of security personnel, promotion of deserving security personnel, provision of incentives for good performance, employment of adequately qualified personnel, introduction of effective communication, decrease of working hours, employment of company doctors, discipline of offenders to stop absenteeism tendency, company provision of counseling of security officers, security officer recognition by managers, security officers dismissed for absenteeism be reported to PSIRA and improvement of employee benefits.

Deduction

The abundance of inputs seem to be an acknowledgement that there are serious problems that need to be attended to in the security industry. The principal causes of absenteeism problems were the security companies (mainly through their hazardous conditions of the security work, lack of promotion, low salaries, lack of moral, unclear absenteeism policies, long and awkward working hours, lack of recognition by managers, lack of counseling, lack of medical personnel in security companies, and lack of incentives for the security personnel, among others). Limited causes were due to the security officers through ill-discipline.

4.2.4 Security officers

Section A

Most respondents (42%) were **aged** within 31-40 years old, and the fewest (2%) were aged within 51-60 years old. In order from high to low, there were those within 21-30 years, others within 41-50 years, and those below 20 years of age. Here there are no signs of overage security officers, but due to the number of younger than 20-year olds the possibility of underage employment cannot be ruled out.

Deduction

The ages of security officers range from very young ones to old enough to ensure a wide range of experiences. It is not clear if there were under aged security personnel among the security officers. There were no indications of employment of over 60 year old security officers in the security industry.

Most security officers (48%) had Grade 12, and least (2%) had postgraduate degrees. The order from high to low showed security officers with one-year post-matric **qualifications**, then Grade 10, Grade 11, Grade 9, bachelors degrees, and Grade 8.

Deduction

Literacy rate among the security personnel seems to be acceptable. There were many of the security officers with high qualifications, and all the security personnel had studied up to secondary school.

Most security officers (77%) were **registered with PSIRA**. Of those registered with PSIRA, most (35%) had Grade C, followed by those with Grade A, Grade B, Grade D, and Grade E. Most of them (34%) had been graded for less than a year, followed by those who had been graded for between one and two years, then those who had been graded for between two and three years, then those who hade been graded for between three and four years. Surprisingly, the next were those who had been graded for more than five years, and then those who had been graded fore between four and five years were the lowest. Not all security officers were graded, and some were graded modest. Nonetheless, the level at which they were graded was not disappointing.

Deduction

The above findings illustrate that security officers employed in security companies were mostly registered with PSIRA.

Regarding the **positions of security officers** in companies, most (49%) were ordinary security officers, next were supervisors, then shift workers, then shift leaders and then those in administration. In addition, most **had been in these positions** for between five and ten years, the next most had been in their for between two and three years, the next had been there for less than one year, then those for between three and five years, those between one and two years and least had been in theirs for more than ten years.

Deduction

The positions held by security officers varied widely, but most of them were occupying the minimum rank offered in the industry. A few of the security officers were holding slightly higher positions than the minimum ranks

Most security officers indicated that they worked a 45-**hour week**, followed by those working for a 50-hour week, the next were working a 60-hour week, then those for more than 60 hours per week, and then the least were working a 40-hour week. In addition, most of security officers (55%) indicated that they were working shifts. These indicate that security officers work on long hour shifts.

Deduction

The majority of security officers worked long hours and awkward shifts. Moreover, these hours and shifts were widely heterogeneous.

All the security officers indicated that they had **rest days every month**. Most had six rest days per month, followed by those with four rest days per month, those with two rest days per month, those with one rest day per month, those with three rest days per month, and least (only one) with more than six rest days per month. In view of the awkward hours and shifts the security officers were working, the rest days per month seem to be inadequate.

Deduction

The security officers responses granted the impression that they all had rest days every month. However, further analysis showed that most of the rest days were very few (as few as one day per month), and also that these rest days did not show to be correlated with or based on the length of hours and awkwardness of the shifts.

Section B

Regarding staying away from work **without submitting a leave form**, most security officers (76%) indicated that they never did so and few had done so. Furthermore, a many security officers (52%) stated that they did not **routinely submit a leave form** after being absent from work compared to the few who had done so.

Deduction

Many security officers indicated that they did not engage in the behaviour of being absent from work without first asking for leave. However, many of those who were absent did not

engage in later submitting a leave form to compensate for failing to indicate earlier to ask for leave.

A majority of security officers (51%) indicated that their employer companies **instituted disciplinary actions** against security officers who had stayed away from work without showing valid reasons while fewer had said that theirs did not institute any disciplinary actions.

Deduction

Many security officers indicated that their companies instituted disciplinary hearing for absenteeism, but there were still others who did not do so.

Even though some security officer would **stay away from work together with their friends**, most of them (73%) indicated that they did not do so.

Deduction

A few of the security officers confessed that there were days when they were absent on the same days with their friends. Many others did not stay away from work on the same days with friends.

Section C

A large number of security officers (49%) believed that their companies had **absenteeism problems** while fewer believed that theirs did not have these problems.

Deduction

Some security officers did not believe that their companies had absenteeism problems, but others believed that theirs had them.

Most security officers (68%) stated that they were **on good terms with their immediate supervisors** while fewer stated that they were not on good terms with theirs.

Deduction

Many security officers indicated that they were in good relationships with the immediate supervisors. Only a handful of the security officers indicated that they were not in good terms with their immediate supervisors.

Associations

First category items

Ages of security officers were moderately correlated with years since the officers were graded, moderately correlated with positions the officers occupied and highly correlated with the number of hours that the officers worked. The length of time since the officers were graded was moderately correlated with the positions that the officers occupied and slightly correlated with the number of hours the officers worked. There was also a slight correlation between positions the officers occupied and the number of hours they worked.

Deduction

The above findings seem to indicate that higher PSIRA grading, length of service, and positions that were occupied by the security officers were related.

Second category items

Insignificant correlations

The study showed tiny positive correlation between security officer being registered with PSIRA and absence without submitting a leave form; a tiny negative correlation between PSIRA registration and security officer being absent with a friend; a tiny negative correlation between having rest days in a month and absent without submitting a leave form; and a tiny negative correlation between being absent with a friend on same day and officer having good relationships with immediate manager.

Deduction

The above discussion indicates that the pairs of items above are not related.

Low correlations

The study then revealed small positive correlation between PSIRA registration and being absent with a friend, small positive correlation between security officer working shifts and being absent with a friend; small negative correlation between having rest days in a month and being absent with a friend; small positive correlation between security officer being absent without submitting a leave form and officer routinely submitting sick note after being absent; small positive correlation between routinely submitting sick note after security officer being absent and him/her being absent with a friend; and small negative correlation between security officer being absent with a friend and him/her perceiving absenteeism problems in the company.

Deduction

Again, the above discussion indicates that the pairs of items are related to a very limited extent.

Moderate correlations

Moderate positive correlations were revealed between PSIRA registration and company having instituted disciplinary hearing against officer for being absent; between working shifts and having rest days in a month; between working shifts and being absent without submitting leave form; between having rest days in a month and absenteeism problems in company; between being absent without submitting a leave form and institution of disciplinary hearing against officer for being absent; between being absent without submitting a leave form and absenteeism problems in company, between routinely submitting sick note after being absent and institution of disciplinary hearing against officer for being absent; between institution of disciplinary hearing against officer for being absent and being absent with a friend; and between institution of disciplinary hearing against officer for being absent and security officer having good relationship with their immediate managers.

Deduction

Working shifts and absence without submitting a leave form seem to be fairly related and also between disciplinary hearing and submitting a sick note after being absent due to being sick.

High correlations

Finally, high positive correlations occurred between PSIRA registration and working shifts, between PSIRA registration and having rest days in a month; between PSIRA registration and routinely submitting sick note after being absent; between PSIRA registration and absenteeism problems in company; and between PSIRA registration and having good relationship with their immediate managers. Further high positive correlations were between working shifts and routinely submitting sick note after being absent; between working shifts and institution of disciplinary hearing against officer for being absent; between working shifts and absenteeism problems in company; and between working shifts and having good relationship with their immediate managers. High positive correlations also occurred between having rest days in a month and routinely submitting sick note after being absent; between having rest days in a month and having good relationship with their immediate managers; between being absent without submitting a leave form and being absent with a friend, between routinely submitting sick note after being absent and absenteeism problems in company; between routinely submitting sick note after being absent and having good relationship with their immediate managers; between institution of disciplinary hearing against officer for being absent and absenteeism problems in company; between absenteeism problems in company and having good relationship with their immediate managers.

Deduction

The above paragraph discusses high correlations between some pairs of items. Note must be taken of the high relationships between these pairs of items.

Third category items

There was a high positive correlation between security officer's PSIRA grade and the length of time the security officer had been in the company. Small negative correlations

occurred between educational qualification and the length of time the security officer had been in the company; and between educational qualification and security officer's PSIRA grade.

Tests for independence between questions and responses

For all the three groups of questions there was no indication that the security officers could have responded in a biased manner. In all the categories statistical tests were consistent with the belief that the responses from the security officers were not influenced by the way they responded in earlier questions. This was an indication of objectivity when the security officers responded to the questions.

Deduction

The security officers responded to the questions without influence from outside or from other questions.

4.2.5 Security officers: open-ended responses

4.2.5.1 Forms of the security officer's shifts

The shifts of security officers varied as widely as follows:

♦ 8hr shift for 5 days, 3 days off;

♦ 7 days night shift 3 days off;

♦ 3 days night 3 days day and 3 days off;

♦ 2 days night shift 2 days day shift 2 days off;

♦ 7 days in 4 days off;

♦ 4 shifts 2 days off;

♦ 5 days in 2 days off; and

♦ 6 days in 1 day off.

Deduction

The above shifts differ widely from one security officer to another. Some of them seem horrible while others are slightly tolerable.

4.2.5.2 Reasons for absenteeism

This question was intended to determine reasons from security officers for their being absent from work. Some of them did not answer. The ones who answered gave different reasons, as listed in the **analysis** below:

- ♦ Wanted to take off;
- ♦ Sick child;
- ♦ Not interested in going to work (on that day);
- ♦ Transport problem;
- ♦ Family/domestic problems;
- ♦ Overslept;
- ♦ Sick;
- ♦ Tired;
- ♦ Solving pay query;
- ♦ Watching soccer; and
- ♦ Angry with supervisor.

Interpretation

Security officers gave several reasons for absenteeism. They mentioned that they wanted to take off, their child was sick, they were not interested to go to work, they had transport problems, they had family/domestic problems, they overslept, they were sick, they were tired, they wanted to solve pay query, they were watching soccer or they were angry with supervisors.

Deduction

Reasons for absenteeism can be described as seemingly genuine while others are easily describable as due to ill-discipline.

4.2.5.3 Reasons given after being absent

This question was asked to determine what reasons the security officers provided as reasons for being absent from work in their previous shift. Some of them did not answer the question. Others gave various reasons in the next **analysis**:

- ◆ Sick, but do not have money to go to the doctor;

- ◆ Sick, but did not go to the doctor;

- ◆ Very weak unable to go to work;

- ◆ Family problems;

- ◆ Just do not go to work as I know they will deduct money;

- ◆ Explain my situation;

- ◆ Unofficial off-sick do not require sick note;

- ◆ Just want to hear from them; and

- ◆ Just return to work and want the supervisor to ask why I was not at work.

Interpretation

The security officers provided several reasons for being absent. Reasons were that they were sick, but does not have money to go to the doctor; sick, but did not go to the doctor; very weak to go to work; they had family problems; stayed knowing they would explain their situation, or that unofficial off-sick do not require sick note.

Deduction

Again, the reasons provided were not all acceptable. Some stemmed from ill-discipline while others could be accepted as reasonable (if claims were indeed true).

4.2.5.4 Nature of the disciplinary action

The question was intended to determine the nature of disciplinary action they received from their employers when they returned to work after being absent. Some security officers did not answer the question. Those who answered varied their responses in the **analysis** as follows:

- ◆ Deducted money from wages;

- ◆ Received disciplinary hearing against absent employee instituted;

- ◆ Verbal/written warning; and

- ◆ Found guilty of being absent without permission and disciplined or fined.

Interpretation

Security companies instituted various disciplinary actions, namely: money was deducted from their salaries; went to disciplinary hearing; obtained verbal/written warning; or were fined for being found guilty.

Deduction

Different forms of disciplinary actions were instituted by the security companies. These forms were not necessarily heterogeneous, since they were coherent in that they could follow the rational processes as stipulated by the Department of Labour.

4.2.5.5 Types of actions taken against absent security officers

The security officers were asked to say what actions were taken against them after they were absent. Some of them did not respond. The varied responses from those who answered were **analysed** as follows:

- ♦ They were dismissed;
- ♦ They were given a final written warning;
- ♦ Money was deducted from their salaries; and
- ♦ They were taken for a disciplinary hearing.

Interpretation

The actions taken against security officers after they were absent varied. They included dismissals, obtaining final written warning, money deducted from their salaries and taken for disciplinary hearing.

Deduction

Many security officers indicated that they were normally punished for being absent from work. The punishment modes differed. However, there is no guideline on how punishment level was decided.

4.2.5.6 Discussing absence with friend

It was surprising that some security officers would be absent with a friend. The question was asked to determine if security officers ever discussed their planned absence with

friends. Some security officers did not answer the question. Those who answered gave different answers in the **analysis** as follows:

♦ They discussed with friends to determine the alternative to just being absent on their own;

♦ They discussed with friends in order to do some other things together; and

♦ The sometimes discussed with friends being absent together.

Interpretation

While determining what discussions took place between the security officers who were sometimes absent with friends they stated that they wanted to determine the alternative to just being absent, or wanted to do some other things together.

Deduction

The discussions among security officer friends who decided to be absent together do not indicate the genuine professional reasons for the offence. They were playful games.

4.2.5.7 Occurrence of being absent together

This question was posed in order to determine the extent of influence from friends for being absent a question was asked to determine the frequency of being absent together with a friend. Some security officers did not answer the question. Other **analysis** provided the following frequencies:

♦ 1-2 days;

♦ Less than four days;

♦ 5 days;

♦ 6 days; and

♦ 10 days.

Interpretation

The frequency of being absent with a friend took place according to the following frequencies:

- ♦ 1-2 days;
- ♦ Less than four days;
- ♦ 5 days;
- ♦ 6 days; and
- ♦ 10 days.

Deduction

The above frequencies of being absent together with a friend differ widely from one security officer to another. Some absences are, deplorably, quite extensive.

4.2.5.8 Main causes of absenteeism

This question was asked to determine the perceptions of security officers regarding the causes of absenteeism in the industry. Some of them did not answer the question. Those who answered varied the answers in the **analysis** as follows:

- ♦ Poor management;
- ♦ Many sick days taken by employees without permission;
- ♦ Salaries paid late;
- ♦ No motivation;
- ♦ Low morale;
- ♦ Favouritism;
- ♦ Unqualified managers;
- ♦ No channel of communication;
- ♦ Ill treatment by immediate supervisor/manager;
- ♦ Poor supervision;
- ♦ Drunk/drug abuse by security officers;
- ♦ Boredom at work (routine daily tasks);
- ♦ Family problems;
- ♦ Ill health;
- ♦ Long working hours;
- ♦ Lack of benefits;
- ♦ Fatigue/tiredness;

- ♦ Transport problem; and
- ♦ Poor working conditions.

Interpretation

The main causes of absenteeism in the industry, according to the security officers, included poor management, sickness, the salary being paid late, lack of motivation, low morale, favoritism, unqualified managers, no channel of communication, ill-treatment by the immediate supervisor/manager, poor supervision, drunk/drug abuse, boredom, family problems, ill-health, long working hours, lack of benefits, fatigue, transport problems, lack of communication and poor working conditions.

Deduction

The above causes of absenteeism differ widely, but are straightforward.

4.2.5.9 Security officers' thoughts about reducing absenteeism

The security officers were asked to mention their ideas about ways that could be used to reduce absenteeism. Some of them did not answer the question. Other **analysis** provided many diverse suggestions. These are listed below:

- ♦ Supervisors should be better trained in management skills;
- ♦ Disabled persons to be placed only at more comfortable place and suitable places/sites to accommodate better any disabilities;
- ♦ Cut down on number of working days and shorten number of working hours per day to make days less stressful;
- ♦ Increase security officers' salaries;
- ♦ Provide transport;
- ♦ Provision of company registered firearms in dangerous deployment areas;
- ♦ Improve communication between workers and managers;
- ♦ Increase the length of contracts to about 2-3 years (and not make contracts of only 12 months or shorter);
- ♦ Provide contract security officers with company benefits;

♦ Provide counselling and place on rehabilitation programme for those with signs of drug addiction or alcohol abuse; and

♦ Take drastic measures (more severe sanctions) with those who are always absent.

Interpretation

The security officers mentioned their ideas about ways that could be used to reduce absenteeism. They stated that supervisors should to be trained, PSIRA and the Department of Labour should be involved, disabled to be placed at a comfortable place, less days of stressful working hours' increase security officers' salaries, provide transport, provision of firearms in dangerous deployment areas, good communication between workers and managers, increase the length of contracts to about 2-3 years, provide security officers with benefits, rehabilitate those with signs of addiction and take drastic measures to those who are always absent.

Deduction

The thoughts above are straightforward proposals from security officers for reducing absenteeism.

4.2.5.10 Reasons for security officers' absence

The security officers were asked to determine the reasons why security officers were absent from their work. Some did not answer, and those who answered gave various reasons as follows:

♦ Some become exhausted because of long working hours;

♦ Earning poor salaries;

♦ Worked under bad conditions;

♦ Security officers were not looked after by management and largely ignored not being considered an integral or valuable part of company business;

♦ Security work lacked professionalism/specialized skills;

♦ The job provided no time to sort out personal problems;

♦ Ill health;

♦ Not motivated and having strong feelings for a 'dead' career;

- ◆ Lack of discipline;
- ◆ Alcohol and/or drug abuse;
- ◆ Family problems;
- ◆ Transport problems;
- ◆ Lack of labour laws in the private security industry;
- ◆ Felt they were being exploited by employers (long hours, poor working conditions, poor pay, no specialized training received etc.);
- ◆ Security officers knew they could be easily replaced for the shift they were absent (i.e. management do not see them as being irreplaceable or having difficult skills that someone can not easily do.);
- ◆ Stress;
- ◆ Lack of communication from seniors;
- ◆ Lack of motivation in the work;
- ◆ Refusal to approve application for leave;
- ◆ Awkward working hours such as permanent night shift;
- ◆ Lack of knowledge; and
- ◆ Working under extraordinary danger.

Interpretation

The security officers' reasons for absenteeism, among others, were that some become exhausted because of long hours, poor salaries, poor working conditions, security officers were not looked after by management, the work lacked professionalism, the job provided no time to sort personal problems, ill-health, feeling for a dead career, lack of discipline, alcohol and/or drug abuse, family problems, transport problems, lack of labour laws in the private security industry, the feeling of exploitation by employers, security officers knew they would be replaced for the shift, stress, lack of communication from seniors, lack of motivation, refusal to approve application for leave, awkward working hours such as permanent night shift, lack of knowledge and working under extraordinary danger.

Deduction

The diverse absenteeism reasons above are also straightforward.

4.2.5.11 Perceived impact of absenteeism on the company/organisation

The security officers were asked to explain the impact of security workers' absenteeism on their organisations. Some did not answer the question. Those who answered stated that the various effects were:

♦ Contracting companies losing contract;

♦ Affect the relationship between clients and company;

♦ Theft in areas uncovered/vacant posts;

♦ Financial losses for the company;

♦ Lack of service delivery;

♦ Loss of time and money;

♦ Poor performance and service delivery;

♦ Reflect poorly on the level of professionalism of security officers;

♦ Increase in crime;

♦ Loss of business/clients not happy with the company service;

♦ Creates a poor image of security companies and industry in general;

♦ Cancellation of contracts;

♦ Negative impact on the growth of the security industry;

♦ High staff turn over; and

♦ Loss of value for the industry as a whole.

Interpretation

The security officers explained the impact of their absenteeism in their organisations as taking various forms. They included that some security officers lost jobs, theft in uncovered posts, lead to deteriorating relationship between clients and company, financial losses for the company, lack of service delivery, loss of time and money, poor performance, affect the professionalism of security officers, increase in crime, loss of business/clients not happy with the company service, poor image of security companies and industry, cancellation of contracts, financial losses, impact on the growth of the security industry, high staff turn over, and loss of value for the industry.

Deduction

The impact of absenteeism affected the absenteeism perpetrators, the company employing the officer and the client companies in different ways as discussed above.

4.2.5.12 Improvements that can be implemented by your company

♦ Security officers should be better looked after;

♦ Increase security personnel salaries;

♦ Tougher disciplinary actions need to be introduced;

♦ There must be good communication channels established within companies;

♦ Provide employee transportation;

♦ Demote regular offenders;

♦ Absenteeism be incorporated in to performance appraisals;

♦ Training needs of the security officer must be satisfied;

♦ Motivate and encourage employees better;

♦ Security officers be given more days off;

♦ Dismissal of those found guilty too often and not showing remorse (apologise and promise to reform/change future behaviour);

♦ Entry level must be higher (i.e. only better trained and qualified security officers be employed);

♦ Long working hours should be cut (shortened to more acceptable levels);

♦ Government should regulate the private security industry more strictly;

♦ Increase awareness about how important of security jobs are, and their value and contribution to overall performance of companies;

♦ Train and develop all employees;

♦ Pay employees on time;

♦ Companies should buy a new uniform every year for security employees;

♦ There must be clear written policies and procedures for dealing with absenteeism;

♦ Provide more rest days;

♦ Promote self-discipline;

♦ Motivate security officers;

♦ Reward (provide incentives) to those who are not always absent;

- Resolve the problems professionally;
- Promote security employees who deserve to be promoted;
- Eliminate racism in the industry;
- Security employees should be listened to;
- Investigate sick notes;
- Discuss problems openly with the security personnel (provide a forum where issues complaints can be openly discussed without fear of being victimized);
- Give awards to long service employees;
- Counsel those who are regularly absent;
- Employ qualified managers;
- Provide monthly bonus for performance and attendance;
- Proof of absence must be demanded (i.e. legitimate sick notes and medical certificates even for a one-day sick leave absence);
- Provide more leave days over a year period;
- Give emotional support to employees;
- Review and implement disciplinary measures across the board fairly in all justified cases;
- Improve communication and listening skills for management;
- Pay overtime worked accordingly;
- PSIRA must inspect its own service providers for fly by nights;
- Introduce fair labour practices and enlighten the security personnel about them;
- Eliminate favoritism practices by management/superiors;
- Employ better qualified managers;
- Update employees when there are changes to PSIRA legislation; and
- Exploitation needs to be eliminated.

Interpretation

Proposal from security officers for improving the industry's absenteeism problem were that security officers should be well looked after, increase of security personnel salaries, tough disciplinary actions need to be introduced, good communication channels, needs of the security officer must be satisfied, employee transportation, demote regular offenders,

absenteeism be incorporated in performance appraisal, motivate and encourage employees, security officers be given days off, dismissal of those found guilty too often and not showing remorse, increase entry level, cut long working hours, government to regulate the industry, employees to be involved in decisions, increase awareness about the importance of security jobs, train and develop all employees, pay employees in time, buy uniform every year, there must be policies and procedures, more rest days, promote self-discipline, motivate security officers and good communication, award those who are not always absent, resolve the problems professionally, promote security employees who deserve to be promoted, eliminate racism in the industry, security employees should be listened to, investigate the sick notes, discuss problems openly with the security personnel, award long service to employees, counsel those who are regularly absent, employ qualified managers, provide monthly bonus, demand proof of absence, provide more leave days, give emotional support to employees, review and implement disciplinary measures, improve communication and listening skills for management, give overtime accordingly, PSIRA needs to improve the standard of security officers, improve the working conditions, industry service providers be inspected, introduce fair labour practices and enlighten the security personnel about them, eliminate favoritism from management/superiors, employ highly qualified managers, update employees when there are changes, exploitation needs to be eliminated, and include security in the government budget speech.

Deduction

The thoughts above are basic proposals from security officers for reducing absenteeism.

4.2.6 Managers and officers

4.2.6.1 Age

Statistical testing did not find sufficient evidence that managers' and security officers' ages differ.

Deduction

There is a possibility of older security officers being senior to younger officers and younger being in charge of security officers older than themselves.

4.2.6.2 Qualifications

Again, statistical testing did not find sufficient evidence that managers' and security officers' qualifications differed.

Deduction

According to the finding there is a possibility that lowly qualified security personnel can be a senior to less qualified officers and also of lowly qualified security officers being in charge of security officers more qualified than themselves.

4.2.6.3 Extent of PSIRA registration

Hypothesis testing did not find evidence of differences in PSIRA registration between managers and security officers.

Deduction

The finding does not show evidence of disparity between the extent of PSIRA registration between the security officers and the security managers. Both groups seemed to be PSIRA registered at high rates.

4.2.6.4 PSIRA grades

Hypothesis testing provided sufficient evidence that grading differs according to whether one is a security manager or a security officer.

Deduction

Even though both groups showed that their members were registered to identical extents, there was enough evidence from additional tests that the differences occurred in the grading. The security managers' data showed that managers were graded generally higher than the officers.

4.2.6.5 Perceptions of causes of security officers' absenteeism

Security managers	Security officers
♦ Alcohol/drunkenness	♦ Wanted to take off
♦ Domestic issues and family	♦ Sick child

responsively	♦ Not interested to go to work
♦ Low morale	♦ Transport problems
♦ Lack of responsibility	♦ Family/domestic problems
♦ Lack of motivation	♦ Overslept
♦ Laziness	♦ Sick
♦ Awkward shifts such as night shift	♦ Tired
♦ Poor salaries	♦ Low pay problems
♦ When employees are paid	♦ Watching soccer
♦ Stress	♦ Angry with supervisor
♦ Transport problems	

Deduction

The above comparison was taken only from the question concerned. They cannot be taken to be different as they were generated instantaneously. Both groups provided reasons that were due to problems caused by their companies and those that were due to lack of discipline by the officers.

4.3 Recommendations

The researcher feels that here is a dire need to re-engineer the security industry because it is lagging behind in terms of the labour regulations of the law in the new South Africa. The security industry in South Africa is still diverse, and it seems that each security company has its own rules and regulations. As a result the recommendations are directed to the various role-players in an attempt to homogenize the industry.

4.3.1 General recommendations

It is recommended that:

♦ Uniform ranks in the industry be delineated, salary scales be set according to the demands and the risks of the security job, and conditions of service, promotion guidelines, conditions of service and the code of conduct of security personnel be devised all per the guidelines of PSIRA and the Department of Labour.

- Security companies should ensure that security personnel understand the business implications of the security work, the impact of the various actions, make them aware of the value of their specific contribution and link their remuneration according to this contribution.

- Security companies should offer stress management counseling to offset the stressful nature of the security job.

- PSIRA registration should be made a compulsory requirement for every incumbent immediately (within just one month) after employment for security job in a security company.

- Induction after joining a security company, continuous in-service training as well as on-going communication should be incorporated in the incumbents' work schedule in order to ensure that the officers are aware of their worth in the company. These could be used to enrich the efficiency of verbal warning.

- Security companies should not be open to their client companies about their internal problems such as absenteeism because it may reveal their weaknesses to enable rivals to be given priority when future security opportunities arise.

- Security companies should limit disciplinary hearings. A disciplinary hearing should be held when absolutely necessary such as when an officer has demonstrated total disregard for rules and regulations.

- Dismissal should be an option for particular cases of absenteeism and other violations of the company policies.

- Sick officers should not report for work to avoid inefficiency and possible violation of the labour laws. Also, any more harm to a sick employee may be considered injury on duty.

♦ Security companies should give adequate rest days in between the shifts, where the shifts are decided in consultation with employees and researchers in the field.

♦ Security companies should deduct proportionate amount from wages/salaries of the officers for unauthorized and unreasonable absence (unless there is a more suitable punishment).

♦ Criteria for promotion to higher ranks should be written down and appraisal system be put in place to enable the officers to know their performances.

♦ Security companies should have their own medical practitioners to test claims of sickness by the officers who produced medical certificates from elsewhere, especially when the officers have an undesirable absenteeism record.

♦ Security companies should screen applicants. Examine work histories. Reject poorly qualified applicants and those with poor history of moving from job to job (as security officers will do when exhausted will just leave the company go home and come back to look for another job with the other company.

♦ Security companies should keep attendance and absenteeism records for the officers and monitor these to identify trouble spots.

♦ Security companies should establish a clear policy of firing regular absentees and communicate this to all employees when they are hired.

♦ Security companies should use bulleting boards, newsletters, tool-box meetings, and suggestion boxes for employees to voice concerns and make suggestions. However, there should also be face-to face communication between supervisors and officers.

♦ Security companies should train supervisors in management, motivation and interpersonal skills.

♦ Security companies should communicate goals for the organization and for each work including attendance goals.

♦ Security companies should be creative in developing incentives for employees to stay with the job and have a good attendance.

♦ Security companies should always emphasize attendance and condemn absenteeism to the security officers.

4.3.2 Recommendations to security managers

It is recommended that security managers should:

♦ Continuously make security officers aware of the impact of absenteeism, find out the general problems they encounter with their work and communicate with them about the causes of absenteeism in an attempt to reduce them.

♦ Make reference to security officer's leave and absence record each time of deciding on the next leave of dealing with the officer's absenteeism.

♦ Stipulate procedures for dealing with security officers for regular communication and for problem cases, which should be in line with company and labour policies.

♦ Attempt to educate security officers about possible negative influences by friends and other employees, which could jeopardise their own progress in work and career.

♦ Continuously address all the security officers reporting to him/her to deal with a collection of all the problems identified as causes of absenteeism.

♦ Enable an open policy where security officers can voice complaints, concerns and suggestions regarding their work.

♦ Provide a one-to-one dialogue with security officers to address their specific issues and problems.

♦ Establish a good relationship between themselves and the security officers who report to them.

4.3.3 Recommendations to security officers

It is recommended that security officers should:

♦ Safeguard their own reputation, jobs and careers because outside influence such as friends asking company in absenteeism may be a cause for dismissal and failure to gain promotion.

♦ Show responsibility by:
- informing their managers in time by phone calls when they cannot come to work
- producing documentary proof for reasons for not coming to work

♦ Mobilize one another in an each-one-teach-one exercise to find ways to avoid the trap of the causes of absenteeism.

4.4. Dealing with absenteeism in general

The following recommendations were generated from interviews with four South Africans (Dube, Mofokeng, Rogers, Marten and Schoeman) all of whom have experience in human resources issues, and more specifically in the private security industry sector.

• If a security officer approaches a company for unpaid leave the company must grant that officer leave to go and sort out his/her personal problems and the officer must be encouraged to come back and not to find work with another company.

• During big soccer matches, companies can video record matches and provide facilities after the match for watching pre-recorded matches or give a copy to guards to watch in their own leisure time.

• The security companies must give security officers better pay (decent salaries) and provide sound employment conditions, the security officers are the first to be at work and the last to leave, and they guard the company property so should really be paid a

decent salary. This should also reduce absenteeism as the work load will be equivalent to the salary they earn.

- Security officers must be trained in life skills, e.g. financial income and expenditure management skills, so that they cannot be continually absent from work due to financial problems, i.e. they need to be taught not to use all their money and forget for example about transport costs, because if they use all their money by mid-month they will be absent more regularly because of transport problems. Such finances management lessons will help reduce absenteeism.

- They must have toilet facilities and these must also be kept clean. Must not be charged with desertion or dereliction of duty when absent at meal times or when they visit the toilet. There should be relief staff on standby to relieve those who want to go to take a toilet break or rotate going off for meals/tea breaks. A proper written shift relief and taking comfort breaks policies (with a roster sheet) must be in place and must be followed accordingly (Rogers 2006).

According to Dube (2006) long working hours, lack of motivation, loss of job interest and in some instances security officers applying for security jobs only to use as entry level or to merely make friends so that it is easier to find another job, can also be the causes of high levels of absenteeism.

Dube further indicated that security officers work long and many hours of overtime (often unpaid) and this results in absenteeism since they become too physically tired to go to work without appropriate and regular rest periods. The more they work, the more exhausted they get and absenteeism then occurs. Dube therefore suggests that if the Minister of Labour can be directly involved with PSIRA and the private security industry by employing a special task team that will monitor the industry in terms of how employees treat their workers (and possibly recommend reduction in working hours for overlong shifts). If such labour issues are properly dealt with then there can be a solution for absenteeism in the private security industry.

Dube (2006) also thinks that security managers do not care about their workers because security skills are not seen to be in demand as a specialized skill. Managers clearly know that if a security officer is absent, a substitute is most probably waiting outside for the job. So it seems as if security managers do not think that it can cost them their contract to have new faces every day. Some clients do not like to see new faces every day. Security managers need to care for their workers in a way that when the worker is absent, the manager should worry about that and be concerned about why they are absent and re-assure the absent worker, if legitimately absent, they will not just be summarily dismissed and replaced with casual workers. Furthermore, that their specialized skills are valued (cannot just replace with an untrained or unregistered guard).

Mofokeng (2006) alleges that security guards are generally overworked because they physically work long hours. For example from six in the morning to six in the evening, and such long working hours can lead to a high rate of absenteeism. In security work in South Africa not all security companies make extensive use of technology. For instance, in some companies use of manual boom gates is still practiced which can physically tire out guards on duty at a busy entrance. Companies ignore exposing security personnel to technology because then all the people who need security jobs will have to be skilled and trained in the use of technology. Such better use of technology might well minimize absenteeism because security officers will enjoy their job more and not be so physically tired after a long shift doing manual work. Technology use may therefore limit absenteeism (e.g. a remote gate will be better than a manually-operated gate; a clock system is also very good in that all staff members can swipe their cards through an electronic access reading machine when entering the company premises). Furthermore, better training in technology use will also impact on turnover rates if management thinks that it is difficult to replace the trained security officers that have left they will definitely cater better for the ones that they have.

However, Mofokeng (2006) stated that security officers become absent mainly on month ends because they do not have time during the month to attend to their personal life. This is because of the long working hours and limited number of off-days they get from managers. This results in financial losses because the client has to pay overtime because the in-house or relief personnel will be asked to stay and cover the vacant post.

Mofokeng thinks that there is room for improvement in the industry. He believes that the improvement (professionalisation) has started because many companies have begun to employ people with a matric certificate, and the minimum qualification in the private security industry is only Standard Eight (Grade Ten). In the past they used to employ anyone without regard to their level of education because at that time security was not considered a professional or specialized skill or job, therefore there was no "qualification or skill requirement for the job" attitude for appointment of people for the job of a guard.

The other improvement that Mofokeng highlighted is that all security officers need to register with PSIRA, because some companies still employ people without PSIRA grades just to use them as relievers. If the security officer is not registered with this body he/she does not qualify for the job and the company by law is not allowed to employ any such unregistered persons. If the company fails to comply with the law it must be punished by the relevant bodies.

There are training programmes that are offered by security training colleges. Mofokeng thinks that the only security officers that will survive are those who are willing to learn and those that are disciplined enough because in these training programmes, if they fail the first phase of their training they are immediately eliminated. However, most security officers do not have a matric (Grade 12) school qualification, so they are not always used to studying again or have a culture of further learning. They must therefore be serious about getting better qualified for their work because if they do not study they will remain untrained and unskilled security guards at the gate without ever being considered for promotion.

Mofokeng also thinks that the management of absenteeism by security supervisors/managers should be included and offered as one of lessons in the training that security guards receive from training centers, so that when they enter the security industry they will have some knowledge about absenteeism.

Mofokeng concludes by saying there is abuse of sick leave, because security officers need a lot of rest (tired out from long hours) and the only thing that they can do to get the

necessary rest is to make use of sick leave provisions and by being absent, often without permission from their managers.

Marten (2006) feels that when there is a lot of absenteeism in a company, opportunities for theft are created since if there are less than the required numbers of guards present at any given time then there are logically a number of unguarded posts. Any occurrence of theft will impact financially on a company since its assets or goods are being inadequately guarded. In other words a shortage of guards opens up opportunities for theft which ultimately leads to financial losses.

Marten concludes by saying that in the long-term absenteeism leads to increased unemployment. A person who is regularly absent may lose their job. The same applies to a company that on a continuous basis loses money due to absenteeism caused by theft may also go bankrupt and close down leaving its former employees unemployed.

Schoeman (2007) indicated that for the security industry to continue growing and be professional, companies need to train their employees, at present the big companies are the only ones who train the security officers and not the fly-by nights. Schoeman thinks that if PSIRA can draw very strict rules on the training of the security officers the security industry will be professional. Security officers indicated that they are not happy in the industry due to low wages, poor working conditions and long working hours. Schoeman thinks that PSIRA need to employ the watchdogs that will look over the companies that they stick to the rules that are laid by PSIRA. Although some of the problems are from PSIRA like the wages are regulated by PSIRA it also needs to put firm rules for the companies.

Concluding remarks

All the recommendations including those from persons interviewed have been formulated on the basis of the in-depth research findings emanating from the responses to both questionnaires. It is hoped that, while many of the recommendations are wider and deal with ancillary and related aspects of working conditions, labour and training issues, and the treatment of security officers in the private security industry sector, and not specifically on

absenteeism per se, that they will be taken on board by the industry within the context of dealing with, managing of, and reducing absenteeism and thereby all the associated impacts of this problem.

Most security managers stated that absenteeism is a problem in their company, due to this absenteeism problem in most companies managers have tried to control it by giving security guards verbal and written warnings before dismissing them. The findings prove that written warning is more powerful than a verbal warning because after issuing a written warning, managers noticed a change in behaviour. Counselling also proved to be a powerful tool to reduce absenteeism but findings indicate that it is not used by all the companies. Those companies which used counselling recommended it as very powerful means of counteracting absenteeism. All the managers agreed that they follow the correct procedures before dismissing their employees and they hold disciplinary hearings before they dismiss those security officers who are always absent. All managers agreed that absenteeism constitutes a dismissal offence. Those security officers who survived the dismissal attempt indicated that they will never again be absent without informing their supervisors or managers. This finding indicates that disciplinary hearings contribute a great deal towards reducing absenteeism.

The majority of security managers highlighted that some security officers do not produce medical certificates after being absent from work. These findings indicate that managers deduct a proportionate amount from security officers' salaries/wages. This has also led to the reduction of absenteeism in some companies. However the findings indicate that most security officers submit sick notes after being absent.

When it comes to the impact absenteeism has on the private security industry, security officers revealed that the impact of absenteeism results in the termination of contracts, staff shortages which lead to theft and increased workload. On the other hand security managers listed only the financial loses as the only impact of absenteeism.

Both security officers and security managers believe that the causes of absenteeism are from the employee's side rather than from that of the company i.e. employees are the main

cause of the problems of absenteeism to the company than the company being the root cause of those employee problems. Security officers indicated the following as causes: ill health, including HIV/AIDS; lack of motivation; long working hours; alcohol and drug abuse; visiting distant places; and low salaries. However, the findings indicated that exhaustion resulting from long working hours dominated as the main cause that was listed by security officers.

The recommendations put forward by the security officers for improving the security industry's absenteeism problem were that security officers should be looked after; security personnel salaries be increased; tough disciplinary actions need to be introduced; good communication channels be implemented; and long working hours should be cut. On the other hand security managers proposed some intervention approaches for dealing with absenteeism in the industry. These included PSIRA to play an active role; formulation of clear absenteeism policies and procedures; employment of adequately qualified personnel; and the introduction of effective communication. These were the main suggestions and recommendations for reducing absenteeism in the private security industry. While the actual list appears endless, this list proves that there are serious problems regarding absenteeism facing the South African private security industry that need to be given urgent attention. Since the list of absentee problems is so long and diverse it is the opinion of this researcher that more research needs to be done on the impact of absenteeism in the whole South African private security industry.

The five security managers who were also interviewed agreed that there is a great deal that needs to be improved in the private security industry. These changes also need further research to be undertaken on them. They also agreed that the impact of absenteeism is severe and needs to be attended to.

The researcher also feels that supervisors need to be trained in supervisory skills, because if they are trained they will better understand management principles which will hopefully lead to less abuses of powers such as favouritism and nepotism in companies; improvement of and opening up of more channels of communications. A contented and happy employee is a productive employee.

If all the recommendations that are listed in this dissertation are taken into consideration and implemented, the Private Security Industry will become attractive to and be a 'career home' to many more security officers who currently do not seem to be at all happy or satisfied with their security jobs. The security supervisors and security managers will also be less stressed and less frustrated because the security officers will be interested in coming to work and doing their jobs more effectively and efficiently without resorting to unauthorised and irregular absences from work.

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Interview 2: Mr Isaac Dube. 10 April 2006. Area manager, City Power, Johannesburg.

Interview 3: Mr Jacob Mofokeng. 11 April 2006. Fire officer, Protection Services, UNISA Florida Campus, Roodepoort.

Interview 4: Mr Dawie Marten. 12 March 2006. Security Manager, Dunmar Security Services, Roodepoort.

Interview 5: Mr Jann Schoeman, 28 March 2006. Post-graduate Research Assistant. Department of Security Risk Management, School of Criminal Justice, College of Law, UNISA. Florida Campus, Roodepoort. Formerly Security Training Manager, Goldfields SA, West Driefontein Goldmine, Carltonville.

APPENDICES

APPENDIX A: SECURITY MANAGERS' QUESTIONNAIRE

A.1 Covering letter for questionnaires
_____

Dear Respondent

Research Project: The impact of absenteeism on the private security industry (Gauteng)

I am currently a student busy with my research studies for a masters' degree at the University of South Africa (UNISA) (Florida Campus) titled "THE IMPACT OF ABSENTEEISM ON THE PRIVATE SECURITY INDUSTRY IN GAUTENG". These studies are part of a series of research projects being implemented by the Department of Security Risk Management at UNISA (see general cover letter)

Please find attached a questionnaire on absenteeism in the Private Security Industry (for the company's security manager or human resource manager to fill in) which deals with issues regarding the main causes of absenteeism and the impact it has on the private industry.

If any verification is required please contact my research supervisor, Prof. Anthony Minnaar (Department of Security Risk Management, School of Criminal Justice, College of Law at UNISA) (Tel: (011) 471-3654) or (cell 083 894 9485) (e-mail: aminnaar@unnisa.ac.za).

The primary aims of this research project include:
- To determine the main causes and reasons given for the current level of absenteeism among contract security personnel.
- To see whether gender and employment grade contribute to the absence of security officers during working hours.
- To find out whether security officers routinely submit a sick note after being absent.
- To ascertain management practices and responses to combating absenteeism.
- To find out what can be done to reduce absenteeism.

You are kindly requested to complete the questions in the attached questionnaire and return the completed questionnaire in the self-addressed envelope provided. You are not required to provide your name or any other identification. Accordingly all information will be treated confidentially (i.e. respondents remain anonymous.) In addition, if there are any other relevant or pertinent issues that you may wish to raise that are of direct importance to the study, and for which I have not made provision in the attached questionnaire, please feel free to make additional comments where you feel it might be necessary. When completed the final report will be made available to all interested persons.

[signed]

_____ (Ms)
Patricia Chauke
Tel: (011) 471 2912   Fax: (011) 471 2016   Cell: 073 238 4684
Date:

A.2   Questionnaire for security managers

_____

Questionnaire survey
The impact of absenteeism in the private security industry in Gauteng

_____

Please use a black pen for your responses. Where required please indicate your choice with a cross [X] in the appropriate box. Responses for the open-ended questions can be written out. If there is insufficient space provided for your written response please attach this on a separate piece of paper with the appropriate question number.

Questions for security managers
Section A

1. How old are you?				
Under 20yrs	21-30yrs	31-40yrs	41-50yrs	51-60yrs

2. What is your highest educational qualification?							
Std 6/ Grade 8	Std 7/ Grade 9	Std 8/ Grade 10	Std 9/ Grade 11	Std 10/ Grade 12	One-year certificate/ Diploma	Degree (university)	Postgraduate degree (university)

3. Are you registered with PSIRA?					
Yes		No		Uncertain	

4. If yes, in what year did you first register with PSIRA or the previous SOB?

5. What is your current PSIRA grade?					
Grade E	Grade D	Grade C	Grade B	Grade A	None

6. Indicate year/s when you received different grading/s?								
Grade E		Grade D		Grade C		Grade B		Grade A	

7. How may security officers in your company report directly to you?										
None	5	10	20	50	100	200	300	400	500+

8. How long have you been employed with your company?				
Less than one year	One to two years	Three to five years	Six to ten years	More than ten years

Section B

9. Do you experience any problems of absenteeism among security officers in your Company?					
Yes		No		Uncertain	

10. If yes, in your opinion list all the possible causes of this absenteeism

_____

11. Do you consider absenteeism as a serious problem?					
Yes		No		Uncertain	

12. If yes, how do you deal with those security officers who are often absent from work?

---

13. Do you view a verbal warning as a powerful tool for reducing absenteeism after the security officer was absent without a valid reason?					
Yes		No		Uncertain	

14. Do you view a written warning as a powerful tool after the security officer is absent without a valid reason?					
Yes		No		Uncertain	

15. If yes, was there a reduction in absenteeism after the security officer has received a written warning?

---

16. Was there a reduction in absenteeism after the security officer received the verbal warning?

---

17. After using both verbal and written warnings do you notice any change in behavior from security officers who are regularly absent?					
Yes		No		Uncertain	

18. If yes, briefly state the change in behavior after the issue of both warnings.

---

19. Do you offer counseling to your employees who are regularly absent?					
Yes		No		Uncertain	

20. If yes, are there any improvements in work attendance after counseling? Briefly explain.

---

21. Briefly list different types of counseling methods that are offered by your company

---

22. Are all cases of absenteeism reported to your clients?					
Yes		No		Uncertain	

23. Are disciplinary hearings held with employees who are regularly absent?					
Yes		No		Uncertain	

24. If no, are they simply dismissed?

---

25. Do you think absenteeism can constitute grounds for dismissal?					
Yes		No		Uncertain	

26. If yes, what procedures does your company follow before a dismissal?

---

27. If workers are dismissed, what is the usual basis (grounds)\reasons given, for their dismissal by the company?

28. Who is responsible for instituting disciplinary proceedings, warnings and/or dismissals in your company?

Section C

29. Do security officers at your company report on duty when sick?					
Yes		No		Uncertain	

30. Do security officers at your company routinely produce a medical certificate after being absent?									
Always		Almost always		Sometimes		Almost never		Neve r	

31. If no, what implication is there for not producing a medical certificate?

32. In your opinion do you think that sick leave is claimed when the employee stayed away without a valid reason?

33. In your experience what is the rate of invalid/false medical certificates being submitted by security officers after being absent?

34. After how many days off sick does your company require a sick note from the doctor?

35. In your opinion do security officers stick to the authorized number of days for sick leave for instance where a medical certificate is not required?

36. Before taking any measures about the absence of a security officer in your company do you first investigate whether the cause was beyond the employee's control?					
Yes		No		Uncertain	

37. If no, please explain why not?

38. Do you institute any deduction from the employee's wages in an amount proportional to absence or unpunctuality?					
Yes		No		Uncertain	

39. Before taking any decision about the employee's absence do you check his/her absence records?					
Yes		No		Uncertain	

40. Have you also noticed whether any other security officers of the company (i.e. close friends of employee) are absent on the same day that the employee is absent?					
Yes		No		Uncertain	

Section D

41. What <u>impact</u> do you think the absenteeism has experienced by your company in particular?

_____

_____

42. What <u>impact</u> do you think this absenteeism have in the private security in general?									
Very serious		Serious		Not serious		Little		None	

43. Explain why you hold this specific opinion?

_____

_____

44. Please list all possible reasons that you think contribute to absenteeism in your company

_____

_____

45. Please list in your opinion the negative effects that absenteeism has on your company?

_____

_____

46. Please list the negative impacts that absenteeism has on the private security industry in general?

_____

_____

47. What do you think can be done to reduce or prevent absenteeism from occurring?

_____

_____

48. Is there any information about the impact of absenteeism on the Private Security industry that you consider important that you would like to add?

_____

_____

B.1. Covering Letter for security officers' questionnaire
_____

Dear Respondent

The impact of absenteeism on the private security industry (Gauteng)

I am currently a student busy with my research studies for a masters' degree at the University of South Africa (UNISA) (Florida Campus) titled "THE IMPACT OF ABSENTEEISM ON THE PRIVATE SECURITY INDUSTRY IN GAUTENG". These studies are part of a series of research projects being implemented by the Department of Security Risk Management at UNISA.

Please find attached a questionnaire on absenteeism in the Private Security Industry which deals with issues regarding the main causes of absenteeism and the impact it has on the private industry

If any verification is required please contact my research supervisor, Prof. Anthony Minnaar (Department of Security Risk Management, School of Criminal Justice, College of Law at UNISA) (Tel: (011) 471-3654) or (cell 083 894 9485) (e-mail: aminnaar@unnisa.ac.za).

The primary aims of this research project include:
- To determine the main causes and reasons given for the current level of absenteeism among contract security personnel.
- To see whether gender and employment grade contribute to the absence of security officers during working hours.
- To find out whether security officers routinely submit a sick note after being absent.
- To ascertain management practices and responses to combating absenteeism.
- To find out what can be done to reduce absenteeism.

You are kindly requested to complete the questions in the attached questionnaire and return the completed questionnaire in the self-addressed envelope provided. You are not required to provide your name or any other identification. Accordingly all information will be treated confidentially (i.e. respondents remain anonymous.) In addition, if there are any other relevant or pertinent issues that you may wish to raise that are of direct importance to the study, and for which I have not made provision in the attached questionnaire, please feel free to make additional comments where you feel it might be necessary. When completed the final report will be made available to all interested persons.

[signed]
_____ (Ms)
Patricia Chauke
Tel: (011) 471 2912   Fax: (o11) 471 2016   Cell: 073 238 4684
Date:

B.2   Security officers' questionnaire

_____

Questionnaire Survey
The impact of absenteeism in the private security industry in Gauteng

Please use a black pen for your responses. Where required please indicate your choice with a cross [X] in the appropriate box. Responses for the open-ended questions can be written out. If there is insufficient space provided for your written response please attach this on a separate piece of paper with the appropriate question number.

Questions for security officers

Section A

4. How old are you?				
Under 20yrs	21-30yrs	31-40yrs	41-50yrs	51-60yrs

5. What is your highest educational qualification?							
Std 6/ Grade 8	Std 7/ Grade 9	Std 8/ Grade 10	Std 9/ Grade 11	Std 10/ Grade 12	One-year certificate/ Diploma	Degree (university)	Postgraduate degree (university)

6. Are you registered with PSIRA?					
Yes		No		Uncertain	

4. If yes, in what year did you first register with PSIRA or the previous SOB?

5. What is your current PSIRA grade?					
Grade E	Grade D	Grade C	Grade B	Grade A	None

6. Indicate year/s when you received different grading/s?									
Grade E		Grade D		Grade C		Grade B		Grade A	

7. What position do you currently occupy in your company?				
Supervisor	Administration	Security officer	Shift worker	Shift leader

8.How long have you been working in this position with your current company /employer?					
Less than one year	One to two years	Two to under three years	Three to under five years	Five to under ten years	Ten years or more

9. How many hours do you work in your average working week?				
40	45	50	60	More than 60

10. Do you work shifts?			
Yes		No	

11. If yes, what form do these shifts take (e.g. number of hours, number of consecutive days on and off?)

12 Do you have any rest days in a month?					
Yes		No		Uncertain	

13. How many rest days do you have in an average month?

1	2	3	4	5	6	More (specify no.)

Section B

14. Have you ever been absent without submitting a leave form?

Yes		No		Uncertain	

15. If yes, give the reasons why you were absent without leave?

_____

_____

16 Do you routinely submit a sick note after being absent?

Yes		No		Uncertain	

17. If no, what do you do when you return to work after being absent without leave? i.e. what reasons do you give for being absent?

_____

_____

18. If you have been absent without leave without a valid reason or sick note did the company institute any disciplinary procedures against you?

Yes		No		Uncertain	

19. If yes, what was the nature of these disciplinary procedures?

_____

_____

20. If found guilty of being absent without leave what actions were taken against you by the company?

_____

_____

21. Are you sometimes absent together with a friend on the same day?

Yes		No		Uncertain	

22. If yes, do you discuss being absent before you become absent with a friend?

_____

_____

23. How frequently (days in a year) are you both simultaneously absent?

_____

_____

Section C

24. Is there a problem of absenteeism in your company?

Yes		No		Uncertain	

25. If yes, what in your opinion are the main causes of this absenteeism?

_____

_____

26. Do you have a good relationship/communication/mutual understanding with your immediate manager/supervisor?

Yes		No		Uncertain	

27. If no, do you think this can be the cause of absenteeism?

_____

_____

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28. Below is a list of possible reasons that can contribute to absenteeism. Choose a maximum of five (5) that may have contributed to your absenteeism and then list them from 1-5 in order of importance to you.			
Reasons	**Priority no 1-5**		**Priority no 1-5**
Drunk		Using drugs	
Boredom		Fatigue	
Family problems		Transport problems	
Ill-health		Lack of communication between you and your manager/supervisor	
Long working hours		Poor salary	
Lack of benefits		Poor working conditions	
Other (specify):			

29 In your opinion what can the company do to <u>reduce or resolve</u> your 1-5 listed main reasons as indicated above by you?

Section D

30. In your opinion what could be the <u>reasons</u> why security officers are absent without permission?

---

31. What <u>impact</u> do you think absenteeism has on your organization?

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32. What <u>impact</u> do you think absenteeism has on the private security industry as a whole?

---

33. What do you think can be done to <u>reduce or prevent</u> absenteeism in the private security industry from occurring?

---

34 What improvements if any, do you think your company or department need to implement?

---

35. In your opinion name (1) specific factor that would reduce absenteeism in your present company?

---

36. Do you think the private security industry in general needs to implement any improvement in the treatment of its employees? If you think so write your opinion below:

---

37. Do you think your organization needs to implement any improvements in the treatment of its employees?

---

38. Is there other any information about the impact of absenteeism in the private security industry that you consider important that you would like to bring to my attention?

Figure A.1: Security managers' ages (correspond to Table 4.1)
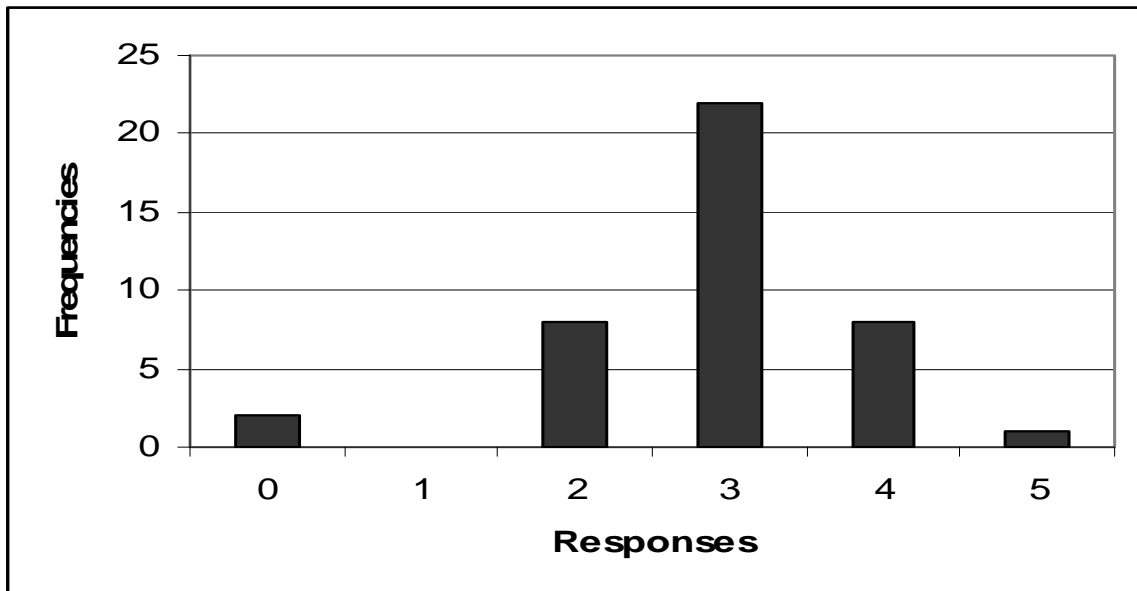

Figure A.2 Highest educational qualification (corresponding to Table 4.2)
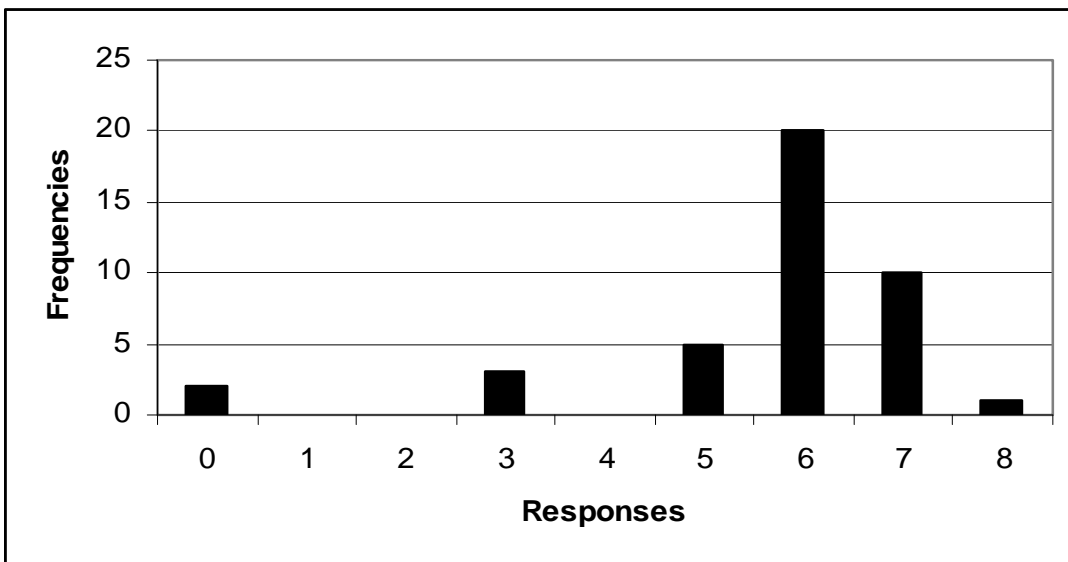
Figure A.3: Registered with PSIRA (corresponding to Table 4.3)
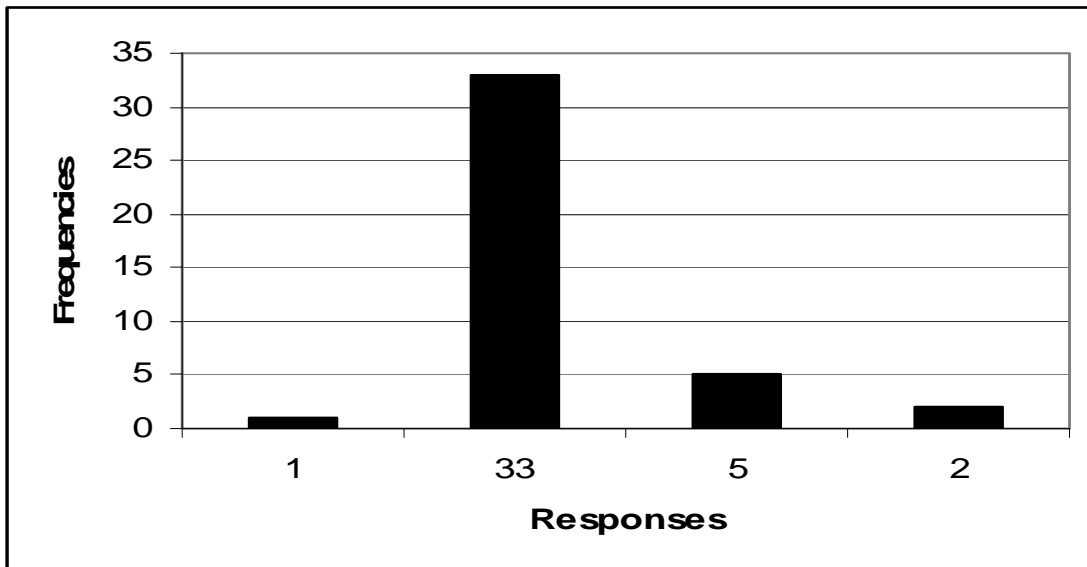
Figure A.4: PSIRA Grade (corresponding to Table 4.4)
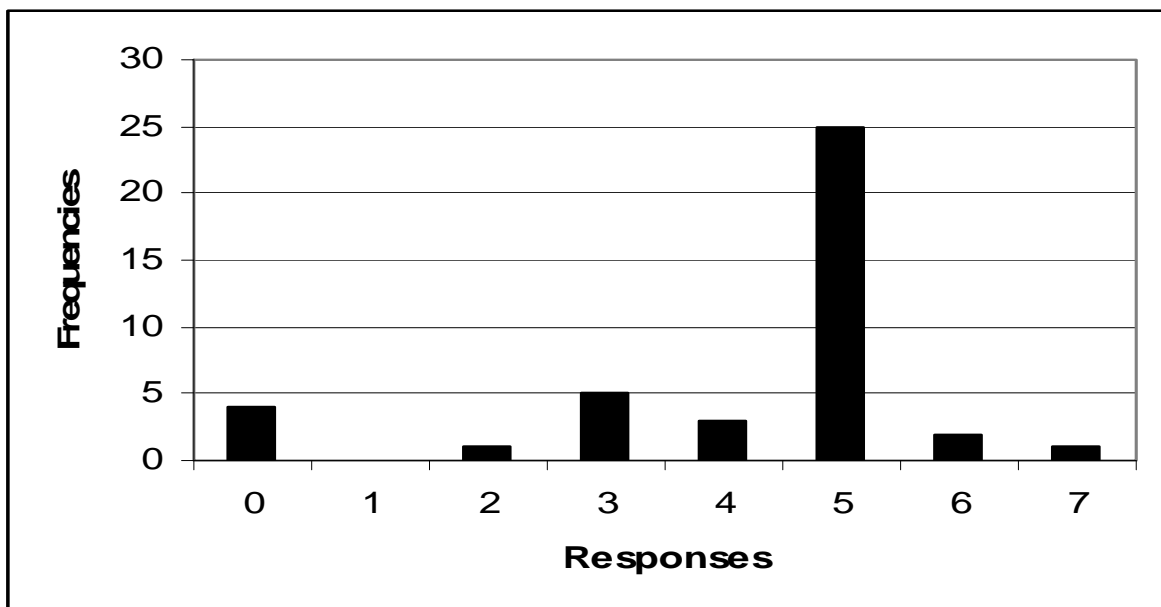
Figure A.5: Number of officers reporting to manager (corresponding to Table 4.5)
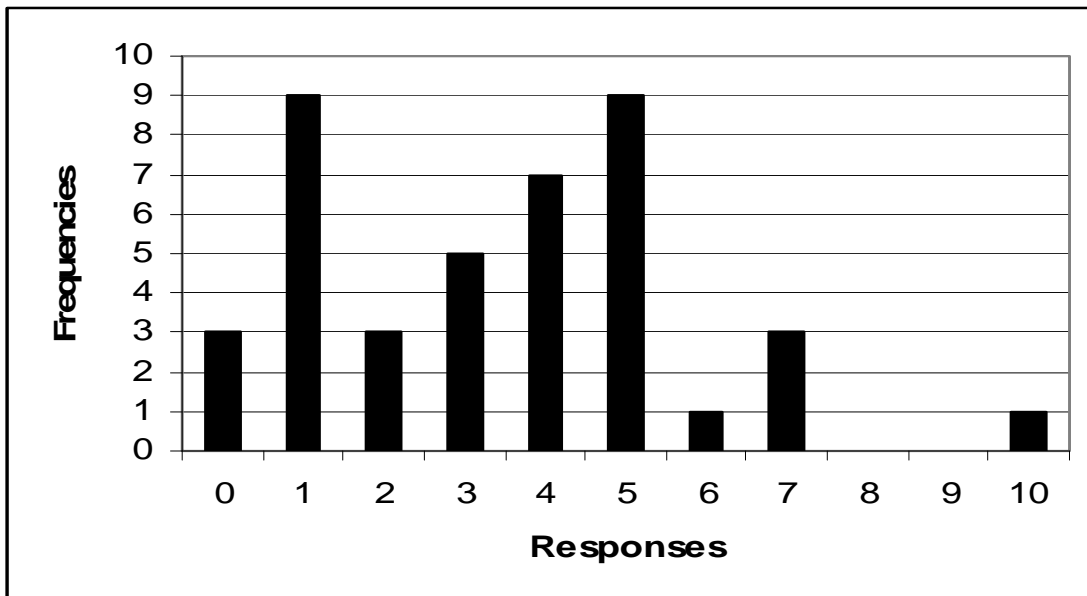
Figure A.6: Number of years of manager in company (corresponding to Table 4.6)
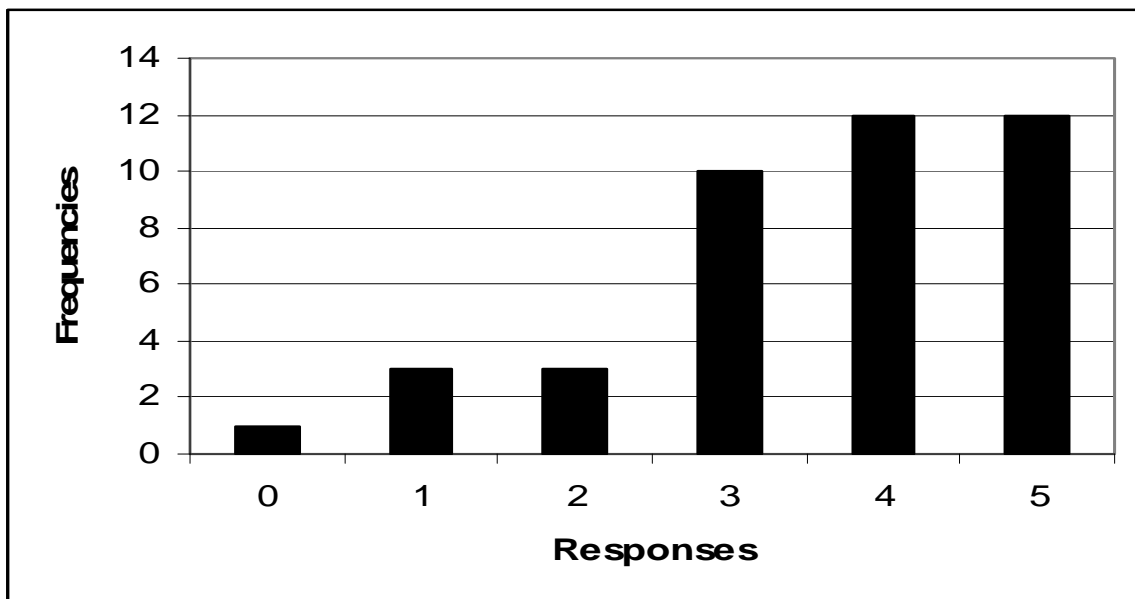
Figure A.7: Absenteeism problem in company (corresponding to Table 4.7)
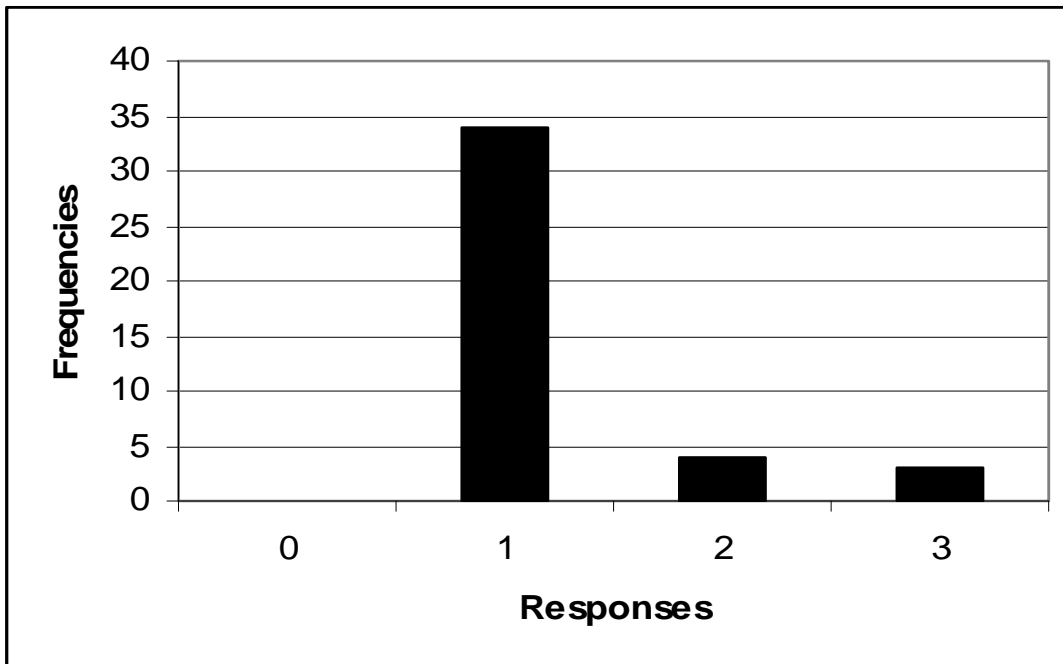
Figure A.8: Impression about absenteeism seriousness (corresponding to Table 4.8)
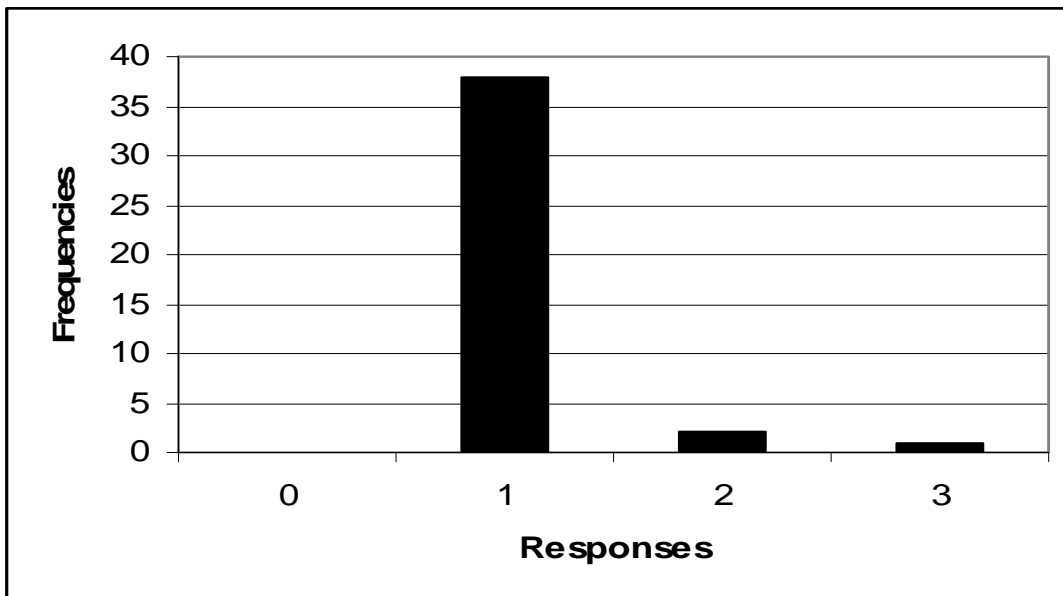
Figure A.9: Views about verbal warning (corresponding to Table 4.9)
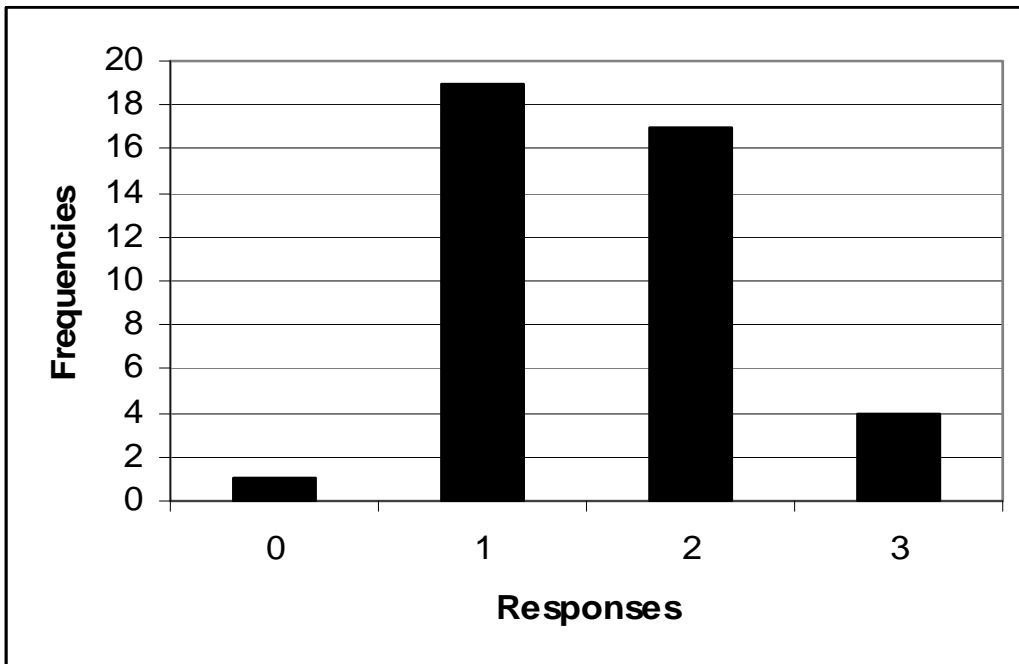
Figure A.10: Views about written warning (corresponding to Table 4.10)
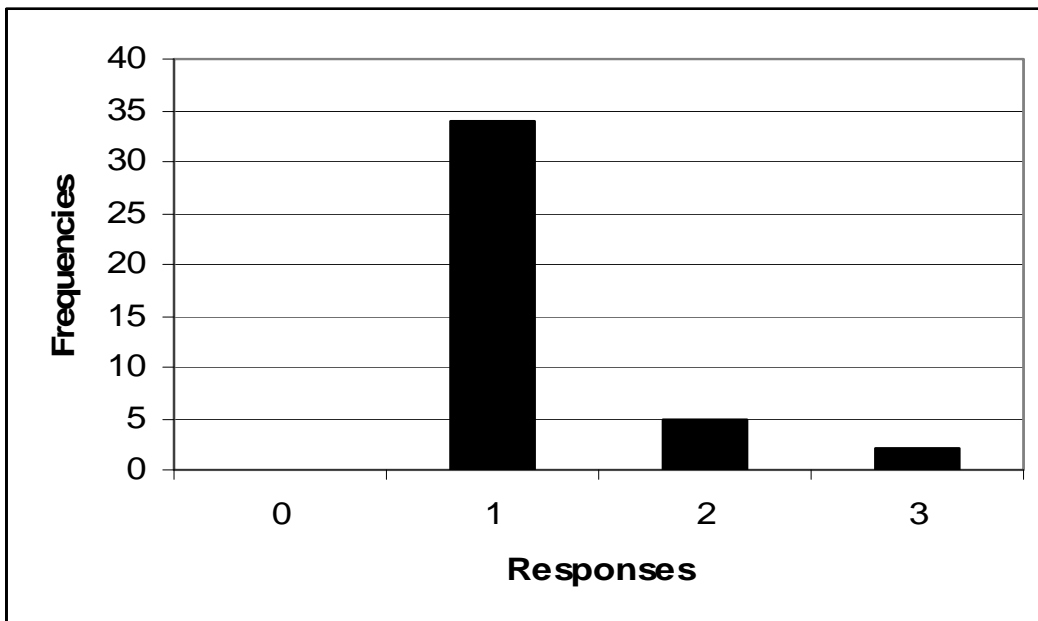
Figure A.11: Results after verbal and written warnings (corresponding to Table 4.11)
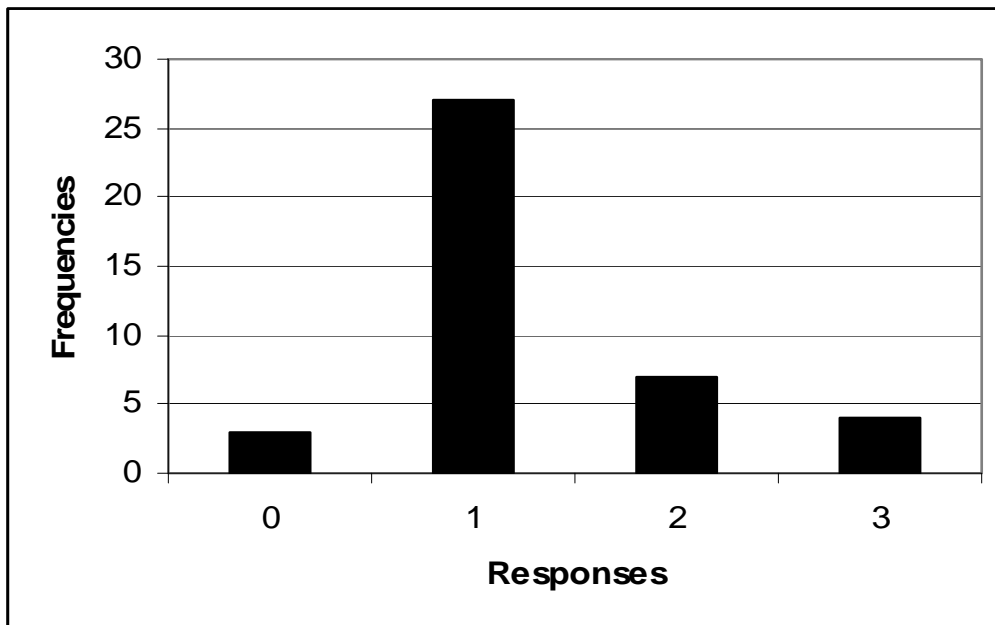
Figure A.12: Company offers counseling to absentees (corresponding to Table 4.12)
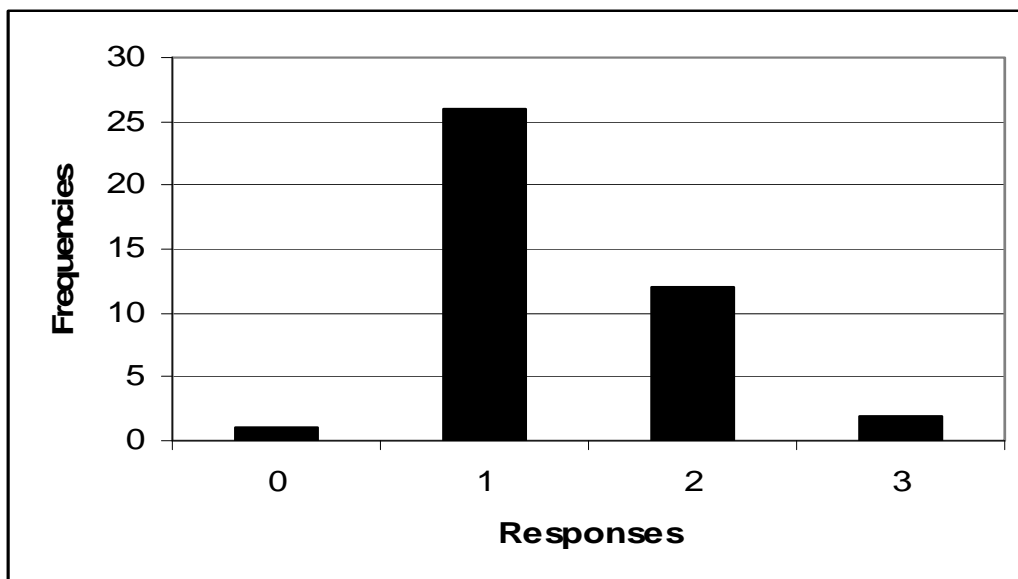
Figure A.13: Company reports absenteeism to clients (corresponding to Table 4.13)
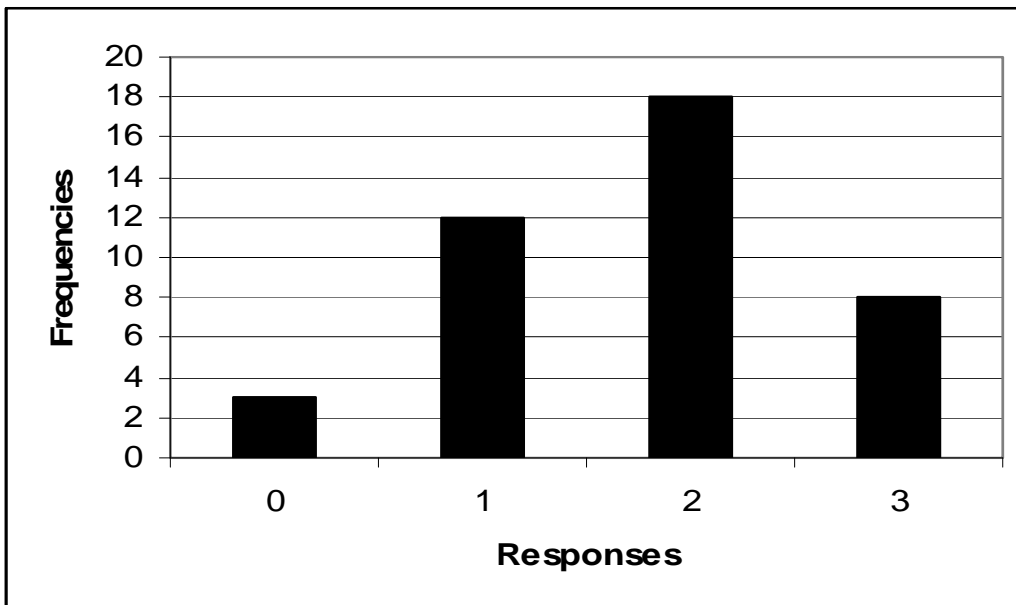
Figure A.14: Disciplinary hearings for absenteeism (corresponding to Table 4.14)
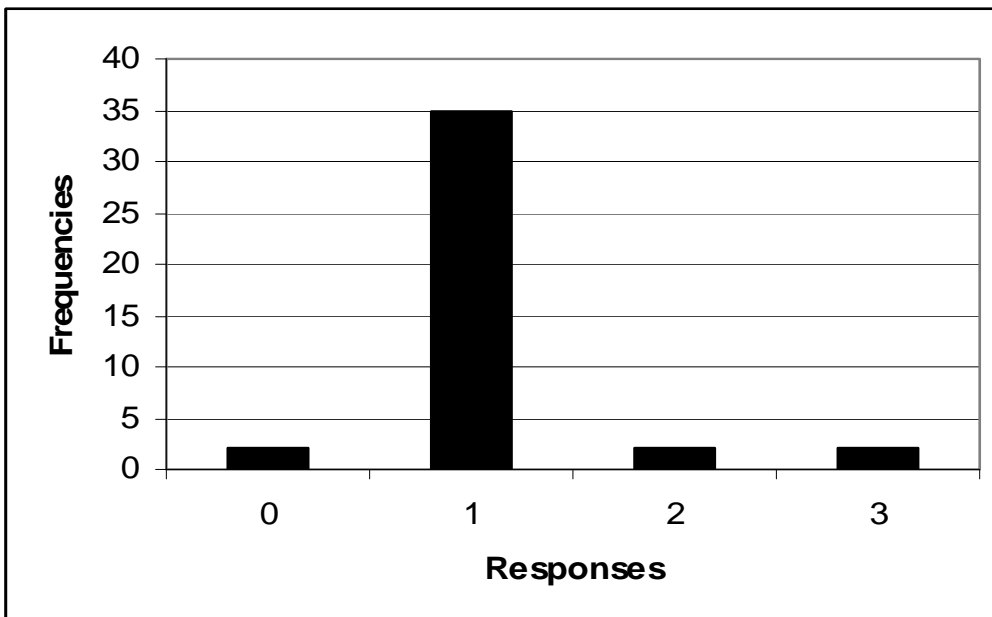
Figure A.15: Absenteeism useful for dismissal (corresponding to Table 4.15)
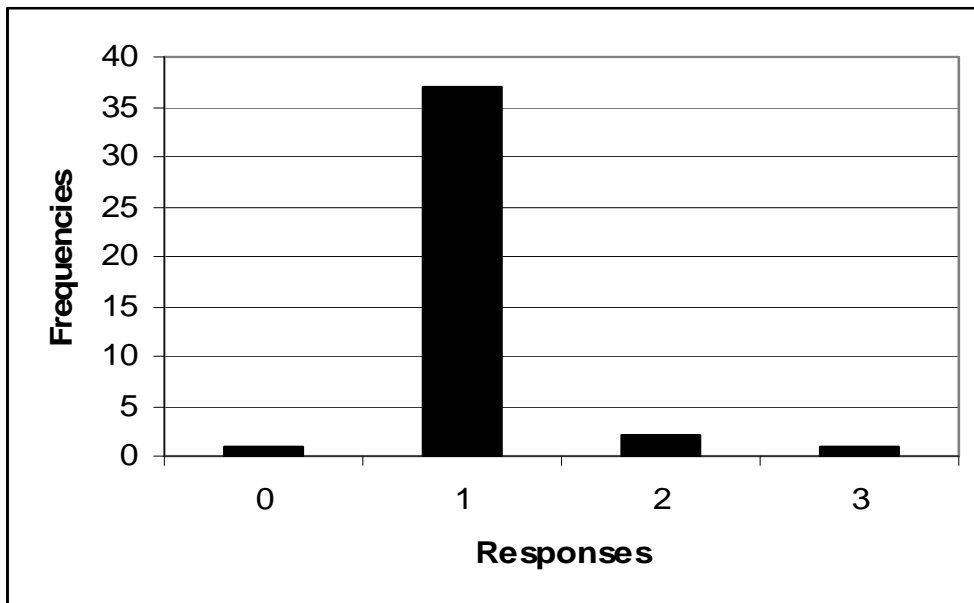
Figure A.16: Sick security officers go to work (corresponding to Table 4.16)
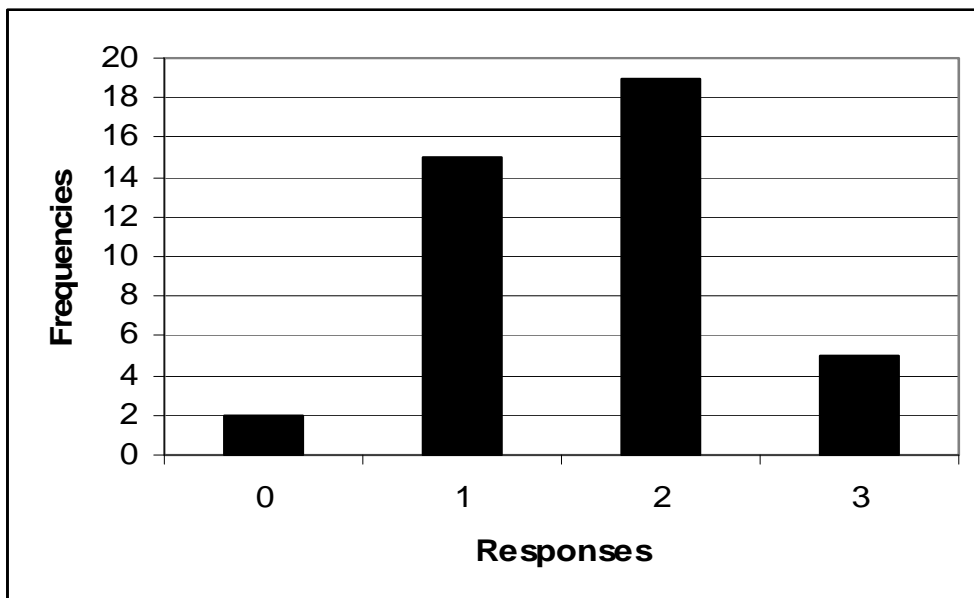
Figure A.17: Security officers produce medical reports (corresponds to Table 4.17)
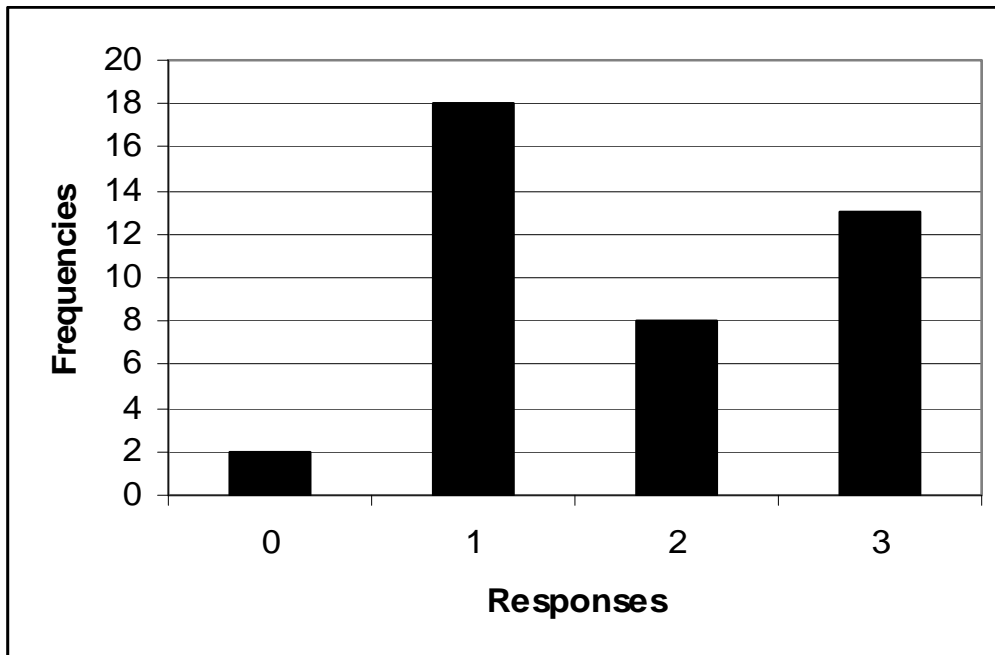
Figure A.18: Wages deducted for absenteeism (corresponding to Table 4.18)
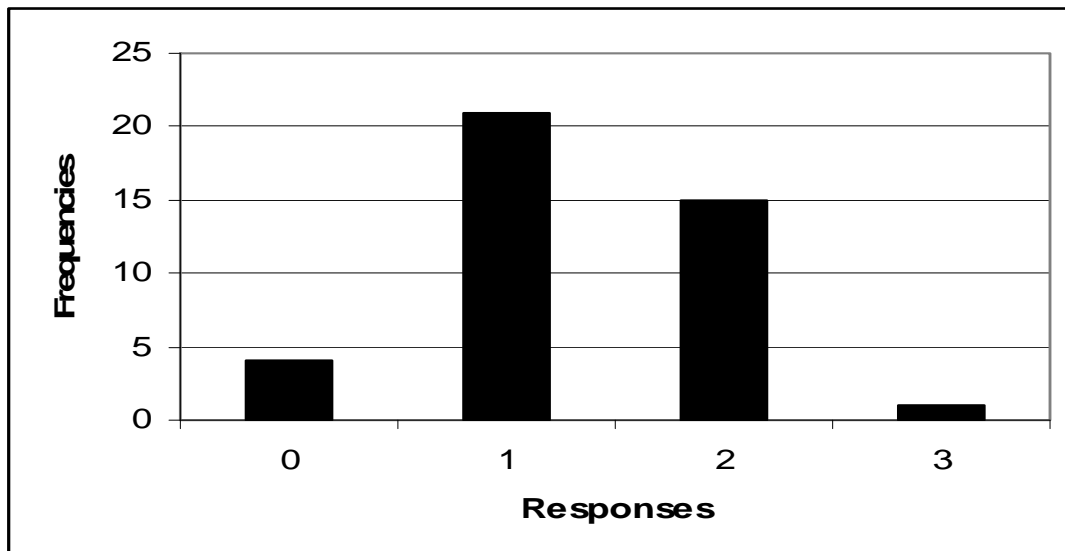
Figure A.19: Manager checking previous record (corresponding to Table 4.19)
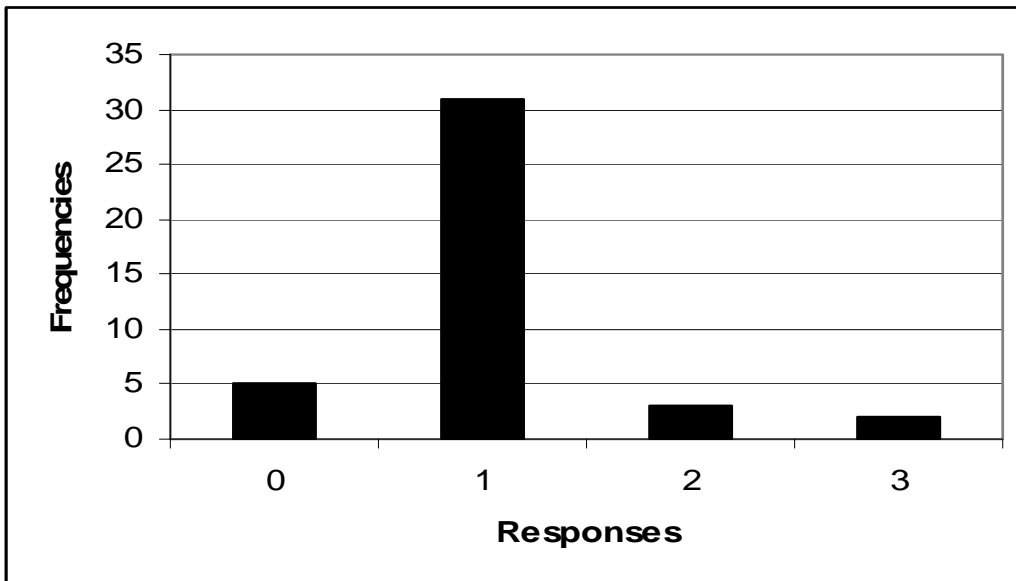
Figure A.20: Absent with friend (corresponding to Table 4.20)
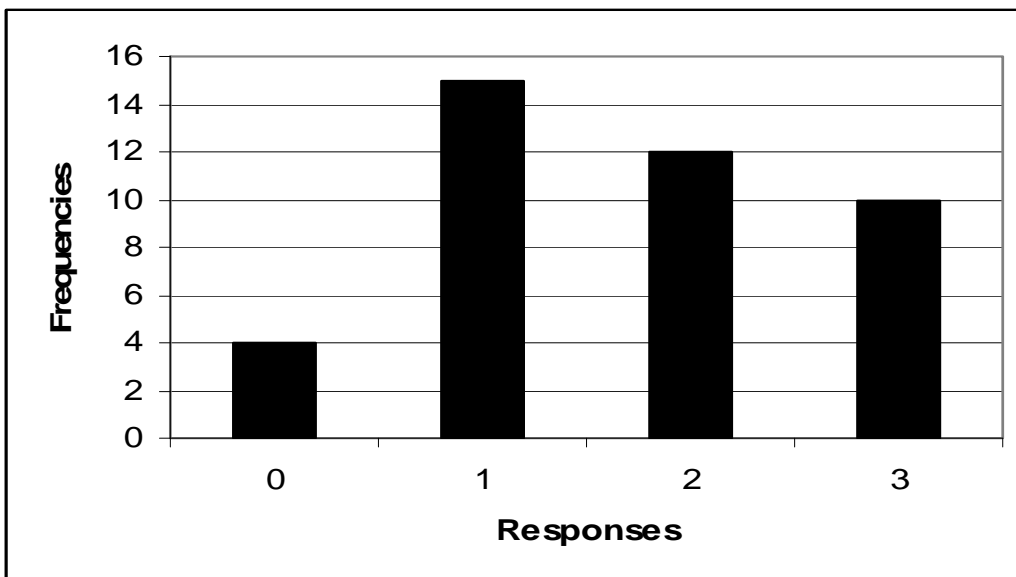
Figure A.21: Extent of absenteeism impact (corresponding to Table 4.21)
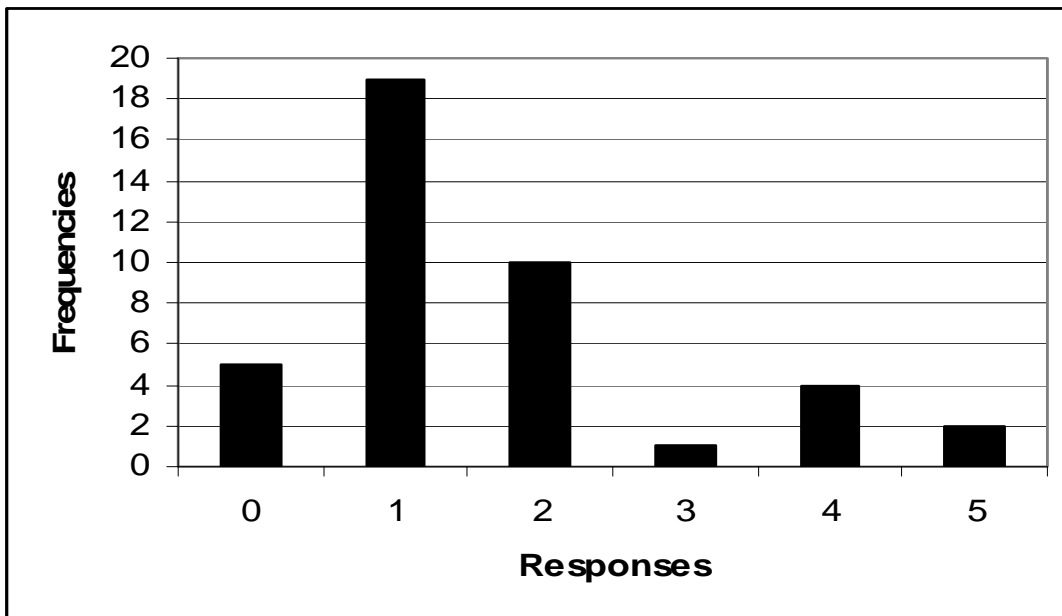
Figure A.22: Ages of security officers (corresponding to Table 4.22)
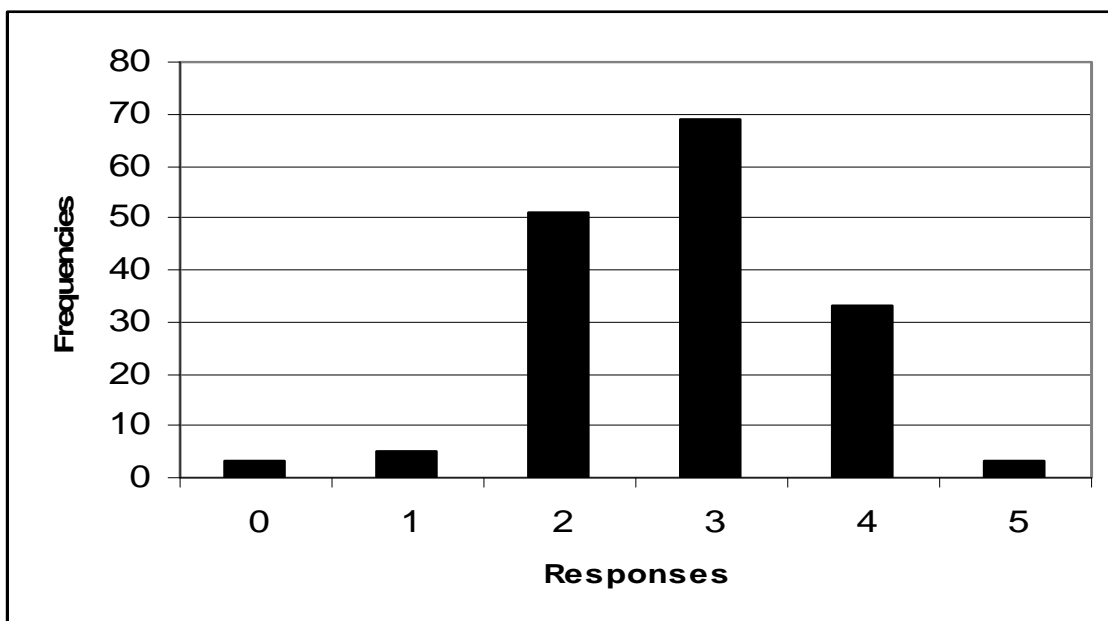
Figure A.23: Highest qualification of respondents (corresponding to Table 4.23)
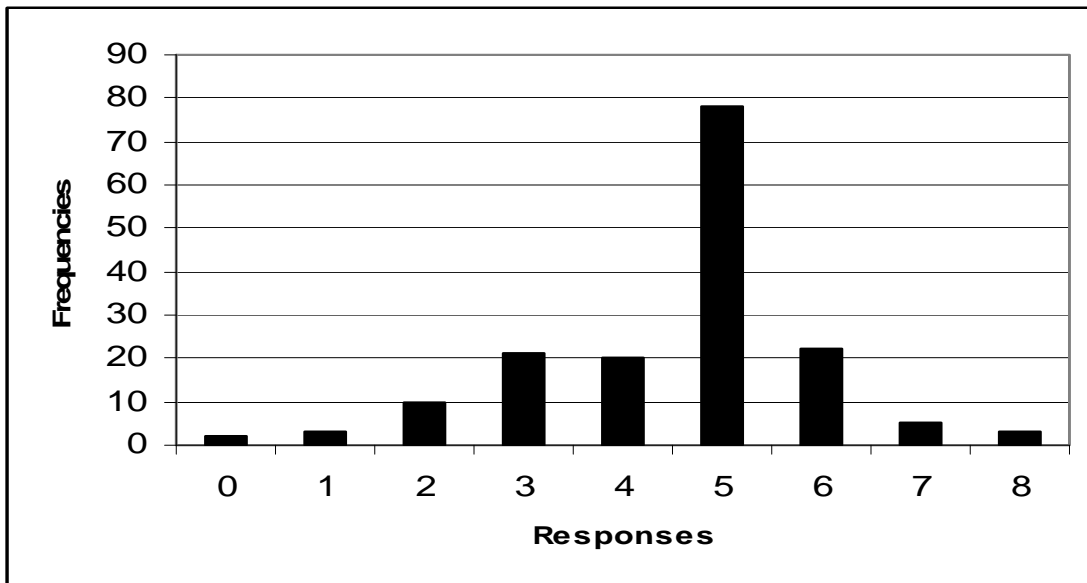
Figure A.24: Extent of membership (corresponding to Table 4.24)
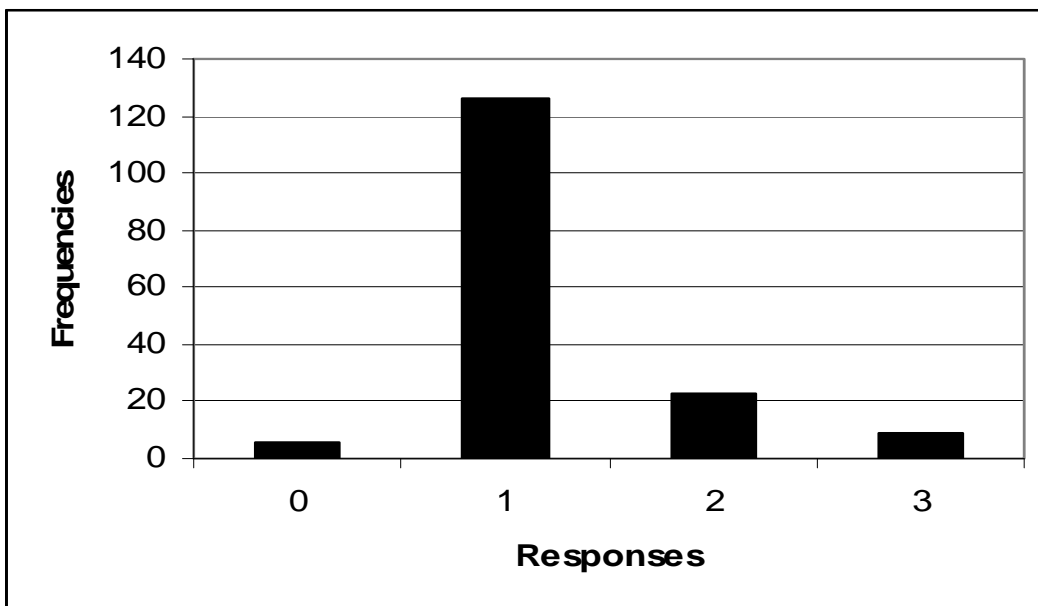
Figure A.25: PSIRA Grade of security officers (corresponding to Table 4.25)
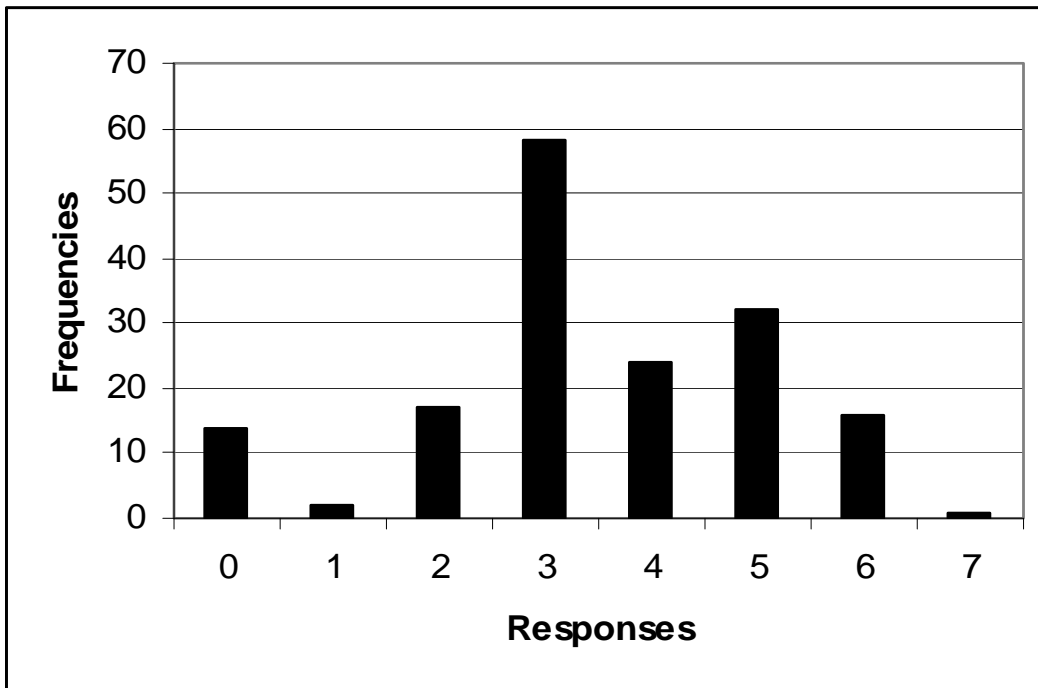
Figure A.26: Years since officer obtained grade (correspond to Table 4.26)
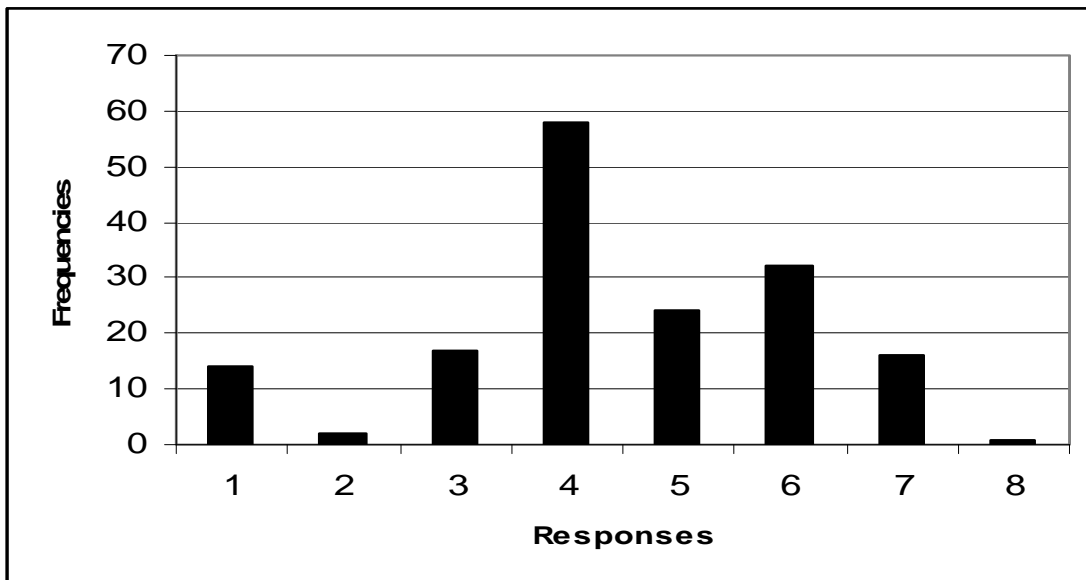
Figure A.27: Positions of security officers (corresponding to Table 4.27)
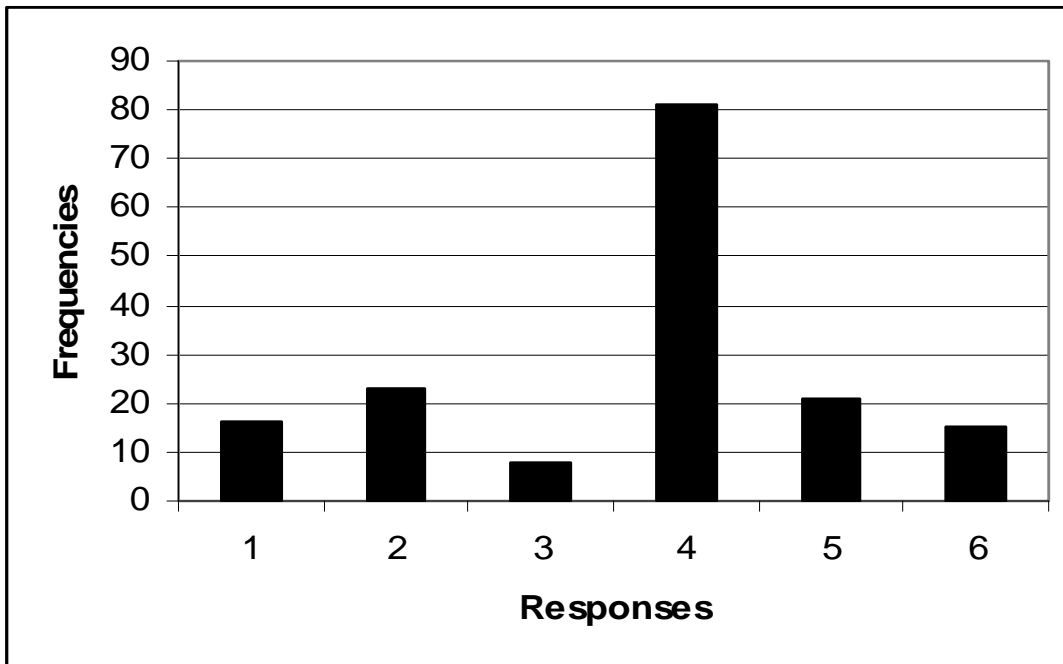
Figure A.28: Years since employed in current position (corresponding to Table 4.28)
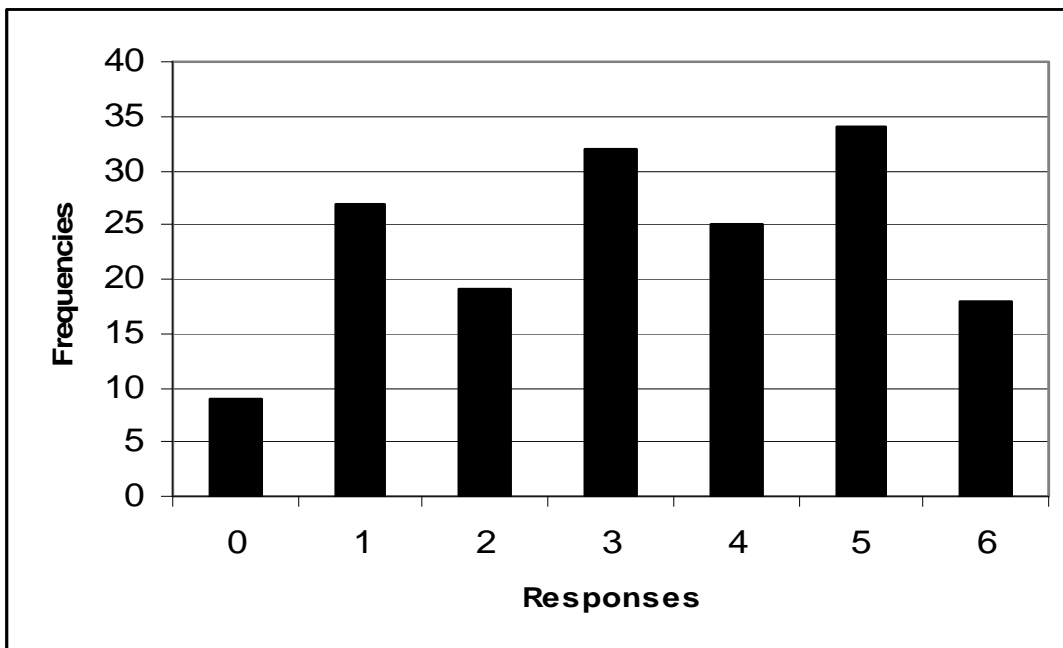
Figure A.29: Hours of work per week (corresponding to Table 4.29)
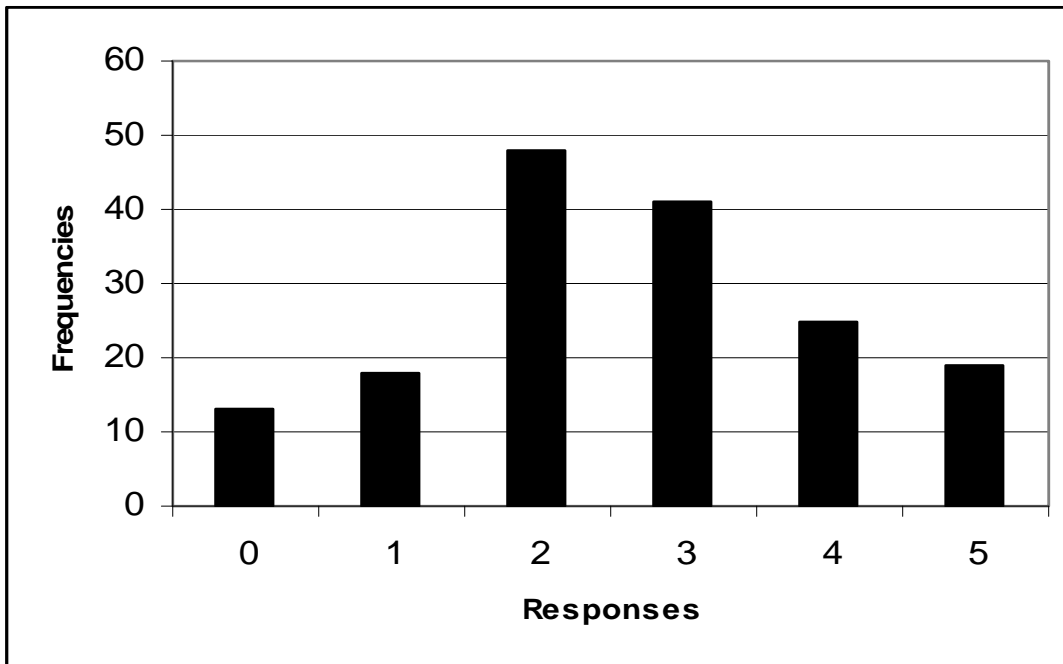
Figure A.30: Security officers working shifts (corresponding to Table 4.30)
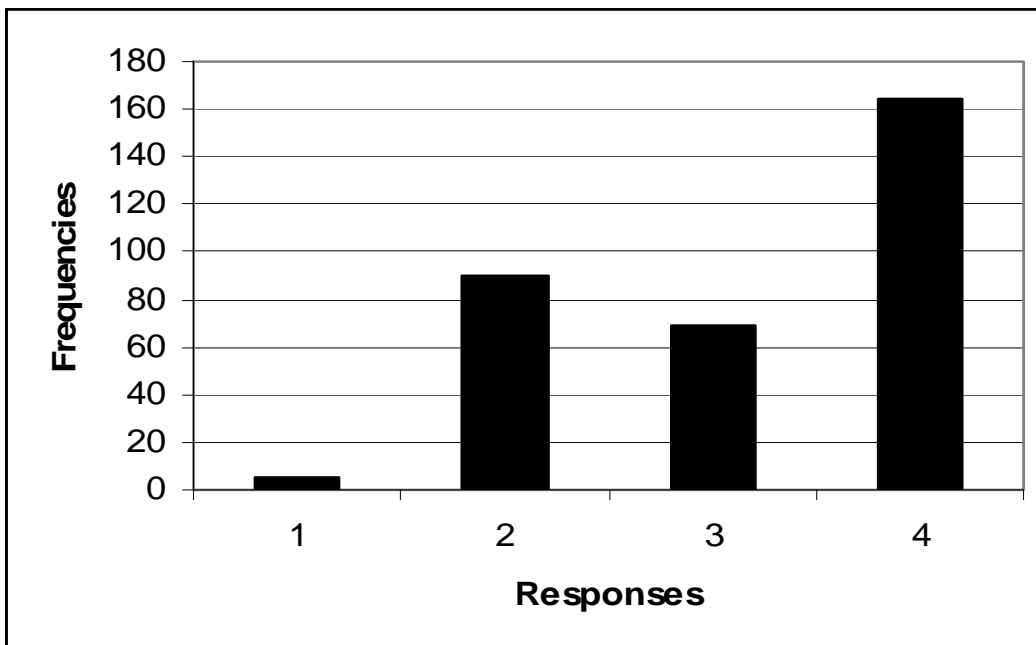
Figure A.31: Having rest days in a month (corresponding to Table 4.31)
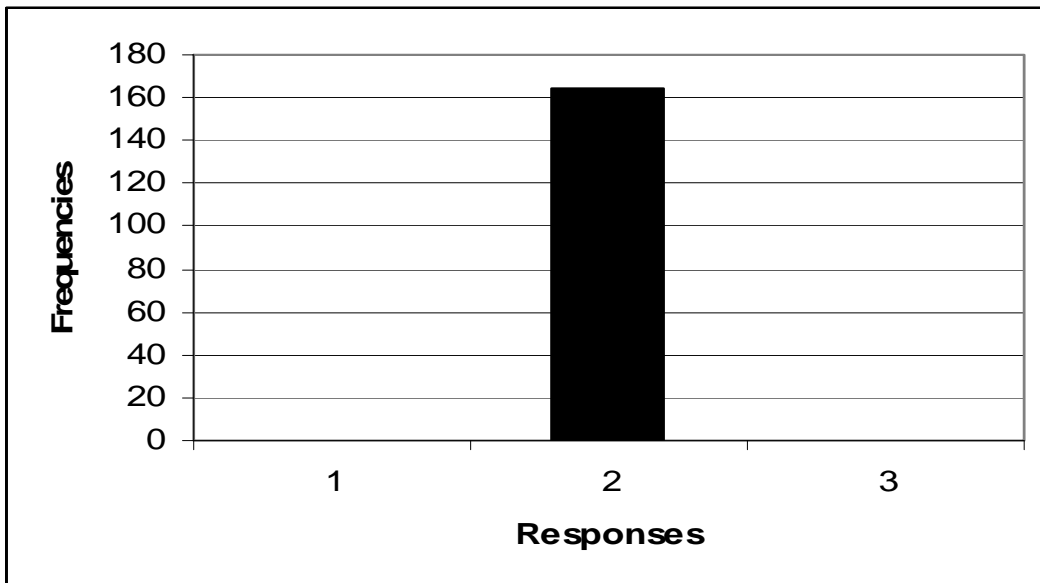
Figure A.32: Number of rest days per month (correspond to Table 4.32)
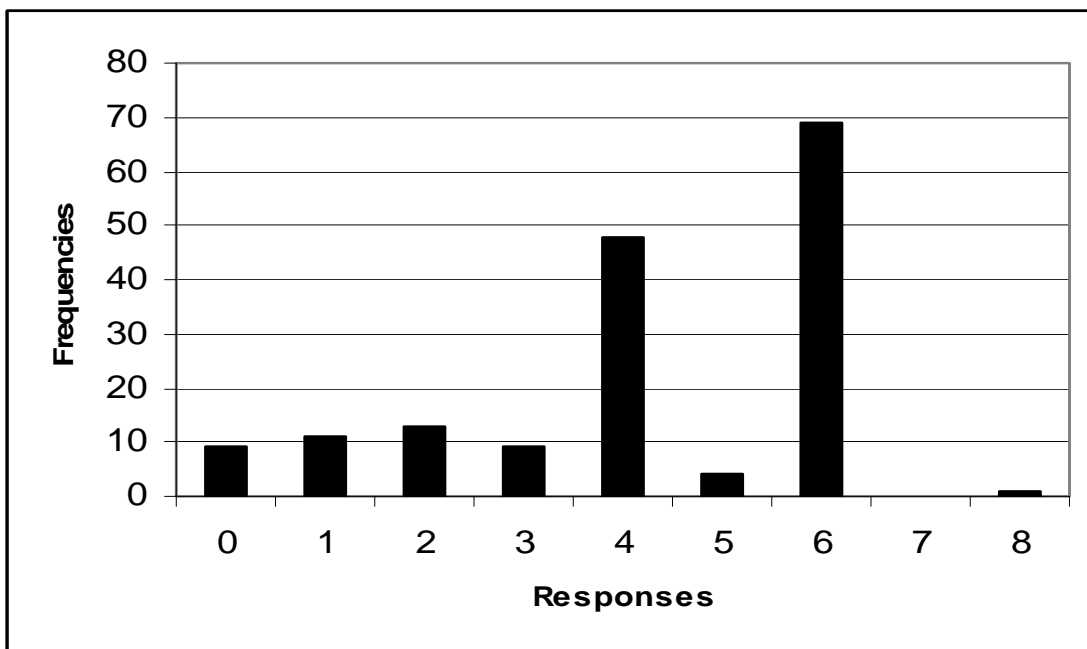
Figure A.33: Absent without a leave form (corresponding to Table 4.33)
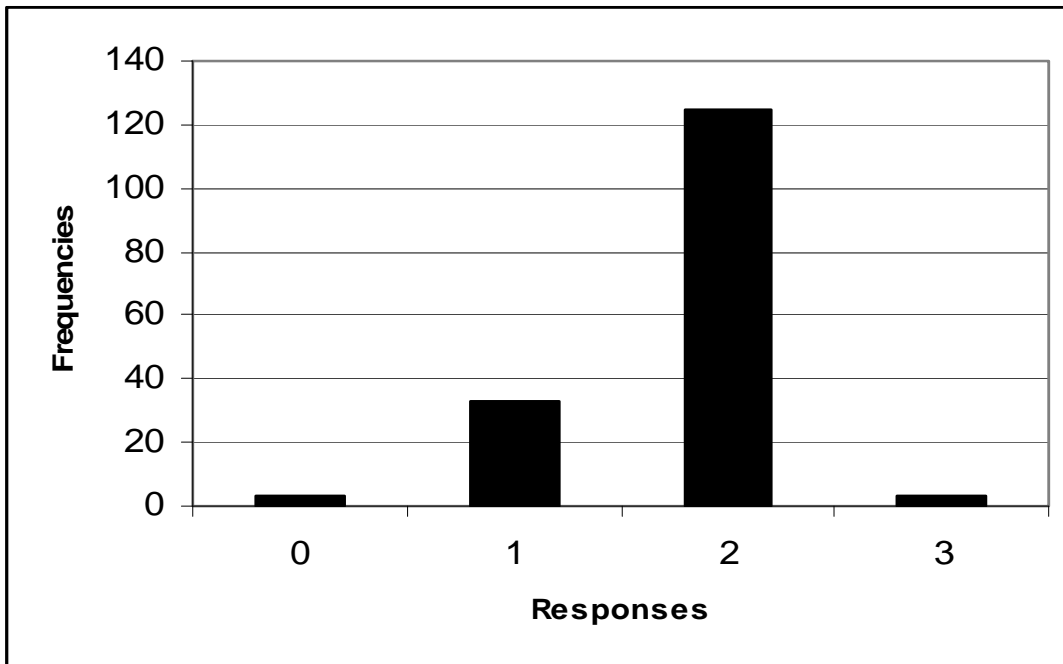
Figure A.34: Routinely submit leave for after absence (corresponding to Table 4.34)
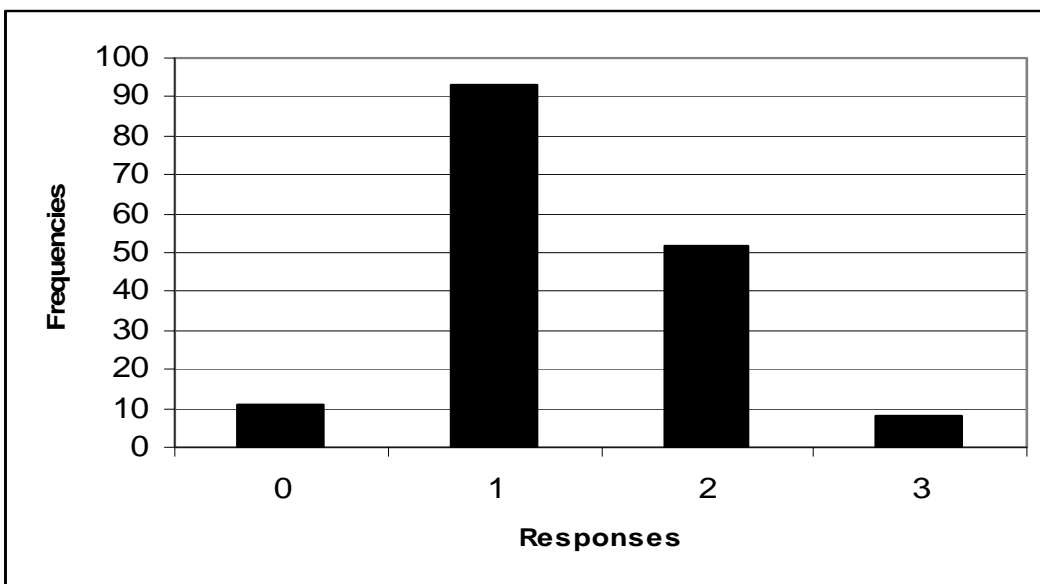
Figure A.35: Disciplinary action for absence (corresponding to Table 4.35)
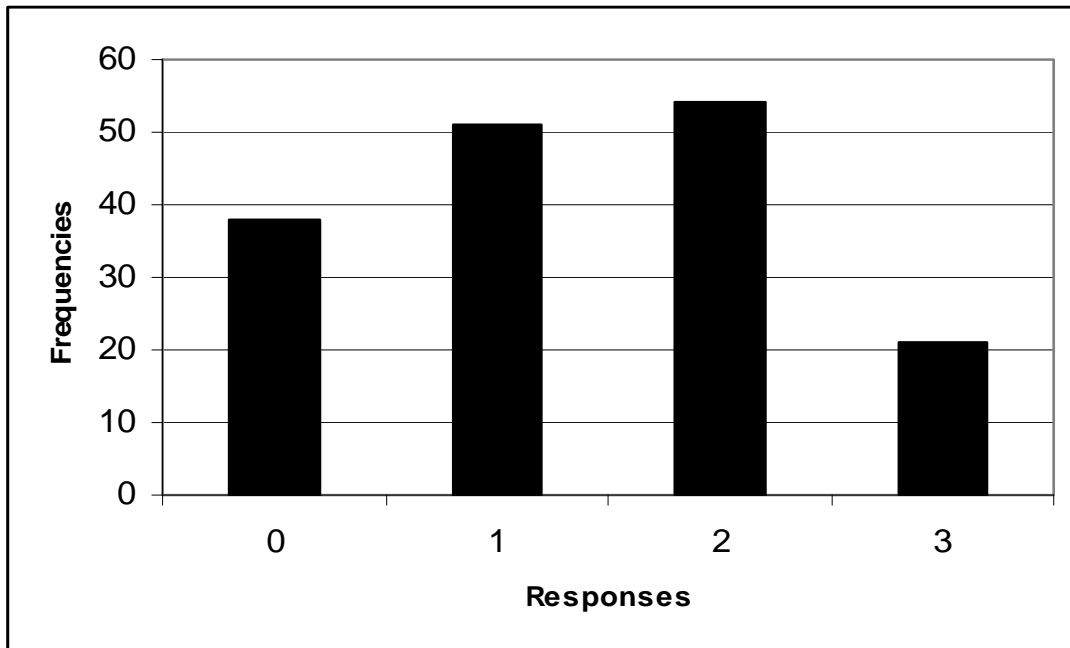
Figure A.36: Absent with friend (corresponding to Table 4.36)
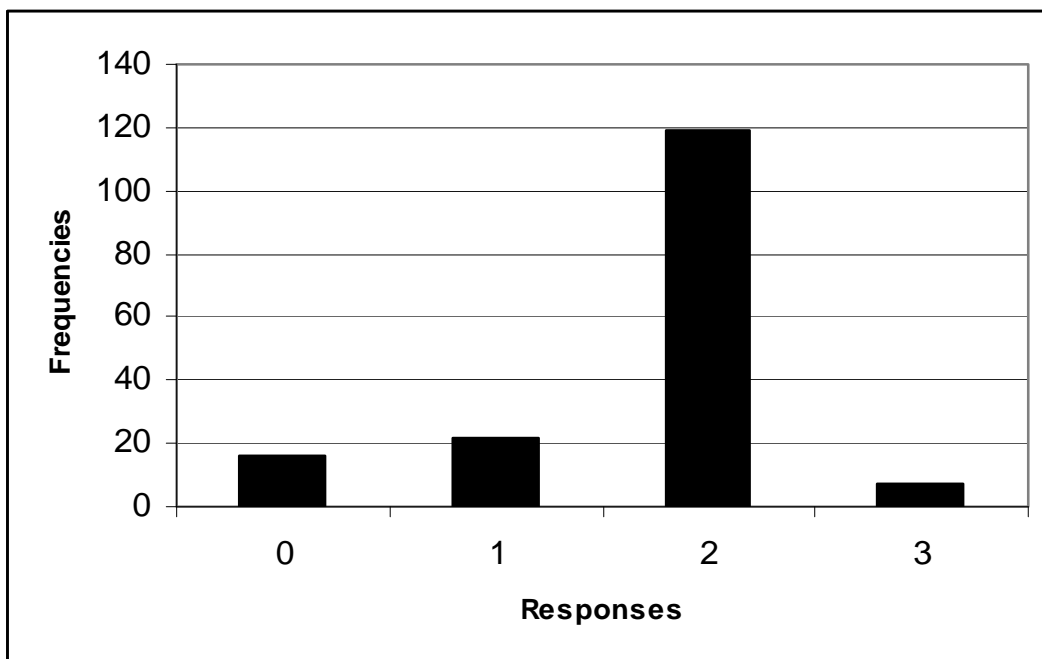
Figure A.37: Absenteeism problem in company (corresponding to Table 4.37)
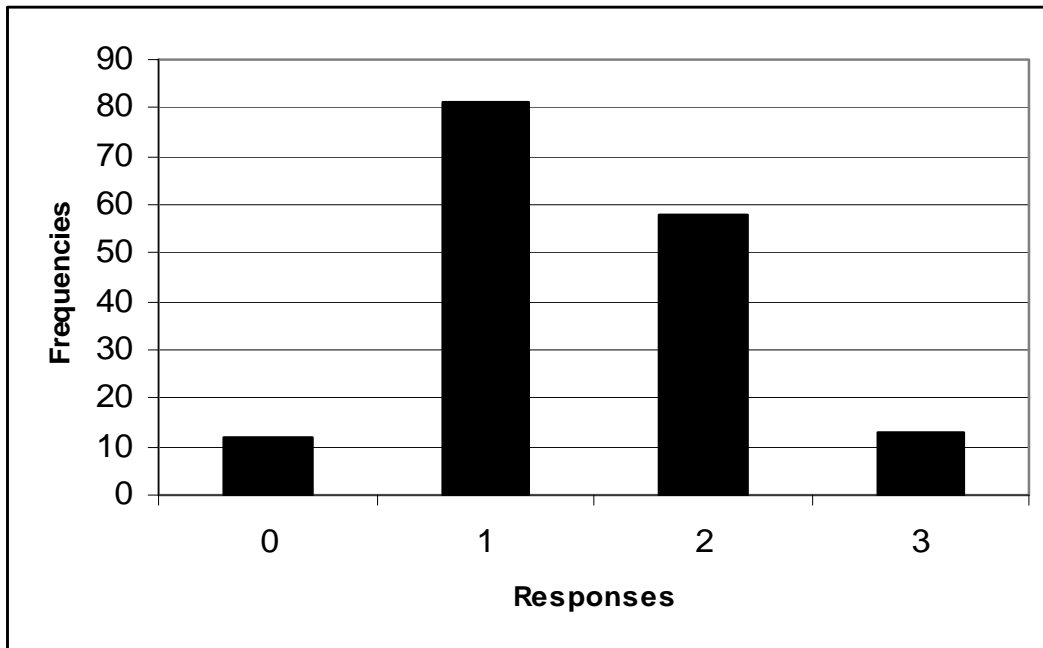
Figure A.38: Good relationships with supervisors (corresponding to Table 4.38)
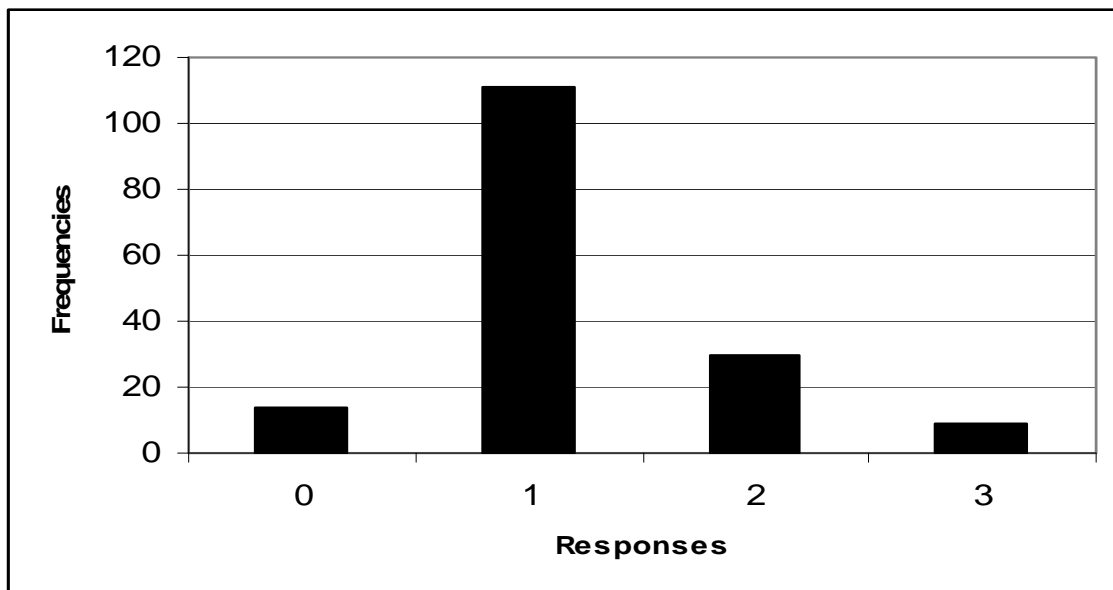
3.2 Security Managers' Questionnaire

3.2.2 Associations

The correlations can be calculated to make sense in commensurate data. The responses are therefore grouped according to the number of options they had in the responses. At first Questions one, eight and 42 have six responses each. Hence they are grouped together as the first group. The second group of questions that have four responses each are Questions 3, 9, 11, 13, 14, 17, 19, 22, 23, 25, 29, 30, 38, 39, and 40. The third group did not have an equal number of responses. They consisted of Question Two with nine options, Question 5 with eight options and Question Seven with ten options. These are collapsed in order to have three options each. The new options are A, B and C. The new groupings are explained at the beginning of the third section. The impact caused by absenteeism is very serious.

Correlation coefficient is interpreted according to the following simple rules:
♦   the values of the correlation coefficient are between -1 and $+1$, inclusive
♦   zero value means there is no relation
♦   negative correlation is an increase $\rightarrow$ decrease (decrease $\rightarrow$ increase) relationship
♦ -1 and $+1$ show perfect relationships
♦   interim values are interpreted on a closeness basis from the above

3.2.2.1 First category

This exercise intends to determine if there are associations among "age", "length of time of employment" and "perceived impact of absenteeism" of security managers.

Table 3.22: Consolidated frequencies of first category items

		Response					
		0	1	2	3	4	5
Questions	Q 1	2	0	8	22	8	1
	Q 8	1	3	3	10	12	12
	Q 42	5	19	10	1	4	2

Correlation matrix of the first category items

Table 3.23: Correlation matrix of first category items

	Q 1	*Q 8*	*Q 42*
Q 1	1		
Q 8	0.357214	1	
Q 42	-0.48538	-0.62592	1

The amount 0.36 of the correlation between Q1 and Q8 is a low, but being positive reveals that older security managers seem to have been employed for longer periods in the companies, or that those with lengthy employment of security mangers in companies shows that they are older. The amount -0.49 between Q1 and Q42 shows that older security managers do not see the seriousness of absenteeism. Similarly, from the amount -0.63 between Q8 and Q42 shows that longer serving security managers believe there is little or no impact in the companies due to absenteeism.

3.2.2.2 Second category

This section intends to determine possible associations among the second category items that are presented by the Questions 3, 9, 11, 13, 14, 17, 19, 22, 23, 25, 29, 30, 38, 39, and 40 (are abbreviated Qi for each Question i, i being one of the numbers above). These items, given together with their corresponding question numbers for the convenience of the reader, are:

"PSIRA registration Q3", "absenteeism problems with security officers Q9", "taking absenteeism as serious Q11", "verbal warning as useful Q13", "written warning as useful Q14", "behaviour change after verbal and written warnings Q17", "counseling in company Q19", "absenteeism information shared with client Q22", "disciplinary hearing held in companies Q23", "taking absenteeism as grounds for dismissal Q25", "sick officers report to work Q29", "absentees routinely produce medical reports Q30", "company deducts money Q38", "check absence records Q39", and "notice security officer's absence with friend Q40" of security managers.

Table 3.24: Consolidated frequencies of second category items

		Response			
		0	1	2	3
Questions	Q 3	1	33	5	2
	Q 9	0	34	4	3
	Q 11	0	38	2	1
	Q 13	1	19	17	4
	Q 14	0	34	5	2
	Q 17	3	27	7	4
	Q 19	1	26	12	2
	Q 22	3	12	18	8
	Q 23	2	35	2	2
	Q 25	1	37	2	1
	Q 29	2	15	19	5
	Q 30	2	18	8	13
	Q 38	4	21	15	1
	Q 39	5	31	3	2
	Q 40	4	15	12	10

Correlation matrix of the Group 2 questions

Table 3.25 Correlations among second category items

	Q 3	Q 9	Q11	Q13	Q14	Q17	Q19	Q22	Q23	Q25	Q29	Q30	Q38	Q39	Q40
Q 3	1.00														
Q 9	1.00	1.00													
Q 11	1.00	1.00	1.00												
Q 13	0.72	0.71	0.67	1.00											
Q 14	1.00	1.00	1.00	0.73	1.00										
Q 17	1.00	1.00	0.99	0.75	1.00	1.00									
Q 19	0.95	0.93	0.92	0.91	0.95	0.96	1.00								
Q 22	0.29	0.28	0.23	0.86	0.31	0.33	0.57	1.00							
Q 23	0.99	0.99	1.00	0.64	0.99	0.99	0.90	0.18	1.00						
Q 25	1.00	1.00	1.00	0.66	0.99	0.99	0.91	0.21	1.00	1.00					
Q 29	0.49	0.47	0.43	0.96	0.50	0.53	0.75	0.96	0.39	0.42	1.00				
Q 30	0.77	0.80	0.77	0.60	0.79	0.77	0.72	0.38	0.75	0.75	0.43	1.00			
Q 38	0.83	0.80	0.79	0.95	0.83	0.84	0.96	0.68	0.77	0.78	0.85	0.51	1.00		
Q 39	0.99	0.98	0.99	0.62	0.98	0.98	0.89	0.14	1.00	1.00	0.36	0.69	0.76	1.00	
Q 40	0.75	0.76	0.71	0.89	0.76	0.77	0.85	0.77	0.68	0.69	0.81	0.88	0.77	0.62	1.00

There are no negative relationships in these items because all values are positive. Some perfect relationships (value = 1.0) occur among these items. Here the values of 0.99 are taken as being approximately 1.0. These are Q3, Q9, Q11, Q14, Q17, Q23, Q25, Q39.

Despite the correlations existing among these items, some items cannot be practically associated. For example, the pair Q11 (security manager considering absenteeism as a problem) and Q13 (verbal warning serving as a powerful tool to change behaviour of security officers), Q22 and Q25, and the trio Q19 and Q22 and Q29, cannot be meaningfully related. Thus, the report focuses only on the realistic relationships.

These items are: "PSIRA registration Q3", "absenteeism problems with security officers Q9", "taking absenteeism as serious Q11", "written warning as useful Q14", "behaviour change after verbal and written warnings Q17", "disciplinary hearing held in companies Q23", "taking absenteeism as grounds for dismissal Q25", "check absence records Q39".

From the above it shows that:

> High rate of registration with (Q3) would bring an understanding that absenteeism is a problem at work (Q9), security managers would view absenteeism as a serious problem (Q11), written warning would be effective (Q14), absenteeism behaviour would be affected (Q17). Such companies are more likely to take their employees to disciplinary hearings after absence offence (Q23), and security managers would see absenteeism as a good reason to dismiss an employee (Q25). It is also likely that security managers in these companies would check records in deciding on absenteeism (Q39) that is to be dealt with at any time.

3.2.2.2.1 Seemingly highly correlated items

By first considering items with the highest correlations from the table of correlations, rows for Q19, Q23 and Q39 show most of the correlations being larger than 0.90. These are discussed as follows:

It was noted that Q19 cannot be meaningfully associated with Q22, Q23, Q38 and Q40; hence the values for these correlations are ignored. The extracted correlations are:

	Q3	Q9	Q11	Q13	Q14	Q17	Q23	Q25	Q29	Q30	Q39
Q19	0.95	0.93	0.92	0.91	0.95	0.96	0.90	0.91	0.75	0.72	0.89

The high correlations (> 0.90) among Q19 (company offering counseling) are with Q3 (registration), Q9 (experiencing absenteeism problems), Q11 (considering absenteeism problems), Q13 (verbal warning as a powerful tool), Q14 (written warning as a powerful tool), Q17 (behavioural change after verbal and written warnings), Q23 (companies take security officers to disciplinary hearings), Q25 (thinking absenteeism can be reason for dismissal).

Q19 is highly correlated with Q39 (security manager checking absence records before taking decision about absence offence). There are relatively lower correlations between Q19 and Q29 (sick security officers report to work) and between Q19 and Q30 (absent security officers producing medical report). In the next discussions the correlations already reported on are ignored.

Q23 is discussed next. It was noted that Q23 cannot meaningfully be associated with Q3; hence the value for this correlation is ignored. The extracted correlations are:

	Q9	Q13	Q14	Q17	Q19	Q22	Q29	Q30	Q38	Q40
Q 23	0.99	0.64	0.99	0.99	0.90	0.18	0.39	0.75	0.77	0.68

Q23 is highly correlated with Q9 (security managers experiencing absenteeism problems with security officers), with Q14 (written warning as a powerful tool), Q17 (verbal and written warnings changing behaviour), and Q19 (company offering counseling). There are relatively lower correlations between Q23 and Q13 (verbal warning as a powerful tool), between Q23 and Q30 (absent security officers producing medical report), between Q23 and Q38 (deducting amount from wages) and between Q23 and Q40 (absent with a friend). Very low correlations are found between Q23 and Q22 (company reporting absenteeism cases to clients) between Q23 and Q29 (sick officer reporting to work).

It was noted that Q39 cannot be meaningfully associated with Q3 despite a high correlation value. Also, Q23 cannot associate meaningfully with Q19, Q22, Q29 and Q38. The values for these correlations and the ones already discussed are accordingly ignored. The still to be explored correlations, extracted from the original correlation matrix, are:

	Q13	*Q30*	*Q40*
Q 39	0.62	0.69	0.62

Moderate relationships are revealed among Q39 and Q13, Q39 and Q30 and Q39 and Q40.

3.2.2.2.2 Seemingly moderately correlated items

From the items showing the highest correlations, those showing moderate correlations are considered. These are Q13, Q30, Q38 and Q40.

It was noted that Q13 cannot meaningfully be associated with Q11, Q22, Q23, Q25, Q29, Q36, Q38, Q39 and Q40; hence the values for these correlations are ignored. The extracted correlations are:

	Q 9	*Q14*	*Q17*	*Q19*	*Q30*
Q 13	0.71	0.73	0.75	0.91	0.60

Q13 (verbal warning) is highly correlated with Q19 (counselling offered). Relatively moderate correlations between Q13 and Q9 (absenteeism problems in company), between Q13 and Q14 (written warning), between Q13 and Q17 (both verbal and written warnings), and between Q13 and Q30 (absent security officers producing medical report). In the next discussions the correlations already reported on are ignored.

The next discussion focuses on Q30. It was noted that Q30 cannot be expressly associated with Q9, Q11, Q13, Q14, Q17, Q22, Q38, Q39 and Q40. Therefore the values for these correlations as well as those discussed earlier are ignored. The extracted correlations are:

	Q 3	*Q19*	*Q23*	*Q25*	*Q29*
Q 30	0.77	0.72	0.75	0.75	0.43

Moderate relationships occur between Q30 (routinely producing medical reports) and Q3 (membership), between Q30 and Q19 (offering counseling), between Q30 and Q23 (disciplinary hearings), and between Q30 and Q25 (absenteeism as a basis for dismissal). A low correlation is revealed between Q30 and Q29 (report to work when sick).

Q13 (verbal warning) is highly correlated with Q19 (counseling offered). There are relatively moderate correlations between Q13 and Q9 (absenteeism problems in company), between Q13 and Q14 (written warning), between Q13 and Q17 (both verbal and written warnings), and between Q13 and Q30 (absent security officers producing medical report). In the next discussions the correlations already reported on are ignored.

The next discussion focuses on Q30. It was noted that Q30 cannot expressly be associated with Q9, Q11, Q13, Q14, Q17, Q22, Q38, Q39 and Q40. Therefore the values for these correlations as well as those discussed earlier are ignored. The extracted correlations are:

	Q 3	Q19	Q23	Q25	Q29
Q30	0.77	0.72	0.75	0.75	0.43

Moderate relationships occur between Q30 (routinely producing medical reports) and Q3 (PSIRA membership), between Q30 and Q19 (offering counselling), between Q30 and Q23 (disciplinary hearings), and between Q30 and Q25 (absenteeism as a basis for dismissal). A low correlation is revealed between Q30 and Q29 (report to work when sick).

It was noted that Q38 (deducting money for absenteeism) cannot meaningfully be associated with Q3, Q13, Q14, Q17, Q22, Q25, Q39 and Q40; hence the values for these correlations are ignored. The extracted correlations are:

	Q9	Q11	Q23	Q29	Q30
Q38	0.80	0.79	0.77	0.85	0.51

Q38 is highly correlated with Q9 (experiencing security officers' absenteeism problems), Q11 (experiencing absenteeism problems), and with Q29 (sick officers report to work). Relatively moderate correlations take place between Q38 and Q23 (disciplinary hearings held for absenteeism problems). A low correlation shows between Q38 and Q30 (medical certificates produced).

It was noted that Q40 (sometimes being absent with friend) cannot meaningfully be associated with Q3, Q9, Q11, Q13, Q14, Q17, Q19, Q22, Q25, Q29, Q30, Q36, Q38 and Q39. Therefore the values for these correlations and the already discussed correlations are ignored. The resultant extracted correlation is:

	Q23
Q 40	0.68

Q40 is moderately correlated with Q23 (disciplinary hearings held in the company).

3.2.2.2.3 Seemingly lowly correlated items

The rows for Q22 and Q29 show low correlations. These are explored in the forthcoming discussion.

Q22 (absenteeism cases reported to clients) does not have any innate relationship with any of the items. It therefore cannot be discussed any further as a result, but its correlations with others items are reproduced below.

	Q3	Q9	Q11	Q13	Q14	Q17	Q19	Q23	Q25	Q29	Q30	Q38	Q39	Q40
Q22	0.29	0.28	0.23	0.86	0.31	0.33	0.57	0.18	0.21	0.96	0.38	0.68	0.14	0.77

Q29 (sick security officers report for work) lacks a relationship with Q22, Q25, Q30, Q36, Q39 and Q40. Correlations for Q29 with all these are ignored as well as the correlations discussed earlier.

	Q3	Q9	Q11	Q13	Q14	Q17	Q19	Q23	Q38
Q29	0.49	0.47	0.43	0.96	0.50	0.53	0.75	0.39	0.85

Q29 is highly correlated with Q13 (verbal warning considered powerful tool) and with Q38 (money deducted from wages). Q29 is moderately correlated with Q19 (counseling given in company), and is lowly correlated with Q3 (company registered with), with Q9 (company experiencing absenteeism problem), with Q11 (absenteeism a serious company problem), with Q13 (verbal

warning a useful tool), with Q14 (written warning a useful tool), with Q17 (verbal and written warnings lead to behavioural change) and with Q23 (companies holding disciplinary hearings for absenteeism).

3.2.2.3 Third category

This involves Q2 (ages of respondents), Q5 (grades) and Q7 (number of security officers reporting to the security managers):

From Question 2, A_1 = combining options 0 to 4, A_2 = option 5 and A_3 = options 6 to 8.
From Question 5, B_1 = combining options 0 to 4, B_2 = option 5 and B_3 = options 6 and 7.
From Question 7, C_1 = combining options 0 to 4, C_2 = option 5 and C_3 = options 6 to 10

The higher subscripts indicate higher order. For instance, in A it denotes older age; in B it means a higher grading while for C it implies an increasing number of security officers reporting to the security manager.

Table 4.26: Consolidated frequencies of third category items

		"Response"		
		A	B	C
	Q2	5	5	31
Questions	Q5	13	25	3
	Q7	28	9	4

Correlation matrix of the Group 3 questions

Table 3.27: Correlation matrix of third category items

	Q2	Q5	Q7
Q2	1.00		
Q5	-0.83863	1.00	
Q7	-0.66114	0.145783	1.00

There is a high negative relationship between Q2 and Q5, a moderate negative relationship between Q2 and Q7 and a low positive relationship between Q5 and Q7.

3.2.3. Tests for independence between questions and responses

3.2.3.1 First category

H_0: There are no observed differences in frequency between the groups being compared
H_1: There are differences in frequency between the groups

In the next calculations the observed frequencies are denoted by f_i while the expected ones are denoted by e_i.

Table 3.28: Observed frequencies of first category items

	Response					
	0	**1**	**2**	**3**	**4**	**5**
Q1	2	0	8	22	8	1
Q8	1	3	3	10	12	12
Q42	5	19	10	1	4	2

Table 3.28*: Expected frequencies of first category items

	Response					
	0	**1**	**2**	**3**	**4**	**5**
Q1	2.67	7.33	7	11	8	5
Q8	2.67	7.33	7	11	8	5
Q42	2.67	7.33	7	11	8	5

$$\chi^2 = \sum \frac{(f - e)^2}{e} = 74.400649$$

The degrees of freedom d.f. = (r – 1)(c – 1)
Thus, d.f. = (5)(2) = 10
The rejection region at 5% significance level is $\left\{\chi^2_{10} > 18.3\right\}$

Since the calculated chi-square value falls in the rejection region, the hypothesis of no difference in frequency between the groups being compared is rejected. There is therefore no dependence of responses on the questions. This makes sense since the responses are given on their merits, and it instills confidence in the way the responses were given.

3.2.3.2 Second category

H_0: There are no observed differences in frequency between the groups being compared
H_1: There are differences in frequency between the groups

Table 3.29: Observed frequencies of second category items

	Response			
	0	**1**	**2**	**3**
Q3	1	33	5	2
Q9	0	34	4	3
Q11	0	38	2	1
Q13	1	19	17	4
Q14	0	34	5	2
Q17	3	27	7	4
Q19	1	26	12	2
Q22	3	12	18	8
Q23	2	35	2	2
Q25	1	37	2	1
Q29	2	15	19	5
Q30	2	18	8	13
Q38	4	21	15	1
Q39	5	31	3	2
Q40	4	15	12	10

Table 3.29*: Expected frequencies of third category items

	Response			
	0	**1**	**2**	**3**
Q3	1.93	26	8.73	4
Q9	1.93	26	8.73	4
Q11	1.93	26	8.73	4
Q13	1.93	26	8.73	4
Q14	1.93	26	8.73	4

Q17	1.93	26	8.73	4
Q19	1.93	26	8.73	4
Q22	1.93	26	8.73	4
Q23	1.93	26	8.73	4
Q25	1.93	26	8.73	4
Q29	1.93	26	8.73	4
Q30	1.93	26	8.73	4
Q38	1.93	26	8.73	4
Q39	1.93	26	8.73	4
Q40	1.93	26	8.73	4

$$\chi^2 = \sum \frac{(f-e)^2}{e} = 168.3951$$

The degrees of freedom d.f. = (r – 1)(c – 1) = 42

The rejection region at 5% significance level is $\{\chi^2_{48} > 76.7665\}$

For this one too, the calculated chi-square value falls in the rejection region and the hypothesis of no difference in frequency between the groups is therefore also rejected. There is once again independence between responses and questions.

3.2.3.3 Third category

Table 4.30: Observed frequencies of third category items

	"Response"		
	A	**B**	**C**
Q2	5	5	31
Q5	13	25	3
Q7	28	9	4

Table 3.30*: Expected frequencies of third category items

	"Response"		
	A	**B**	**C**
Q2	15.3	13	12.7
Q5	15.3	13	12.7
Q7	15.3	13	12.7

$$\chi^2 = \sum \frac{(f-e)^2}{e} = 74.86$$

The degrees of freedom d.f. = (r – 1)(c – 1) = 4

The rejection region at 5% significance level is $\{\chi^2_4 > 9.4877\}$

Once again the calculated chi-square value falls in the rejection region. The hypothesis of no difference in frequency between the groups is rejected. Responses are independent of the questions.

3.3 Security officers' Questionnaire
3.3.2 Associations
The correlations can be calculated to make sense in commensurate data. The responses are therefore grouped according to the number of options they had in the responses. The divisions are as follows:

In the first group of questions, Questions 1 (Age), Question 6 (Years since receiving PSIRA grading), Question 7 (Position occupied in company) and Question 9 (hours working per week) have six responses each. Hence they were then grouped together as the first group.

The second group of questions that have four responses each are Questions 3 (registered), 10 (Working shifts, third response trivial), 12 (Rest days in month), 14 (Absent without leave), 16 (Routine submission after absence), 18 (Disciplinary action taken for absence), 21 (Absence with a friend), 24 (Company has problems) and 26 (Employee-supervisor relationships).

The third group differed in number of responses. They were Question 2 (nine options), Question 5 (seven options) and Question 8 (seven options). These questions are collapsed to have three options each. The new options are A, B and C. The new groupings are explained at the beginning of the third section.

3.3.2.1 First category

Table 3.48: First category responses

		Response					
		0	1	2	3	4	5
Questions	Q1	3	5	51	69	33	3
	Q6	21	2	17	58	34	32
	Q7	16	23	8	81	21	15
	Q9	13	18	48	41	25	19

Correlation matrix of the group 1 questions

Table 3.49: Correlations of first category responses

	Q1	Q6	Q7	Q9
Q1	1			
Q6	0.552934	1		
Q7	0.636186	0.705516	1	
Q9	0.909923	0.338903	0.348451	1

Table 4.49 shows that all the issues are positively correlated. Further, age (Q1) is moderately correlated with years since the officers were graded (Q6), moderately correlated with positions the officers occupied (Q7) and highly correlated with the number of hours that the officers worked (Q9). The length of time since the officers were graded (Q6) is moderately correlated with the positions that the officers occupied (Q7) and slightly correlated with the number of hours the officers worked (Q9). There is also a slight correlation between positions the officers occupied (Q7) and the number of hours they worked (Q9).

3.3.2.2 Second category

Table 3.50: Second category responses

		Response			
		0	1	2	3
	Q3	6	126	23	9
	Q10	5	90	69	0
	Q12	0	164	0	0
	Q14	3	33	125	3

Questions	Q16	11	93	52	8
	Q18	38	51	54	21
	Q21	16	22	119	7
	Q24	12	81	58	13
	Q26	14	111	30	9

Correlation matrix of the Group 2 questions

Table 3.51: Correlations of second category responses

	Q3	Q10	Q12	Q14	Q16	Q18	Q21	Q24	Q26
Q3	1								
Q10	0.8022	1							
Q12	0.9916	0.7208	1						
Q14	0.0358	0.6222	-0.0923	1					
Q16	0.9214	0.9711	0.8654	0.4181	1				
Q18	0.5281	0.8718	0.4435	0.7240	0.7821	1			
Q21	-0.1176	0.4982	-0.2419	0.9860	0.2768	0.6686	1		
Q24	0.8530	0.9946	0.7792	0.5521	0.9874	0.8215	0.4172	1	
Q26	0.9963	0.8367	0.9821	0.0921	0.9430	0.5963	-0.0569	0.8797	1

Insignificant correlations ($|r| < 0.1$)

Table 4.51 shows a tiny positive correlation between Q3 and Q14, a tiny negative correlation between Q3 and Q21, a tiny negative correlation between Q12 and Q14, and a tiny negative correlation between 21 and Q26.

Small correlations ($0.1 \leq |r| < 0.5$)

Table 4.51 show small positive correlation between Q3 and Q21, small positive correlation between Q10 and Q21, small negative correlation between Q12 and Q21, small positive correlation between Q14 and Q16, small positive correlation between Q16 and Q21 and small negative correlation between Q21 and Q24.

Moderate correlations ($0.5 \leq |r| < 0.8$)

Table 3.51 show moderate positive correlation between Q3 and Q18, moderate positive correlation between Q10 and Q12, moderate positive correlation between Q10 and Q14, moderate positive correlation between Q12 and Q24, moderate positive correlation between Q14 and Q18, moderate positive correlation between Q14 and Q24, and moderate positive correlation between Q16 and Q18, moderate positive correlation between Q18 and Q21, and moderate positive correlation between Q18 and Q26.

Large correlations ($|r| \geq 0.8$)

Table 3.51 show high positive correlations between Q3 and Q10, between Q3 and Q12, between Q3 and Q16, between Q3 and Q24, and between Q3 and Q26. Further high positive correlations are between Q10 and Q16, between Q10 and Q18, between Q10 and Q24, and between Q10 and Q26. High positive correlations also occur between Q12 and Q16, between Q12 and Q26, between Q14 and Q21, between Q16 and Q24, between Q16 and Q26, between Q18 and Q24, between Q24 and Q26.

3.3.2.3 Third category

From Question 2, A = 0 response, B = options 1 to 6 and C = options 7 and 8.
From Question 5, A = 0 response, B = option 6 and C = options 1 to 5.
From Question 8, A = 0 response, B = option 1 and C = options 2 to 6

Table 3.52: Third category responses

		"Response"		
		A	B	C
Questions	Q2	2	154	8
	Q5	13	17	134
	Q8	9	27	128

Correlation matrix of the Group 3 questions

Table 3.53: Correlations of third category responses

	Q2	Q5	Q8
Q2	1		
Q5	-0.45005	1	
Q8	-0.34098	0.992945	1

There is a high positive correlation between Q5 and Q8. Small negative correlations occur between Q2 and Q8 and between Q2 and Q5.

3.3.3 Tests for independence between questions and responses
First group

H_0: There are no differences in frequencies between the groups being compared
H_1: There are differences in frequencies between the groups

Table 3.54: Observed frequencies

f		Response					
		0	1	2	3	4	5
Questions	Q1	3	5	51	69	33	3
	Q6	21	2	17	58	34	32
	Q7	16	23	8	81	21	15
	Q9	13	18	48	41	25	19
		53	**48**	**124**	**249**	**113**	**69**

Table 3.55: Expected frequencies

e		Response					
		0	1	2	3	4	5
Questions	Q1	13.25	12.00	31.00	62.25	28.25	17.25
	Q6	13.25	12.00	31.00	62.25	28.25	17.25
	Q7	13.25	12.00	31.00	62.25	28.25	17.25
	Q9	13.25	12.00	31.00	62.25	28.25	17.25

$$\chi^2 = \sum \frac{(f-e)^2}{e} = 127.1329 .$$

The degrees of freedom d.f. = (r – 1)(c – 1) = 5 × 3 = 15.

The rejection region at 5% significance level is $\left\{\chi_{15}^2 > 24.9958\right\}$.

The calculated chi-square value falls in the rejection region. Hence, the hypothesis of no difference in frequencies between the compared groups is rejected. Therefore it is not believed that responses depend on the questions.

Second group
H_0: There are no differences in frequencies between the groups being compared
H_1: There are differences in frequencies between the groups

Table 3.56: Observed frequencies

f		Response			
		0	1	2	3
Questions	Q3	6	126	23	9
	Q10	5	90	69	0
	Q12	0	164	0	0
	Q14	3	33	125	3
	Q16	11	93	52	8
	Q18	38	51	54	21
	Q21	16	22	119	7
	Q24	12	81	58	13
	Q26	14	111	30	9

Table 3.57: Expected frequencies

e		Response			
		0	1	2	3
Questions	Q3	11.67	85.67	58.89	7.78
	Q10	11.67	85.67	58.89	7.78
	Q12	11.67	85.67	58.89	7.78
	Q14	11.67	85.67	58.89	7.78
	Q17	11.67	85.67	58.89	7.78
	Q18	11.67	85.67	58.89	7.78
	Q21	11.67	85.67	58.89	7.78
	Q24	11.67	85.67	58.89	7.78
	Q26	11.67	85.67	58.89	7.78

$$\chi^2 = \sum \frac{(f-e)^2}{e} = 557.5276$$

The degrees of freedom d.f. = (r – 1)(c – 1) = 8 × 3 = 24.
The rejection region at 5% significance level is $\left\{\chi_{24}^2 > 36.4151\right\}$.

For this one too, the calculated chi-square value falls in the rejection region and therefore the hypothesis of no difference in frequency between the groups is rejected. There is once again independence between responses and questions.

Third group

Table 3.58: Observed frequencies

f		"Response"		
		A	B	C
Questions	Q2	2	154	8
	Q5	13	17	134
	Q8	9	27	128

Table 3.59: Expected frequencies

e		"Response"		
		A	B	C
Questions	Q2	8.00	66.00	90.00
	Q5	8.00	66.00	90.00
	Q8	8.00	66.00	90.00

$$\chi^2 = \sum \frac{(f-e)^2}{e} = 296.7742$$

The degrees of freedom d.f. = (r – 1)(c – 1) = 4

The rejection region at 5% significance level is $\left\{\chi_4^2 > 9.4877\right\}$

Since the calculated chi-square value falls in the rejection region, the hypothesis of no difference in frequency between the groups being compared is rejected. There is therefore no dependence of responses on the questions. This makes sense since the responses are given on their merits, and it instills confidence in the way the responses were given.

3.4 Statistical comparison of manager's and security officers' questionnaires

It is not possible to compare the two groups with respect to all items that were investigated since items do not apply universally for the two groups. Only those relevant issues of comparison are used. The items compared below are from Section A (age, educational qualification, PSIRA registration, PSIRA grades). The comparisons ignore the respondents denoted 0, which were for those who did not answer the specific questions.

3.4.1 Age

Observed responses	1	2	3	4	5
Number of managers	0	8	22	8	1
Number of officers	5	51	69	33	3
Expected responses	**1**	**2**	**3**	**4**	**5**
Number of managers	0.975	11.505	17.745	7.995	0.780
Number of officers	4.025	47.495	73.255	33.005	3.220

The comparison wants to determine if the ages are independent of the rank. The chi-square with (r – 1)(c – 1) = (2 – 1)(5 – 1) = 4 degrees of freedom. At the 5% level of significance the critical region is $\left\{\chi_4^2 > 9.4877\right\}$. The calculated value is:

$$\chi^2 = \sum \frac{(f-e)^2}{e} = 3.8822$$

This value is not in the rejection region. Hence it can be conclude that at the 5% significance level the data do not present sufficient evidence that managers' and security officers' ages differ.

3.4.2 Highest qualification of respondents

Observed responses	1	2	3	4	5	6	7	8	
Number of managers	0	0	3	0	5	20	10	1	
Number of officers	3	10	21	20	78	22	5	3	

Expected responses	1	2	3	4	5	6	7	8
Number of managers	0.646	2.155	5.171	4.309	17.884	9.050	3.232	0.862
Number of officers	2.354	7.845	18.829	15.691	65.116	32.950	11.768	3.138

The comparison wants to determine if the level of education achieved is independent of the rank. The chi-square with $(r-1)(c-1) = (2-1)(8-1) = 7$ degrees of freedom. At the 5% level of significance the critical region is $\{\chi_7^2 > 14.0671\}$. The calculated value is:

$$\chi^2 = \sum \frac{(f-e)^2}{e} = 57.0365$$

This value is in the rejection region. Therefore, it can be concluded that at the 5% significance level the data present sufficient evidence that the highest qualifications achieved do not differ between managers and security officers.

3.4.3 Extent of PSIRA registration

Observed responses	1	2	3
Number of managers	33	5	2
Number of officers	126	23	9
Expected responses	**1**	**2**	**3**
Number of managers	32.12	5.66	2.22
Number of officers	126.88	22.34	8.88

The comparison wants to determine if the extent of PSIRA registration is independent of the rank. The chi-square with $(r-1)(c-1) = (2-1)(3-1) = 2$ degrees of freedom. At the 5% level of significance the critical region is $\{\chi_2^2 > 5.9915\}$. The calculated value is:

$$\chi^2 = \sum \frac{(f-e)^2}{e} = 0.1501.$$

This value is not in the rejection region. Therefore, it can be concluded that at the 5% significance level the data do not present sufficient evidence that the extent of PSIRA registration differ between managers and security officers.

3.4.4 PSIRA grade

Observed responses	1	2	3	4	5	6
Number of managers	1	5	3	25	2	1
Number of officers	2	17	58	24	32	17
Observed responses	**1**	**2**	**3**	**4**	**5**	**6**
Number of managers	0.59	4.35	12.07	9.70	6.73	3.56
Number of officers	2.41	17.65	48.93	39.30	27.27	14.44

The comparison wants to determine if the PSIRA grading is independent of the rank. The chi-square used has $(r-1)(c-1) = (2-1)(6-1) = 5$ degrees of freedom. At the 5% level of significance the critical region is $\{\chi_5^2 > 12.8325\}$. The calculated value is:

$$\chi^2 = \sum \frac{(f-e)^2}{e} = 45.5017.$$

This value is in the rejection region. Therefore, it can be concluded that at the 5% significance level the data present sufficient evidence that PSIRA grading differs according to whether one is a security manager or a security officer.