IMPLEMENTATION OF TRANSFORMATIONAL LEADERSHIP ON THE MANAGEMENT OF ABSENTEEISM IN THE SOUTH AFRICAN POLICE SERVICE (SAPS): MIDDELBURG CLUSTER

BY

SEMAKALENG DAPHNEY MANAMELA

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SUPERVISOR: MR B LEKONYANE

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Declaration

I, Semakaleng Daphney Manamela, hereby declare that this dissertation is my original work, that it has not previously been submitted by me for a degree at this university or any other institution, and that it has been submitted in accordance with the requirements for the Master of Administration in Public Administration degree at the University of South Africa.

I hereby declare that the dissertation is free of any uncredited written work, including but not limited to images, graphs, data, and other information.

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Dedication

I dedicate my dissertation to my two kids, Tshegofatso Antony Manamela and Tsholofelo Hope Manamela, who deserve special thanks for their unwavering support and inspiration throughout my academic career.

The support and encouragement provided to me during this research study by the people listed below is acknowledged and appreciated.

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Abstract

Transformational leadership has been practised in private sector in South Africa, but has been a challenge in the public sector. The researcher investigated the impact of transformational leadership in the South African Police Service (Middelburg Cluster) and consulted relevant literature to find out what had already been researched about the subject matter.

Information was collected from experienced or people who have served the SAPS (Middelburg Cluster) for more than 10 years and it was analysed. 27 junior and senior members were interviewed and 14 out of 27 were selected, and from the analysis, it was revealed that junior members at Middelburg Cluster feel like decisions are imposed on them rather than discussed with them, which leads to absenteeism.

The study found that transformational leadership is not practised at Middelburg Cluster. Transformational leadership is where the leader starts by mentoring the individuals, then encourage creativity out of them by motivating and appreciating their work and the leader must influence by leading and being there for the members.

The study's conclusions show how absenteeism affects the provision of services at the Middelburg Cluster. It has been proven that absenteeism lowers the morale of hardworking employees, which presents a host of difficulties for managers. The study's recommendations might help address and lessen the negative effects of excessive absenteeism on Middelburg Cluster service delivery. Additionally, implementing these suggestions might help the larger SAPS address these issues.

Keywords:

*Transformational leadership**;** absenteeism; transformation; management.*

Ku katsakanya

Vurhangeri byo tisa ku cinca byi endliwile eka xiyenge xa phurayivhete eAfrika Dzonga, kambe leswi swi ve ntlhontlho eka xiyenge xa mfumo. Mulavisisi u lavisisile vuyelo bya vurhangeri byo tisa ku cinca eka vukorhokeri bya maphorisa ya Afrika Dzonga endhawini yale Middelburg Cluster, naswona u kambisise matsalwa lama faneleke leswaku a kuma leswi se ku endliweke ndzavisiso malunghana ni mhaka leyi.

Rungula ri hlengeletiwile eka vanhu lava nga ni ntokoto, lava va tirheleke vukorhokeri bya maphorisa ya Afrika Dzonga ku tlula khume wa malembe naswona ri tlhela ri kambisisiwa. Ku burisaniwile na swirho swa 27 swa le hansi na swa le henhla naswona ku hlawuriwile 14, naswona ku suka eka nkambisiso, ku paluxiwile leswaku swirho leswitsongo swi titwa onge swiboho swi sindisiwa eka swona ku tlula ku burisana na swona leswi yisaka eka ku xwa entirhweni.

Dyondzo yi kumile leswaku vurhangeri byo tisa ku hundzuka a byi tirhisiwi eMiddelburg Cluster. Vurhangeri byo tisa ku hundzuka hi laha murhangeri a sungulaka kona hi ku nyika vuleteri eka vanhu, kutani a khutaza vutumbuluxi ku huma eka vona hi ku hlohlotela na ku tlangela ntirho wa vona, naswona murangeri u fanele ku kucetela hiku rhangela na ku va kona eka swirho.

Swikumiwa swa ndazavisiso swi kombisa mbuyelo wa ku xwa entirhweni eka mphakelo was vukorhokeri eka ntlawa wa Middelburg Cluster. Ku kumiwile leswaku ku pfumaleka ka ntirho swi khumba moya was swirho leswi hisekaka naswona hiku famba ka nkarhi swi vanga mintlhontlho leyi nga hlayekiki eka vafambisi. Swibumabumelo leswi endliweke eka ndzavisiso lowu swi nga hoxa xandla eka ku lulamisa na ku hunguta mbuyelo wo xwa entirhweni eka mphakelo was vukorhokeri eka ntlawa wa Middelburg Cluster. Ku engetela, swibumabumelo leswi swi nga hoxa xandla eka ku lulamisa timhaka leti endzeni ka vukorhokeri byo anama bya Maphorisa ya Afrika Dzonga.

Marito ya nkoka

Vurhangeri byo tisa ku hundzuka; ku xwa entirhweni; ku hundzuka; vufambisi.

List of abbreviations

BCEA	Basic Conditions of Employment Act
CBI	Confederation of British Industry
CPF	Community Policing Forum
CPFs	Community Policing Forums
CSC	Community Service Centre
EDLP	Executive Development Learning Programme
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
LMX	Leader-member exchange
PERSAL	Personal and Salary System
PSA	Public Service Act
SAPS	South African Police Service
SAPS ACT	South African Police Service Act
SEC	School Ethical Climate
OCB	Organisational Citizenship Behaviours

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CHAPTER 1: GENERAL INTRODUCTION

1.1 Introduction

The post-apartheid era brought about many changes in South Africa. The law enforcement agency, the South African Police Force, was also affected by the changes. In a bid to give it a positive image, it changed its name to South African Police Service (SAPS). This change also called for transformation on the part of the leadership to embrace democratic tendencies and encourage the participation of employees in organisational decision-making. Unfortunately, new acts like the Labour Relations Act 66 of 1995, were implemented and enforced in a transactional manner and alienated employees. This resulted in the employees adopting different forms of negative behaviour like absenting themselves from work. To this day, employees feel like their ideas are not taken into consideration by the so-called "democratic managers." It appears as if these managers deviated from the direction of transforming the SAPS into an organisation that promotes freedom of speech and association (Labour Relations Act 66 of 1995).

In this regard, it looks like these are only applicable to those who are favoured by the leadership (Robbins, Decenzo & Coulter, 2013:311). Unfair awarding of incentives and non-recognition of a job well done, and the condition of work in the workspace are other factors which demoralise employees in the workplace (Mokoena-Badubi 2017:34). In the process employees lose interest and commitment to their work and begin to absent themselves from work either taking sick or vacation leave. Absenteeism is a concern for every transformational leader who cares about his or her employees. Organisations should enable transformational leaders to ascertain the severity of absenteeism and its effect based on the recently available information in order to calculate the number of days lost due to absenteeism (Grobler, Warnich, Carrell, Elbert & Hatfield, 2006:123). Absenteeism as a concept should be clearly defined to enable managers to effectively manage and control it in the workplace. Different types of absenteeism should be defined and distinguished (Nel, Werner, Haasbroek, Poisat, Sono, & Schultz, 2008:83).

The Basic Conditions of Employment Act 75 of 1997 defines what constitutes authorised absence from duty whereby managers verify the validity of an excuse

before approving it. A transformational leader can set a personal example, to stimulate, develop and inspire employees and not only support them. Employees are assisted with their problems as leaders are willing to sacrifice their work to assist and intervene in employees' issues. The input and suggestions of employees are taken into consideration by transformational leaders. Transformational leadership style has been the most influential theory of leader behaviour which reduces levels of employee absence in the workplace if applied effectively (Li, Sajjad, Wang, Muhammad Ali, Khaqan & Amina, 2019:06).

The entire South African Police Service is facing a challenge regarding absenteeism as reflected in the SAPS automated Personal and Salay System (PERSAL) that captures all absenteeism data of employees. Oversight inspections of stations, which are conducted by the Inspectorate component, tend to pick up high absenteeism rates exceeding the 36 days leave cycle. It is essential that the organisation take steps to lower absenteeism (SAPS Personal and Salary System: 2022). More focus is put on transformational leadership on improving and shaping the behaviour and attitude of employees. The research examines the effect of transformational leadership on the management of absenteeism in the SAPS with reference to the Middelburg Cluster. According to Nielsen & Daniels (2012:23), organisations can significantly increase productivity and morale by reducing absenteeism by one day per employee. This chapter will provide background, research problem, research questions, research objectives, brief literature review, transformational leadership and absenteeism ethical consideration and significance of the study and layout of the study.

1.2 Background

James McGregor Burns introduced the idea of transformational leadership in 1978. According to McGregor, leaders and their followers encourage one another to reach higher moral and motivational standards during this process (Trmal, Bustamam & Mohamed, 2015: 91). Through a number of mechanisms, such as tying the sense of identity of the employees and the organisation together, transformational leadership improves employee motivation, morale, and performance. According to Li, et al. (2019), transformational leadership works within the organisation's current culture rather than attempting to change it.

James McGregor Burns introduced the idea of transformational leadership in 1978. One of the ten clusters in the province of Mpumalanga is the SAPS Middelburg Cluster. 8 255 people made up SAPS Mpumalanga Province during the 2018/2019 fiscal year, of which 6 733 were police officers appointed in line with the SAPS Act and 1522 were PSA employees appointed in accordance with the Public Service Act. The SAPS Provincial Office, located in Nelspruit (Mbombela), in the Lowveld of the Mpumalanga Province, is responsible for the Middelburg Cluster. The Nkangala Cluster, part of the Mpumalanga Province's Highveld, is where the SAPS Middelburg Cluster is located.

The SAPS basic training is required of all employees hired under the SAPS Act's provisions, who are also referred to as functional members. The PSA staff members aren't expected to go through police training because they work as cleaners, groundskeepers, or administrative assistants, which are primarily support roles rather than policing.

The principles and skills of a leader who can effect change through an energising vision and challenging goals are the foundation of the transformational leadership approach, which is not based on a "give and take" relationship. The change that transformational leadership brings about to employee attitudes and organisational culture should be improved in order for employees to be more present at work. To improve perceptions, values, and behavioural attitudes to alter employee expectations toward organisational goals, "transforming leadership" and "transactional leadership" must be integrated (Jack, 2007:36, Lewis, Boston, & Peterson, 2017:54).

The present management approach is expected to be more inspiring towards employees to deliver professional service to the community. The leadership style in Middelburg Cluster is more laissez-faire and autocratic, in other words, less democratic and has little participation in decision-making. Some of the leaders are task-oriented, setting challenging goals and expecting employees to meet targets without their assistance or giving direction. As a result, employees are demotivated and perform poorly in the line of duty. There are employees who are capable of doing what the boss demands but are unwilling to do so because of the boss's autocratic behaviour (Robbins et al., 2016:307). Most of the management in the cluster has been appointed by virtue of experience and not management skills. As a result, it has poor

leadership that leads to poor management of absenteeism. In order to increase employee presenteeism, the researcher wants to investigate how transformational leadership affects controlling employee absenteeism. The following paragraph will go into greater detail on the issues of leadership and absenteeism:

Transformational leadership and absenteeism

"Leadership is associated with organisational and employee's performance" (Alzheimer, 2009). Sun & Leithwood (2012:445) argue that transformational leadership is needed in all organisations to influence the impact of the organisational outcomes through the presenteeism of employees. According to research, transformational leadership affects organisational conditions, employee commitment to organisational change, and employee morale (McManus, 2019:13). Several reviews of the literature on absenteeism and transformational leadership involve withdrawal behaviour and other dimensions of employee behaviour that relate to the two variables (Valentino & Prater, 2011:95). Various attitudinal and organisational variables have been correlated to employee absenteeism (Li et al., 2019:06). Leaders play a vital role in employees' absence as demonstrated by previous research (Kuoppala, Lamminpää, Liira, & Vainio, 2008: 906).

Absenteeism is one of the most critical crises organisations face and their management must decide on how their internal and external processes may be harnessed to ensure organisational growth and to handle the crises. Transformational leaders show impeccable work ethics and behaviour that set an example for the employees (Willams & Alshahrani, 2017:298). Transparency gives managers space to understand the employees' absence and what measures should be adopted to cut the absenteeism rate down. Transformational leadership is characterised by inspiration, inspiration, brainy encouragement, idealised influence, and personal contemplation. High employee satisfaction, high productivity, and high turnover rates are more closely related to it. The worries and needs for personal development of each follower must be taken into consideration by transformational leaders. Higher levels of employee effort and performance are the result of the leadership. By assisting followers in adopting fresh perspectives on long-standing issues, they alter followers' awareness of issues (Unisa Study Guide, 2019: 83).

To date, there is no comprehensive review on the impact of transformational leadership relating to the management of absenteeism in organisations, but the relationship of absenteeism to turnover (Kelloway, Turner, Barling, & Loughlin, 2012: 47). Some studies describe absenteeism as representing total absence, diverse types of absenteeism such as sickness excused and so on (Nielsen & Daniels 2012:95; Schaufeli, Bakker & Van Rhenen 2012: 896). While absenteeism and transformational leadership have been studied in the past, the consequence of transformational leadership in managing non-attendance has not been the subject of any in-depth research. Transformational leaders need proper implementation to encourage the collective goals and objectives of the organisation (SAPS, 2019). This necessitates a more thorough investigation to understand how broad transformation and shifting power dynamics influence each other to determine how effective transformational leadership is (Borberg & Bourgeois, 2016: 364).

The management of the SAPS should have strategies to balance power dynamics and delegation with democratic deficits in decision-making processes. The average human being seeks security, above everything. Rewards and punishment, incentives, threats even “soft test” versions have neglected the social and ego needs of individuals. Managers assume that employees can view work in physical and mental efforts as being natural as play or rest (Robbins, 2013:146). Organisational performance entails return on investment and service to the community to manage the organisational development. For the SAPS to meet its organisational objectives, planning is crucial to establish the hidden threats, opportunities, strengths and weaknesses. These contribute to a greater sense of purpose and accountability within the organisation.

1.3 Problem statement

Absenteeism is a challenge and an increasing factor in the SAPS. Poor management of absenteeism among members of the SAPS has financial constraints and an impact on the service to be delivered to the citizens. In 2018, absenteeism was classified as one of the areas of concern after the Portfolio Committee of Police demanded a

strategy for the leadership to address the problem (SAPS, 2018/2019:09). The emphasis is on the undesired behaviour on the part of either the employee or the leader pertaining to the management of absenteeism in the SAPS.

Measures applicable in the organisation so far do not address the absenteeism problem as required thus performance is hindered. The leadership in the Middelburg Cluster does not show personal interest in employees regarding job performance, hence the high rate of absenteeism and the increase in crime which affects the overall performance of the SAPS Provincial office in Mpumalanga (Jack, 2007:101-102). Employees are not inspired and supported by transformational leaders to adhere to the mandate of the SAPS' vision which is "to create a safe and secure environment for all people in South Africa" as they are mostly absent from work (National Development Plan 2030). Transformational leadership training is one element that is missing in the entire SAPS. The researcher explores and examines in this study the effectiveness of transformational leaders of SAPS Middelburg Cluster in managing absenteeism in all categories, namely vacation leave and sick leave.

1.4 Research questions

The research question was: **to what extent does transformational leadership impact the management of absenteeism in the South African Police Service: Middelburg Cluster?**

The question was further divided into the following sub-questions to allow for a more thorough investigation of the issue:

- What is the leadership style applied in the management of absenteeism in the SAPS: Middleburg Cluster?
- What are the underlying causes of absenteeism in SAPS: Middelburg?
- What measures are put in place by transformational leaders to manage absenteeism in the SAPS: Middelburg Cluster?
- What is the contribution of transformational leadership in managing absenteeism?

1.5 Research objectives

The study intended to:

- To establish the type of leadership style that is applied in the management of absenteeism in the SAPS: Middelburg Cluster.
- To compare pre-transformational and post-transformational leadership styles for managing absenteeism in the SAPS.
- To assess the extent to which transformational leadership impacts the management of absenteeism in the South African Police Service: Middelburg Cluster.
- To determine the strategies that have been put in place by transformational leaders to manage absenteeism in the SAPS Middelburg Cluster.
- To recommend intervention in the form of control and monitoring training for managers to ensure that they curb the high rate of absenteeism within the SAPS.

1.6 Significance of the study

The research study will provide conceptual information to the transformational leaders in the work space regarding absenteeism and explore how they can integrate transformational leadership to lower the rate of absenteeism; improve management of absenteeism in the workplace through active participation of all (employees) in the decision-making processes.

1.7 Research design and Research method

Research strategy

A research strategy is an overall plan for conducting a research study which guides a researcher in planning, executing, and monitoring the study.

1.7.1 Research design

According to Welman and Kruger (1999:46), a research design is the plan that the researcher used to obtain research participants and collects information to answer a

research question. The research was conducted at four various police stations in the Middelburg Cluster.

1.7.2. Research method

The two main types of research methodology, namely qualitative and quantitative research methodology were discussed. The research methods were also discussed. The researcher used the qualitative approach to determine the perceived influence of transformational leadership on the management of absenteeism. The researcher preferde the qualitative approach on the basis that the research was not based on pre-determined hypotheses, findings were not generalisable and required a minimum amount of data which was guided by data saturation (Alzheimer Europe, 2009).

Data collection in the qualitative approach was the most intensive stage of the investigation. Once the research plan was designed, then the researcher collected raw data in a qualitative approach to take the investigation further (Labree, 2020). Semi-structured interview is a data collecting strategy that allowed new ideas to be brought up during the interview with an attempt to understand the participants' experiences, feelings and beliefs in their life-world (Denzin & Lincoln, 2011: 135).

Data collection was done through the semi-structured interview. According to Trevino & Nelson (2017), an interview was defined as an open-response question to obtain data on how individuals conceive their world and how they explained important events in their space. An interview is a method of collecting data which was at its most useful when it gives researches insight into how individual or groups think about their world (Trmal, et al. 2015 & Clark, Riley, Wilkie & wood, 1998:91).
The semi-structured interview was the most ideal tool for exploring human social behaviour and experience (Witty, Branney, Bullen, White, Evans & Eadley, 2014). Therefore, protocol for the interview selected were implemented. The participants were informed of the purpose of the study and that the interview for each respondent would take forty minutes at the most.

The researcher selected semi-structured interviews to allow the researcher to get an in-depth understanding of the contribution of transformational leadership in managing

absenteeism. The researcher collected data from twenty-seven employees in the SAPS Middelburg Cluster, both in the managerial level or supervisory level and supervised- employees. The researcher formulated open-ended of questions structures to avoid leading questions, “why” questions and multiple questions to interview participants as per Appendix A. The leave records and files, relevant absenteeism registers and SAPS National Instruction for the management of absenteeism was also taken into consideration. The personal files and other documents containing absenteeism information either authorised or unauthorised, scheduled or unscheduled leave on specific employees were provided by participants.

The researcher used semi-structured interview in five police stations within the SAPS Middelburg Cluster. The participants targeted were current male and female members and those previously attached to various five police stations between January 2018 to December 2018 and January 2019 to December 2019. The interview was clustered according to the SAPS rank protocol namely, brigadiers and major generals as senior managers, colonels, lieutenant colonels and captains as middle managers and warrant officers, sergeants and constables as junior members.

The interviews were conducted in quiet offices where a note “Do not disturb, interviews” was pasted on the outside door to control disruptions in the different police stations. A tape recorder was used to record all the information provided by participants during the interviews. The gathered data from the various interviews is a primary source of information to gain better understanding regarding the impact that transformational leaders has in the management of absenteeism of employees in the SAPS Middelburg Cluster.

1.7.2.1 Sampling procedure

Sampling focused on collecting specific cases, events or action which clarify and deepen understanding. The process which was used to select a group of individuals from a larger group termed population is referred to as sampling (McMillan & Schumacher, 1993:159). Qualitative research determined the sampling size and knowledge about the larger group from which the sample was taken. Purposive

sampling was used to access people with relevant knowledge of the matter (Creswell, 2009:173).

In consideration of information to be gathered, the research was conducted at four (4) various police stations in the Middelburg Cluster. Research design is a plan to answer the researcher's question. The research targeted number of junior members from level five to seven, middle managers from level eight to twelve and senior managers from level thirteen (13) to fifteen (15), both appointed in terms of Public Service Act (PSA) and SAPS Act. The procedure of collecting data involved making use of qualitative interviews conducted in a natural setting to understand the social problem in the SAPS Middelburg cluster.

The purposive sample unit did not exclude civilian employees executing administration functions in offices and operational personnel in the Community Service Centre (CSC) and crime prevention occupied managerial posts in the Middelburg cluster. The breakdown of number of personnel was discussed in detail in chapter three. The search of data that was guided by processes which provide detailed information to maximise specific information that can be obtained regarding the context (De Vos, Strydom, Fouché & Delport, 2011:392).

1.7.2.2 Data collection strategy and method

Data collection in the qualitative approach was the most intensive stage of the investigation. Once the research plan was designed, then the researcher went out to collect raw data in a qualitative approach to take the investigation further (Labree, 2020). The researcher used the longitudinal design. A longitudinal design is a method in the research where participants in different intervals respond directly to the questions of the researcher, in a semi-structured interview and focus groups. Semi-structured interview is defined as a research method that allows new ideas to be brought up during the interview with an attempt to understand the participants' experiences, feelings and beliefs in their life-world (Denzin & Lincoln, 2011: 135). Data collection was done in the form of a semi-structured interview.

According to Trevino & Nelson (2017), an interview is defined as an open-response question to obtain data on how individuals conceive their world and how they explain important events in their space. An interview was a form of research and method of collecting data which was at its most useful when it gives researches insight into how individual or groups think about their world (Trmal, et al. 2015 & Clark, Riley, Wilkie & wood, 1998:91).

The researcher was using semi-structured interviews because they allow the researcher to get an in-depth understanding of the contribution of transformational leadership in managing absenteeism.
The follow-up time was scheduled since operational members spend much of their time out of the office performing operational duties in crime prevention which is subjected to seasonal effects. Preference was be given to employees who have more information and experience to effectively participate during the interview (Welman & Kruger, 1999:131).

The researcher formulated open-ended of questions structures to avoid leading questions, why questions and multiple questions to interview participants. The participants were be informed of the purpose of the study and how long the interview is expected to be take (Jack, 2007:39). The respondents were also asked the same questions to avoid biasness (Huysamen, 1994:145). The interviewer observed the situation in which the participants responded. The interviewer did not restrict the manner and order in which questions were asked and answered without deviating the wording, yet firm. During the interview, over sensitive and highly emotional issues were dealt with in an in-depth interview (Welman & Kruger, 1999: 197).

In-depth interviewing is more unstructured, and it takes a more conversational tone during the data collection. In-depth interview is defined as the process whereby the researcher conducts the interview by speaking with participants in a one-on-one setting. The researcher approached the interview with a predetermined list of questions or topics for discussion but allows the conversation to evolve based on how the participants respond (Creswell, 2003: 198). The researcher used In-depth

interview to ask sensitive and emotional issues if there were any, allowing the researcher to get better understanding.

The researcher used semi-structured interview in five police stations within the Middelburg cluster. The participants targeted were male and female members who are and those previously attached to various five police stations between January 2018 to December 2018 and January 2019 to December 2019. The interview will be clustered according to the SAPS rank level of Brigadiers and Major Generals as senior managers, Colonels, Lieutenant Colonels and Captains as middle managers and Warrant Officers, Sergeants and Constables as junior members will be the target audience appointed under the South African Police Act 68 of 1995. Senior managers and middle managers were be subjected to both face-to face structured interview and a questionnaire.

Employees appointed under the Public Service Act 68 of 1994 categorized as civilians together with the SAPS personnel junior members formed part of the focus group regarding their experience. Focus group allows the researcher to engage a small group of participants in a conversation designed to generate data relevant to the research question (Johns, 2001: 235). Focus group is a group of individuals brought together to engage in a discussion of the topic of the researcher. Focus group assisted the researcher to make sure that the information gathered during the interview was clarified without being misinterpreted (Welman & Kruger, (1999: 166).

1.7.2.3 Data recording

Questions were prepared before the interview was conducted. The researcher took note and used tape-recorder to listen and check completeness before the transcripts were made. The researcher read through texts in search of meaningful segments to analyse data. A category scheme and corresponding codes that can be used to sort and organise the data was developed, once the segments were identified (Crabtree & Miller, 1999: 155).

1.8 Data analysis and interpretation

According to Yeo & Trauth, (2009: 91-102), qualitative data analysis is an eclectic activity that has “no right way” of doing it. Data collection and analysis is an iterative process that enable the researcher to repeatedly interprets the content of information to find common issues in it (Nicholls, 2014: 18). The researcher explored the following thematic analysis to analyse the collected data:

1.8.1 Transcription of data

All information recorded through minute taking and tape recording during the interview process with respondent was listened to without excluding the participants’ behaviour during the interview. The aim was to correctly capture the respondents’ own words without exaggerating nor reducing words spoken. Responses were grouped together according to the question number (Welman and Kruger, 1999: 79). The names of participants were coded with their responses written below the question asked.

1.8.2 Data interpretation

Data collected was thoroughly analysed through inductively to categorise, compare and classify data. The responses were clustered according to questions asked to the participants in terms of similarities of the comments. The categorization and coding enabled the researcher to clearly understand the data at her disposal. When compared to absenteeism, presenteeism is less visible in the workplace and harder to quantify (Hemp, 2004). The grouping included similarities of responses and comments that were included in the recommendation to management.

1.8.3 Data Capturing and safeguarding

The information gathered during the research was captured electronically and protected in the file with the password. The notes were safely stored in the archive. The recording of data during the interview was by all means to note taking and tape recording. The method of information keeping was included in the notification letter of inviting respondents for the interview (Crabtree and Miller, 1999: 229) to ensure the anonymity of information and participation. Assurance was given to the respondents

that their identities will not be revealed and they should be free to express their opinions without fear.

1.8.4 Limitations and strength

Limitations are those characteristics of methodology that the researcher does not have control nor influence over them. Longitudinal design and emerging ideas in which problems with common- method variance may have been exaggerated in organisational research Trmal, Bustamam and Mohamed, (2015:92). The number of senior managers in the SAPS Middelburg cluster may mislead the data collected as they were extremely limited within the cluster. Senior managers may choose to be dishonest with their responses during the interview. Another limitation in the study involve the exclusion of the general workers and cleaners due to literacy challenge and limited time to do the translation. The researcher was limited to interview all the participant due to the huge number of members in the detective and visible policing environment.

The study only focused on the implementation of transformational leadership on the management of absenteeism and excludes other factors that may be effecting the current leadership style in the Middelburg cluster. The study was only conducted in the SAPS Middelburg cluster, in Mpumalanga. Consequently, the results are not generalizable to other clusters in the province and head office. The final limitation in the study was the participation of shift members at Middelburg cluster police stations which required the researcher to conduct interviews during the night.

The middle and junior employees used the opportunity to highlight issues of their concern in their various police stations which were irrelevant for data collection. The sampling of middle and junior was small, therefore the information provided was limited to the experiences of the respondents but not necessarily accurate to the state of the subject matter. The participants were not interviewed outside their area of jurisdiction as it was going to subject them to be off duty (Borberg, & Bourgeois, 2026: 365).

1.9 Ethical consideration

Ethical consideration is defined as how one behaves in relation to people with whom an interaction takes place. In research, ethical considerations mean the establishment

of a relationship with participants based on human dignity and respect which people can trust to openly comply with the research ethics of the study.

The permission to conduct the research in the SAPS Middelburg cluster was applied for from the Provincial Commissioner of SAPS Mpumalanga and granted (attached). The respondents were recruited and informed through individual letters regarding the subject matter. The letter of consent (also attached) made provision for voluntary participation on the part of the respondents. The assurance of anonymity and confidentiality was guaranteed to avoid victimisation. The researcher also gave assurance of honesty to build up trust with the respondents.
Participants were asked to sign the consent document stating their voluntary participation. Data collected that is, audio tape recordings, interview transcripts will be kept safe. The participants' identification was not to be included in the results of the study. Furthermore, all ethical codes listed by the University of South Africa were complied with.

1.10 Layout of the study

Chapter 1: General introduction
Chapter 2: Literature review: Transformational leadership on absenteeism
Chapter 3: Research methodology, design and data collection
Chapter 4: Presentation and discussion of the findings
Chapter 5: Summary of the findings, recommendations and conclusions

1.11 Budget

Description	Cost
Research Assistance	R2000.00
Equipment used for the research	R1500.00
Travel costs	R3000.00
TOTAL	R6500.00

1.12 Summary

The chapter made clear that the SAPS is currently seeing an increase in absenteeism rates, which supported the need for this investigation. The investigation had its focal point on how transformational leadership is applied in the Middelburg Cluster to attain organisational goals.

CHAPTER 2

LITERATURE REVIEW: TRANSFORMATIONAL LEADERSHIP ON ABSENTEEISM

2.1 Introduction

This chapter continues the background research on the impact of transformational leadership on absenteeism from the previous chapter. This chapter provides a review of the literature on the relationship between absenteeism and transformational leadership with a focus on the conceptualisation of both concepts. It also discusses the various theories and types of transformational leadership as well as the concepts of both. The chapter further discusses the international overview of absenteeism and transformational leadership with police services, where two cities from Europe and Asia are discussed and one African country is discussed on how transformational leadership has an impact on absenteeism. Lastly, the chapter concludes with a case study of Middelburg SAPS focusing on the challenges of implementing transformational leadership in managing absenteeism, the legislatures and policies that govern the SAPS are mentioned and the impact that is there when the challenges are not addressed.

2.2 Conceptualisation of transformational leadership and absenteeism

The following section below will discuss the concepts of transformational leadership and absenteeism:

2.2.1 Conceptualisation of transformational leadership

In 1978, James McGregor Burns introduced the idea of transformational leadership. By "the inducing of followers to act for certain goals that represent the values, motivation, aspirations, and expectations of both leaders and followers," Burns (1978:19) defined the concept. A procedure where leaders and their followers encourage one another to reach higher moral and motivational standards is how Burns expanded on the idea of transformational leadership. According to Bass (1985), leaders who help their subordinates grow and become future leaders have lower absentee rates at work. By arguing that transformational leadership studies show that

followers can perform at a higher level than is typically possible, Bass expanded on Burns' ideas and principles in Northouse (2016).

According to Hamstra, Van Yperen, Wisse, and Sassenberg (2014), transformational leaders excel at motivating their teams and conveying the organisation's vision. According to Nielsen & Daniels (2016), transformational leaders help their team members complete the mission and recommit to the set objectives. According to Bake (2019), effective transformational leaders inspire people to develop their skills at enacting positive change, which fosters good leadership in others and lowers absenteeism in the workplace. British researchers discovered that the most effective way to deal with employee absenteeism is for leaders to be supportive, set a good example for followers, and show a genuine interest in them (Oliver, 2012:17). According to Osborne & Hammond (2017:57), transformational leaders foster follower satisfaction through engagement and foster a culture where employees feel valued and desired. Sanders (2020) and McManus (2019: 34) emphasise that absenteeism has an impact on both one's leadership style and overall effectiveness. The best leaders for managing challenges like absenteeism are those who transform organisations and frequently show a personal interest in their workforce. Absenteeism was identified by Mudaly & Nkosi (2015:624) as one of the elements influencing the interaction between an employer and an employee.

Understanding the issues that cause poor service delivery depends on the leadership approach that leaders take toward absenteeism. Every transformational leader who cares about their team members is known to worry about absenteeism. According to Lewis, Boston, and Peterson (2017:54), organisations should give transformational leaders the tools they need to assess the seriousness of absenteeism and its impact based on the most recent data available and determine the number of days lost as a result. According to Nel, Werner, Haasbroek, Poisat, Sono, and Schultz (2008:83), the concept of absenteeism should help managers effectively manage and control it at work. Whether or not an employee has a valid excuse, absenteeism is defined as their failure to show up for work. The ultimate goal of transformational leadership in dealing with absenteeism should be to strive to improve service delivery and employee satisfaction.

2.2.2 Transformational leadership

According to Li et al. (2019), transformational leadership does not aim to change the organisational culture; rather, it functions within the framework of the organisation's current structure. Transformational leadership has impact on employees' work attitudes, organisational norms which may affect their work behaviour and ensure unnecessary absence and low morale are kept to the minimum (McManus, 2019:13, Su, Cheng, & Wen, 2019:02). Trmal, Bustamam & Mohamed (2015:89) believe that transformational leadership is a rationale for integrating the theory into practice which focuses on human nature and differences filled with competing objectives of the organisation. The driving force of transforming an institution to achieve its goals is influenced by leadership effectiveness associated transformational behaviour. Avolio, Walumbwa & Weber (2009: 60) view transformational leadership as leader behaviour that motivates and encourages employees to execute tasks with excellence to achieve an organisation's objectives. The researcher views transformational leadership as leader behaviour that encourages employees' positive emotions to improve their well-being.

The principles and skills of a leader who can effect change by energising a vision and setting challenging goals are the foundation of the transformational leadership approach. Bunaiyan & McWilliams (2018:1) agree that transformational leadership focuses on idealised influence and inspirational motivation. According to Jack (2007:36), transformational leadership alters the organisational culture and the attitudes of employees to improve how they behave at work. The integration of both "transforming leadership" and "transactional leadership" is necessary to improve the perceptions, values and behavioural attitude to change expectations of employees towards organisational objectives. Lewis, Boston, & Peterson (2017:54) argue that the workplace cannot implement changes in the implementation level if leadership is not effective.

In addition, Ghasabeh, Soosay, & Reaiche (2015: 459) emphasise that the transactional leadership style must also be able to accommodate employees' inputs in their decision-making processes. Transformational leadership increases the intrinsic motivation of followers opposing transactional leadership on extrinsic

motivation. AU online (2020), adds that transformational leaders motivate employees to think “outside the box” and put focus on goals and objectives to improve service delivery. The researcher argues that transformational leaders encourage innovation and provide a climate that motivates employees’ innovative efforts to inspire presentism, but practically followers are rewarded in exchange for production to achieve organisational objectives. Mokoena-Badubi (2017:34) found that the current leadership in organisations is expected to be more inspiring towards employees to deliver professional service to the community. Unfair awarding of incentives and non-recognition of a job well done, the condition of work in the workspace are other factors which demoralise employees in the workplace and contribute to absenteeism. In the process, employees lose interest and commitment in their work and begin to absent themselves from work either reporting sick leave, taking unplanned leave or vacation leave. The researcher’s argument is based on the high volume of absenteeism either vacation or sick leave as it appears in the SAPS’ official PERSAL that captures all leave categories and the poor service delivery to meet the organisational goals. The researcher intended to explore the contribution and measures put in place for transformational leadership to manage absenteeism to improve the presenteeism of employees.

However, frequent leave of absence from work becomes a challenge which impacts service delivery that should be managed by transformational leaders. The high rate of absenteeism contributes to the organisational failure to achieve its objectives. Workers who take long leave, either sick or vacation contribute negatively towards the achievement of organisational objectives. The goal of the enquiry was to establish a link between transformational leadership effectiveness and workplace absenteeism management. Management and leadership styles vary in how leaders in organisations run the processes internally and externally to deal with factors such as absenteeism in the working environment to involve followers in decisions that concern them. British researchers found that transformational leaders who show interest and put effort into knowing workers at a personal level are in a good position to handle followers’ absenteeism. Robbins et al. (2016) assert that transformational leaders who are supportive and show professional work ethics build good rapport and transparency. Open communication and transparency encourage employees to open up whilst they

begin to understand why employees are absent and why measures must be taken to reduce absenteeism (Robbins, 2016; Confederation, 1999).

The argument put forth by Walden, Jung, and Westerman (2017) that communication encourages and fortifies the desire investigate potential job openings. In the same breath Kim (2018), argues that leaders who regard followers as part of the organisational strategic indicators, close the communication gap that could have resulted in effective communication and increase uncertainty and ambiguity. Bang & Midelfart (2017) found that the solution for transactional leaders lies in employee engagement and morale as a goal to transform the culture and climate where every member feels welcome to discuss issues in the workspace. Robbins (2016) suggests that employees who feel disengaged do not enjoy the work they do or they do not feel appreciated and recognised hence they find it difficult to report for duty.

This type of employee frequently finds ways to absent themselves. Bin, Jing, Chuying & Bei (2016); Bunaiyan & McWilliams (2018); and Maria (2019) assert that transformational leaders practising a culture of transparency address job satisfaction for the positive line of good performance of the organisation. Workers who feel a sense of belonging are motivated to show up at work to exercise their freedom to participate in the decision-making processes rather than being micromanaged and tend to be productive and provide services that satisfy the needs of the community.

Nielsen & Daniels (2016:2) emphasise that depression in the United States is the leading cause of absenteeism due to workloads, tight schedules of work and underutilisation of members as highlighted by the National Institute of Mental Health. Such factors not only affect employees psychologically but also physically which eventually hampers service delivery. On the other side, employees may choose to be absent making it difficult for the organisational goals to be achieved as a result, the complex picture of the link between the impacts of transformational leaders in managing absenteeism becomes very critical. The study reviews the theoretical framework of leadership styles to close the vacuum linking measures implemented by transformational leaders to manage absenteeism.

2.2.3 Conceptualisation of absenteeism

Absenteeism is defined by Swarnalatha & Sureshkrishna (2013:1) as the "failure to report to work" because of illness or dissatisfaction. Dominant managers have high standards for their subordinates' ability to accomplish the organization's goals. Subordinates become absent due to failure to meet expectations. Employees who frequently use justifications to leave their jobs pose a threat to the company. According to Mokoena-Badubi (2017), the performance of the organisation suffers when an employee is absent. The absence of followers can occur for a variety of reasons, and leaders must take action to prevent it because it harms the organisation's reputation. According to Singh, Chetty, and Karodia (2016:106), absenteeism is disruptive and unjustifiable. Nel, Van Dyk, Haabroek, Schultz, Sono, and Werner (2004:549) emphasise that the maximum or minimum level of an employee's functioning may increase absenteeism. Another definition of absenteeism is the absence of workers who lack authority from their jobs (Tiwari, 2014:9).

According to the researcher, absenteeism is used as an excuse to be off duty, whether authorised or not authorised. Absenteeism defines the withdrawal behaviour by followers either by executing the required duties assigned at the minimum level or doing more than required at the maximum level depending on the level of motivation. The definition is contradictory in the sense that some authors view it as the failure to report to work “some define absenteeism as unjustifiable, and unplanned absence in the work space.” Nel et al. (2004:549) argue that sick leave, unauthorised leave and authorised leave are the three main categories of absence. The employee is permitted to take vacation time or paternity leave as may be deemed appropriate by the employer during the authorised absence, also known as innocent or blameless absenteeism. Absence without authorisation for reasons that can be controlled is called blameworthy or culpable absenteeism.

Nielsen (2008:1330) further regards voluntary absenteeism as the uncertified illness that the follower controls and it often happens on personal intentions whereas involuntary absenteeism seeks to address certified illness in circumstances that are beyond the control of the employee such as funeral attendance. According to the BCEA, a medical certificate is necessary when an employee misses more than two

days of work or more than twice in a period of eight weeks. The non-governmental organisation, Uwezo in Tanzania reported that absenteeism in Tanzania is viewed as an obstruction to sustainable improvement of the nation's economy. The report revealed that during 2012 and 2013, a survey conducted in primary and secondary schools regarding the attendance rate of teachers digressed or decreased from eighty-two percent (82%) to seventy-five percent (75%). The Uwezo Report also revealed that teachers' attendance was a problem and not the learners' and students'. The survey report found that one (1) in five (5) teachers was absent (Uwezo, 2015). Many authors do not regard authorised leave such as vacation, paternity and sick leave as absenteeism, hence the researcher views this as a gap based on the argument that followers who are not present at the workplace, are absent regardless of whether or not authority is granted. The bottom line is that employees are absent and the service cannot be delivered, hence absenteeism. The researcher thus, emphasises the need to determine the contribution of transformational leaders in managing absenteeism in the workplace.

2.2.4 Absenteeism as an alarming challenge

Brooks, as cited in Bond (2004:7); and Mokoena-Badubi (2017) contend that absenteeism is persistent, habitual, and unexplained absence from the workplace. The workplace frequently has a number of employees who are more absent than other for various reasons. Non-reporting on duty is costly and needs to be handled with consideration no matter what the reason might be. Wilkins (2008), asserts that many employees who absent themselves from work find work frustrating, and boring, and feel underutilised or over-utilised if not isolated by the principals. In this light, transformational leaders should explore creative measures to contain and manage absenteeism in order to keep employees at work. Poor service delivery and many client dissatisfaction complaints are suspected to be the resultant effect of frequent absenteeism among operational members leading to a shortage of shift worker personnel. Employees want to avoid an organisation that makes them feel useless and redundant. Few studies, in the opinion of the researcher, have been done on the effects of transformational leaders who take the initiative of specialised in-service

training and team building to equip staff with interpersonal skills and other relevant skills to motivate and manage employees in the workplace.

There is limited information on transformational leadership after having consulted different literature on leadership style hence the above scholars were unable to identify the causes of personnel absenteeism and its impact towards them (leaders) to find a solution to addressing absenteeism. Nielsen, & Daniels (2016), argue that absenteeism affects the ability to provide effective service delivery which results in poor performance in the organisation and leads to massive complaints from the community. The effectiveness of the organisation is positively impacted by employees who are dedicated to their jobs.

In the same breath, bounty XP (2020), argues that prolonged absenteeism can negatively affect customer satisfaction and compromise the organisation's ability to achieve its goals. Karodia, Chetty & Singh (2016), assert that absenteeism in the workplace affects organisational performance especially among shift workers. Shift workers should be encouraged to develop themselves, share and gain knowledge from their colleagues or co-workers. Maclean (2008:394), also emphasises that there are various reasons and causes of employee absence of which some are real reasons that, although costly, transformational leaders need to handle with consideration and assurance of trust to the employees as highlighted earlier on. Absenteeism is undoubtedly one of the biggest problems facing today's workplace. The researcher will look at workplace absence to see how her results compare to those of other researchers.

2.2.5 Causes of absenteeism (factors contributing to absenteeism)

Absenteeism is viewed as a recurrent and common correction problem found when employees do not turn up to work due to any reason given. In a review conducted by the Confederation of British Industry (CBI), the survey conducted on employees in the United Kingdom in 1998, found that employees in the United Kingdom were not motivated to go to work. The study also discovered that, on average, each employee lost about eight and five (8.5) days, or three and seven percent (3.7%) of the present working time (Confederation of British Industry, 1999). The challenge of absenteeism

was not entirely of gender, religion and race. The problem lay on employees who did not report for work with or without the approval of the employer but submitted medical certificates as an excuse not to report for duty. Absent employees not only contribute to the poor performance of the organisation but impact service delivery that the community expects to meet their needs. It is the researcher's view that poor management by many leaders is certainly a problem. Employee performance is inversely correlated with absenteeism and the study investigates measures transformational leaders put in place to enforce the policy of performance management and absenteeism. The researcher argues that absenteeism appears to be a cause for concern that is often linked to poor performance, lack of commitment, illness and to a certain extent, lack of discipline of followers. In actual fact, the problem might be in the leadership. Therefore, determining the reasons for absenteeism becomes crucial hence the review.

Nielsen & Daniels (2016:1-3) found that the perception of employees regarding the organisational culture and climate has been linked to employee presenteeism. Employees who are assigned routine tasks or irrelevant work, feel isolated and not supported, and tend to be absent from work which impacts more on the leadership style to motivate employees who are willing to work. The researcher argues that presenteeism at work does not necessarily imply satisfaction or good service delivery.

2.3 Theories of leadership

There are many theories of leadership and in this section, three theories of leadership are discussed as well as the different leadership styles. What is known is that in 1973, James V. Downton first proposed the concept of transformational leadership, and James Burns expanded it in 1978 and 1985. Bernard M. Bass, a researcher, expanded the idea by incorporating metrics for assessing transformational leadership success (White, 2018). The model encourages leaders to lead with authenticity and strength in the hope that followers will be motivated to do the same.

Scholars identified different critics of transformational leadership and others still stand by transformational leadership even after the critics identified.

In the researcher's interpretation and understanding, the development of transformational leadership theories and styles emanates from the shadow posting of a leader where the leader is mentored and coached by an experienced leader with the aim of handing over the leadership to such identified developed leader. Three leadership theories are discussed below.

2.3.1 Autocratic leadership

The autocratic leadership theory, also known as the authoritative leadership theory, encourages taking control of the group in a similar way to how a dictator might rule a country. Autocratic leaders make all significant decisions on their own without considering the opinions of their subordinates. Although it may not be the best option in most situations, authoritarianism can be preferred in workplaces where new hires need extensive training or in high-stakes situations that demand quick decisions (Liu, Wang & Liu 2019).The autocratic leadership theory is based on authoritarianism or autocracy in governments, as one might guess. In essence, an autocracy is a dictatorship in which one person has unrestricted, unlimited power over everyone else. This simply means that one person in a group has a lot of control over the others outside of a government setting. As the name suggests, managers who adhere to authoritarian theories of leadership inflict total, authoritarian control on their workforce.

South African Police (SAP) was led by autocratic leaders before it was changed to the South African Police Service (SAPS) after democracy. During the time of autocratic leaders, employees of SAP were seen to be disciplined because they were doing only what they were told to do and they never took part in decision-making of any kind. The employees were afraid of their leaders or commanders in SAP language and the absenteeism rate was very low because they were afraid of losing their jobs if they did not report on duty without being given leave or rest days.

In another sense, one can argue that autocratic leaders reduced absenteeism, but members were at work because of fear not because they were productive, hence when SAP changed to SAPS management started implementing transformational leadership where employees will be involved in decision making and the absenteeism rate will be low because the employees will be happy at work because they know that they are part of decision making.

2.3.2 Laissez-faire leadership

Laissez-faire leadership adopts a hands-off management style and defers to the opinions of others. Even though they continue to provide their teams with the resources and tools they require to succeed, leaders continue to be largely disengaged from the day-to-day activities. In the past, laissez-faire leadership was only considered appropriate for leading a team of highly skilled and motivated people. Up until now, avoidance or what might be viewed as zero leadership has been the dominant conception of laissez-faire leadership. Laissez-faire leadership has thus been said to be likely to have a negative effect on the mindset and performance of subordinates.

This paper's argument is that this conventional viewpoint is flawed from the outset because it is predicated on the idea that laissez-faire leadership lacks strategic purpose and will therefore have unfavourable effects. This essay further contends that attention should be given to the behavioural aspect of laissez-faire leadership, or non-involvement of a leader/leadership, in order to uncover the true effects of this leadership style.

Laissez-faire leadership in an organisation like SAPS is not applicable because it is not result-driven (the leadership style), and it does not have a particular set of goals. SAPS cannot achieve anything with such kind of leadership, and therefore it does not meet the requirements of the organisational types of characterised leadership styles. Furthermore, the organisation has a type of teamwork exercise that has varying opinions on solving problems, especially in the fight against crime and in addressing organisational risks like absenteeism.

2.3.3 Transactional leadership

One method for describing and assessing the behaviours of leaders is transactional leadership theory. The collaboration between a leader and a follower is more give-and-take in nature under transactional leadership. It is a system of incentives designed to achieve specific goals. On the one hand, charismatic leaders inspire followers to

produce exceptional work by sharing a common vision with them (Lai 2011). On the other hand, transactional leadership is characterised by various characteristics. The first, contingent reward, describes how well a leader and followers are set up for effective transaction and exchange.

The statements "I help others in return for their efforts" and "I show my satisfaction when others live up to expectations" are examples of contingent reward practises by leaders. The second aspect, management-by-exception, explains how executives handle new issues as they appear, either by taking proactive (active management) or inactive (passive management) measures. As opposed to passive management-by-exception practitioners, who might respond to statements like "I fail to interfere until problems become serious," active management-by-exception practitioners may be able to identify with statements like "I concentrate my full attention on dealing with mistakes, complaints, and failures."

This type of leadership is the leadership that is results-driven, it has a team working spirit character that will always encourages the team members to perform to the highest expectation of the organisation and the outcome of performance is successful. The leader will always appreciate the employees by giving them letters of appreciation or rest days as rewards. Transactional leadership is amongst the most achieving leadership styles if implemented correctly.

2.3.4 Transformational leadership

Meta-analyses have shown that transformational leadership is the only style of leadership that has a stronger correlation with positive outcomes. Additionally, it foretells better contextual performance, which is follower output that goes above and beyond what is required by a job alone. According to research, female managers consistently perform better than male managers on tests of transformational leadership, which has led some to assert that there is a "female leadership advantage." Stereotypes persist because leadership is typically a male domain, and they cause pressures like role incongruity and a double-bind effect that are still challenging to overcome in modern society.

Transformational leadership is one of the most significant and practical leadership philosophies in the field of educational administration, according to Berkovich (2016). By providing both challenge and support, coaching and mentoring are used to develop followers' leadership potential. They are also forced to think of original solutions to problems. Followers of transformational leaders are motivated to dedicate themselves to the organization's shared goals. Academics who study educational administration have acknowledged that the theory can be applied to the challenges that principals currently experience. The theory was quickly applied to the field of education and accepted as the ideal model for managing schools. The constant improvement that is demanded of schools today depends on leaders.

The first criticism of transformational leadership theory focuses on the lack of a precise conceptual definition of transformational leadership, as sound theory includes precisely defined constructs. This criticism is one of many reasons why the theory is coming under increasing attack. The absence of empirical distinction between transformational leadership theory and other aspects of leadership has also been noted by critics. Because transformational leadership exhibited strong correlations with other types of leadership, including participative leadership, ethical leadership, and leader-member exchange, critics also point to a problem with the construct's boundaries.

Despite the criticism, some academics continue to support transformational leadership because they believe it has value as a conceptual framework for educational administration. Many principals' training programmes now include transformational leadership as a crucial component and as a benchmark. The national organisation in charge of training principals, the Israel Institute for School Leadership, recognises transformational leadership as an essential component of the principal's job description.

Currently, scholars studying educational administration view transformational leadership theory as an essential component of ideal school leadership. Transformational leadership is the type of leadership that develops the future co-leaders in the organisation, it is more practical than theoretical because a leader will

know the characteristics of all the team members and it will assist the leader when giving tasks to the members in terms of their characters and what the task requires. This kind of leadership helps the manager to know which member needs assistance and all team members are involved. Transformational leadership makes the organisation have value for money because all the employees are working.

This leadership is more advantageous than the other three leaderships because all employees will be performing at the end of the day. It gives the opportunity and room for the development of an individual character in terms of the potential of the individual. While transactional leadership rewards, it cannot reward the performance of every employee but the team members. Transformational leadership is more concise than the other three types of theories explained above. Nevertheless, transactional leadership needs to have a budget that will talk to awards that are cost effective.

2.4 Leadership philosophies used at workplace to manage absenteeism

This section examines absenteeism in the workplace and discusses the various leadership philosophies that can be used within an organisation. Jagielski (2020) outlines various leadership styles and how effective they are as follows:

2.4.1 Transformational leadership - Sometimes effective in managing absenteeism

A transformational leader involves the followers in resolving the identified causes or risks rather than acting in an autocratic manner (absenteeism that affects the performance of the organisation). According to Berkovich 2016, one of the most important and useful leadership philosophies in the area of educational administration is transformational leadership.

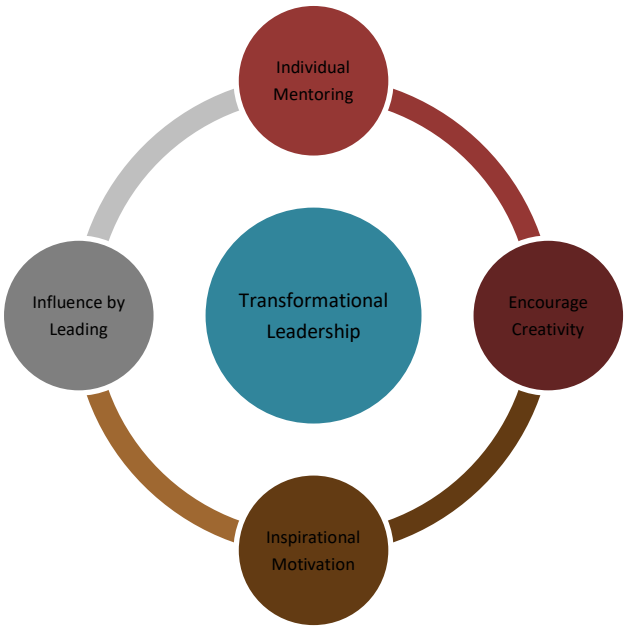
Coaching and mentoring are used to develop followers' leadership potential by offering both challenge and support. They are also compelled to come up with original answers to issues. Transformational leaders inspire their followers to commit themselves to the common objectives of the organisation. It has been acknowledged by academics who research educational administration that the theory can be used to address the

difficulties that principals currently face. The theory was swiftly applied to education and recognised as the best framework for running schools. Leaders are necessary for the ongoing improvement that is expected of schools today.

Therefore, the motivation results from the employee's transformation and the company norms. As a result, the worker can mould the situation and discover their potential. Transformational leaders motivate their followers because they hold themselves and their team members responsible for their deeds. They have the ability to resolve conflicts and set clear goals. High productivity, a low absenteeism rate, and engagement result from this.

- **Pros:** Very good because it encourages innovation and inspires employees for businesses with a growth-oriented strategy. While not obstructing the growth and development of upcoming updates and improvements, it enables the consistent and error-free development and maintenance of an existing product.

- **Cons:** This management approach can harm an employee if it lacks appropriate guidance and response. If the employee is not given the right coaching, individual learning curves will exist and may lead to mistakes and problems.



(MBA Skool: 2020). The graph above shows the four steps that leaders can take to increase employee morale and illustrates how transformational leadership functions in an organisation. The leaders must create a strategic vision for the company's future state that motivates workers to accomplish goals they previously believed impossible, communicate the vision, which means elevating the significance of visionary goals to workers, model the vision by acting in accordance with it, and finally, develop commitment to the vision, which necessitates involving workers in the process of defining the organisation's vision. The leader begins by providing guidance to the team members. They are then inspired to be creative by being recognised for their efforts, and the leader must influence all of this by leading and supporting the team members as needed (MBA Skool: 2020).

The fostering of relationships with co-workers and team members is the main priority of transformational leaders. The traits of transformational leaders include compassion and emotional intelligence. These leaders also possess the qualities of inspiration, dependability, respect, skilful communication, and attentive listening.

The motivation and inspiration of transformational leaders are contagious, enabling their followers to embrace new ideas. By sharing the organisation's vision with them, leaders can inspire their followers to work toward a company's mission and objectives. The diagram is linked to the research study to show that if transformational leadership is practised in Middelburg Cluster the absenteeism rate would decrease. Currently in the Middelburg Cluster employees are not involved in any decision-making, or motivated in any way to reach the objectives of the organisation.

2.4.2 Autocratic Leadership - Rarely effective in managing absenteeism in the workplace

An autocratic leader is rarely effective in managing absenteeism and it remains a short term solution of addressing absenteeism as it has more commandship than being transparent and giving ownership to the employees. Autocratic leaders prioritise command and control to get things done, as the name indicates. Most government departments have a strong preference for this management style.

Straight control, resolute allegiance to the management's directives, and more unilateral response and message compared to other leadership styles are all characteristics of the authoritarian style, but the leader does not have to be a totalitarian to use this management model.

It has some advantages and disadvantages. This must only be used in the appropriate situations and with the appropriate group; otherwise, the manager risks alienating the team, which could lead to absences from work and low productivity.

- **Pros:** It helps provide guidance for disorganised groups if combined with a capable supervisor. The likelihood of the group finishing projects on time is higher. With comparable participation from everyone if distinct responsibilities are defined, duties are delegated, and there are due dates. As accountability is passed along under a distinct leader, the other members of the team are not overburdened.
- **Cons:** simply because there is one person who calls the shots, disheartening team input may often lead to bitterness and an absence of creative solutions. It may also dampen the group's confidence. When group members make investments in the organisation's future, people are happier and perform better. Followers of autocratic leaders feel frustrated and stifled because they rarely permit input from team members.

2.4.3 Laissez-faire leadership - Sometimes effective on managing absenteeism in the workplace

The French phrase laissez-faire, which translates to "let them do," describes a leader who gave almost all power to their followers. This kind of manager trusts their staff to handle their own workloads while they focus on the overall management of the business. It can be easier to achieve excellent results with this style of working if you are employed in a creative field where people are highly skilled, motivated, creative, and committed to their work.

Team members probably don't need a lot of direct management because they are highly trained and creative. Instead, a strong leader can achieve high-quality outcomes

with little supervision and direction. This managerial approach promotes attendance at work and boosts output.

- **Pros:** As the work relies on the employees, this style often encourages creativity and personal growth. These innovative decisions can be made quickly and easily by trained employees with little management effort. This strategy functions well when group members are more informed than the group head.
- **Cons:** This tactic heavily hangs on the capacity and loyalty of the personnel. When group members do not have the competences or experience required to accomplish tasks, it is ineffectual. It may have the adverse consequence of a misinterpretation of employment roles and their purpose. The leader may also be viewed negatively if they come across as distant and uninvolved in group activities. Many leaders embrace this style in order to avert answerability for results.

2.4.4 Democratic leadership - Commonly effective in managing absenteeism in the workplace

Team members can experience more energy under a democratic leader. This leadership approach is often regarded as the most efficient. It is also called collective leadership or participative leadership. Under this leadership approach, group members take part more actively in the decision-making processes. All employees have an equal status in the decisions taken, although naturally the leader still has the final say. There is open discussion and free sharing of ideas. Academics have found that one of the most effective leadership philosophies is democratic leadership, which boosts group self-esteem, efficiency, and member contributions.

The benefit of this strategy is that it encourages participants to voice their opinions, which may lead to novel solutions to problems. Members of the group also have a greater stake in the project at hand and care more about the result. Productivity increases as a result, and absenteeism rates are low.

2.4.5 Transactional leadership - Sometimes effective in managing absenteeism in the workplace

Transactional leadership, also called managerial leadership, puts a strong weight on the significance of regulation, collaboration, and association. This style of leadership concentrates on specific tasks and motivates followers through rewards and penalties. This leadership style is fairly common given the occurrence of performance-based bonuses in the workplace. When one works for a transactional boss, one may be given an incentive programme that motivates one to perform well in their everyday duties.

A transformative leader rewards the employee for successful results or outcomes from the tasks, as opposed to a transactional leader who only rewards the employee for completing the tasks. Here is where the rewards of a transactional leader and those of a transformational leader diverge.

- **Pros:** Supports employees when their circumstances and problems are simple. It focuses and motivates a task that would not otherwise be interesting. It may also be beneficial. in pressing situations where finishing particular tasks must be prioritised. Delegating specific tasks to designated individuals will help leaders assure completion of tasks.

- **Cons:** Under this approach, an organisation cannot grow and change. Instead, it emphasises maintaining the existing state of affairs with regard to the current processes, expectations, and laws.

2.5 International overview of transformation leadership and absenteeism within police services.

The following section discusses the international overview of transformational leadership and absenteeism focusing on the United Nations (UN) policing and other international countries and the challenges thereof when implementing transformational leadership.

2.5.1 United Nations (UN) Policing and Code of Conduct for Law Enforcement Officials

All UN law enforcement officers are bound by the Code of Conduct for Law Enforcement, which was adopted by the General Assembly Resolution 34/169 of December 17, 1979. It states that all law enforcement officers must always carry out the legal obligations placed upon them, including serving the community and defending everyone from unlawful acts, in accordance with the high standard of responsibility demanded by their line of work (United Nations Human Rights Code of Conduct for Law Enforcement Officials adopted 17 December 1979). Law enforcement officials have a responsibility to uphold and protect everyone's human rights while upholding and respecting human dignity. For instance, Chapter 2, Section 205 of the South African Constitution governs all laws pertaining to law enforcement in that nation.

Law enforcement officials are required to obey the law, according to Article 8 of the code of conduct for law enforcement officials. Additionally, they must prevent and vehemently oppose any legal violations to the best of their abilities. Every time this code has been incorporated into national law or practise, it must be followed. The law regards brief absences (one or two days) without leave or a valid excuse as minor misconduct, but if it becomes the norm among employees, it can cause very serious issues for the employee. The law regards brief absences (one or two days) without leave or a valid excuse as minor misconduct, but if it becomes the norm among employees, it can cause very serious issues for the employee.

In 2013, South African police were sent on a peace mission to Sudan's (Dafur) region. After working for three (3) months, the UN gave its employees 21 days of vacation time. There are no days set aside for sick leave, but employees may be excused from work by Sudanese doctors if they are ill. The member was removed from deployment and sent back to South Africa if their illness was very serious. Due to the fact that police officers were at work and away from home, there was a very low absenteeism rate. Once more, if a police officer was on leave for 21 days and did not return to duty after that time, they were reported to the UN Head Office and had money taken out of their pay for the days they were absent.

Below, the researcher explores two Asian countries, two American countries and one African Country.

2.6 European Countries on policing and transformational leadership on: absenteeism

Policing in England is based on work schedules within the police department. The policies regulatory framework of this policing can vary across the department.

2.6.1 Brandford policing in England and absenteeism

In this section the demographics of Bradford town are explained and policing in Brandford in terms of transformational leadership and absenteeism is discussed.

2.6.1.1 Demographics of Bradford

Bradford is a small market town situated in the North of England established in the early 18th century with a population of perhaps 4000 people. In 2019 Bradford has a population of 539 000. The Brandford City Police (Previously the Bradford Borough Police before 1897) was formed in 1897 and dissolved in 1974. The municipal police department of the city of Brandford, West Yorkshire, England in the United Kingdom. The city of Brandford has 9 853 police employees and 403 volunteers (Pannett 2013).

2.6.1.2 Policing in Bradford in terms of transformational leadership and absenteeism

Without taking into account the context of policing, Brandford's police leadership focuses on how to enhance each individual police leader rather than on the relationships between supervisors and subordinates. Although transformational leadership is the preferred leadership choice over transactional leadership, it does not account for the policing contexts in Brandford (Filstad 2020). The police are on duty all the time. Shift work is used by police departments to schedule officers continuously, and short-staffed police departments also rely on additional hours. Local governments

negotiate frequently with local police unions or cooperative negotiating units when establishing policies governing officers' work schedules. Because of this, policies governing police's work timetables can differ greatly between departments. Additionally, cross-sectional studies have demonstrated that long hours and shift work in Brandford increase absenteeism in the police force (Reaves, 2012).

Additionally, studies have shown that employees with problems of sleeping experience higher rates of absenteeism than employees without these issues. According to Hackett and Bycio (1996), the sleep deprivation and fatigue that these officers probably experience may be related to absenteeism indirectly through the shift work, long hours, and sleep disorders that were previously associated with it. The occasional absence from work may act as a coping mechanism and a way to lessen exposure to different types of stressors, such as fatigue and sleep disturbances, according to research with hospital nurses. This short-term absence coping strategy, used in times of extreme stress, has been called a "safety valve" in the field of policing (Gabarino et al. 2012).

In Brandford, compensatory time off of sick leave offers two options for policing absenteeism. When requested, officers are eligible for compensatory time off as long as it doesn't "unduly disrupt" the operation (Fair Labour Standards Act, 2011). Compensatory time off gives officers a way to recover from the effects of shift work and long work hours, which is an important safety measure that enables police to fulfil their obligations to be fit for duty. Compensatory time off gives officers a way to recover from the effects of shift work and long work hours, which is an important safety measure that enables police to fulfil their obligations to be fit for duty. However, since sick leave is a guaranteed benefit in officers' compensation packages, it is frequently discussed in terms of the costs to police departments and the requirement to prevent sick leave abuse when it comes to unplanned absences.

As prior fatigue and sleepiness increased, swing shift and night shift officers saw an increase in the likelihood of being absent from work, but day shift officers, who were thought to be relatively well-rested, did not. In line with earlier studies, women consistently had higher absenteeism rates than men. The findings of this operational research indicate that fatigue and lack of sleep raise the possibility of absenteeism in

law enforcement. Police fatigue may be self-managed through absenteeism, or it may be reduced through compensatory behaviour that interferes with sleeping.

2.6.2 Lyon policing and transformational leadership and absenteeism

In this section the demographics of Lyon city are explained and policing in Lyon in terms transformational leadership and absenteeism is discussed.

2.6.2.1 Demographics of Lyon

Lyon is a city in France in Europe. The police unit was formed on 23 April 1941 in France with 145 200 employees in 2015. The population in Lyon is 1.748.000 people in a municipal territory of 48 square meters (Bamberger & Biron, 2007; Johns, 1997).

2.6.2.2 Policing in Lyon in terms of transformational leadership and absenteeism

Police work is a stressful occupation with a high risk of both traumatic and non-traumatic stressors, such as killing someone while on the job, as well as pressures and demands from the organisation and administration. Co-workers of the absent officer may be affected by their increased workload, overtime demands, long workdays, and performance of duties for which they may not be properly qualified. Among the understudied occupational groups are police officers (Bamberger & Biron, 2007; Johns, 1997). In Lyon absenteeism is being abused by members working night shift more than members who work during the day. In Lyon the researchers' findings were that the absenteeism rate of police officers working night shift is very high.

When a payroll record shows that an officer is paid for regular work but is absent from duty due to illness and no other information is available regarding the nature or severity of the illness, it is determined that a sickness has occurred. If the absence is due to illness and lasts three or more days, a doctor's certification is required.

2.7 Asian countries on absenteeism

Policing in the Asian countries utilises a low capacity of personnel with effective policing. The department of human resources must monitor and analyse absenteeism for the benefit of the police.

2.7.1 United Arab Emirates (Dubai) policing as seen against transformational leadership and absenteeism

In this section the demographics of Abu Dhabi is explained and policing in Abu Dhabi on transformational leadership and absenteeism are discussed.

2.7.2 Demographics of Abu Dhabi

Abu Dhabi is the largest city in the United Arab Emirates, located on an island. The city is connected to the main bridges linking the city to the mainland by two main bridges the Magta and Mussafah. The land area is 67,340 square kilometres with a population of 2.908 million being policed by 12 500 police officers. With a force of no more than 80 policemen, the Abu Dhabi Police Force came into existence in 1957 with the single aim of providing security to the ruler's palace, government infrastructure and financial institutions.

2.7.3 Policing in Abu Dhabi on transformational leadership and absenteeism

Risk management and police performance in Abu Dhabi are significantly impacted by transformational leadership. Age has a big impact on the leader's decision to use transformational leadership. In Abu Dhabi, transformational leadership is used, and it helps leaders lower crime rates and boost police performance (Juma & Others 2022).

The General Department of Human Resources at the Abu Dhabi Police has officially launched the Human Resources Lens programme to monitor and analyse absenteeism due to sick leave granted to employees and measuring their impact on the efficiency and effectiveness of corporate performance and employees' productivity. Since there may be underlying causes for an employee's high absence frequency, the Human Resources Lens uses the factor as an indication and ensures reviewing every employee's situation (such as disability).

After their probationary period is over, Abu Dhabi's police have the right to a maximum of 90 days of sick leave per year. The 90 days of sick leave are paid as follows: full pay for the first 15 days, half pay for the next 30 days, and no pay for the final 45 days. The 90 days of sick leave may be taken continuously or intermittently. However, during

the probationary period, the employee may be granted a sick leave without pay with the employer's consent and in accordance with a medical report provided by the treating physician that certifies the need for the leave.

According to Article 31 of the UAE Labour Law, the employee must provide a medical report on their condition from the medical entity and notify the employer of their sickness within three days at the most. If a police officer in Abu Dhabi takes all of their allotted 90 days of sick leave and is unable to return to work, their employer may discharge them in accordance with labour law (UAE Labour Law and its Executive Regulations.

Police in Abu Dhabi do not abuse their sick leave because the management pays for their sick leave if not utilised. Out of 90 days per year the Department pays for 45 days if not utilised. This is a motivation on itself to the employees and it encourages them to be on work at all times and only utilise the remaining 45 days if necessary.

2.8 Jerusalem policing and absenteeism

In this section the demographics of Jerusalem City are explained and policing in Jerusalem in terms of absenteeism is discussed.

2.8.1 Demographics of Jerusalem

Jerusalem is one of the main cities in Israel. Israel is a Middle East country that shares borders with Egypt, Jordan, Lebanon, Syria, and the eastern coastline of the Mediterranean Sea. It is situated at the point where the three continents of Asia, Africa, and Europe converge. With a total area of 125.1 square kilometres and a population of 957 000, the nation of Israel is being policed by 35 000 police and 70 000 volunteers who carry out part-(time work in helping to police their own communities (Dumper 2013).

2.8.2 Policing in Jerusalem as seen against absenteeism

The Minister of Public Security is in charge of the Israel National Police. The national service is organised geographically into six (6) Districts and 13 sub-districts and services are delivered by 67 local police stations. Jerusalem is one of the six districts

in Israel. Jerusalem Police, as with most police forces in the world, is charged with the responsibility of fighting crime, traffic control, maintaining public safety and counter-terrorism (Dumper 2013).

According to Israeli Labour Law, the Jerusalem Police are entitled to 18 sick days annually, with a maximum of 90 total sick days that may be accumulated. On the second and third days of recuperation, the police in Jerusalem are paid 50% of their regular daily wages; however, beginning on the fourth day, they are paid 100% of their regular daily wages. The first sick day is subtracted from the employee's accrued vacation days or pay if they have no accrued sick day's sick-leave (Dumper 2013).
Therefore, the absenteeism rate is very low in Israel because police officers when they booked off sick for more than two (2) days money is deducted from their salaries if the police officer does not have accrued sick days or accrued vacation days.

2.9 African countries on absenteeism and transformational leadership

We selected Mozambique which is part of African countries because of the similarity of policing with South Africa and that it is part of Southern African Development Community (SADC). The study will focus on the capital city of Mozambique which is Maputo. Policing in Maputo is governed by the Minister of Interior Affairs and policing in Maputo is adjusted to citizen's demands.

2.9.1 Maputo

In this section the demographics of Maputo are explained and policing in Maputo as seen against absenteeism and leadership is discussed.

2.9.1.1 Demographics of Maputo

Maputo is situated on southernmost Province of Mozambique. The population of Maputo in 2021 was 1,122,000 people in 347, 7 square meters.

2.9.1.2 Policing in Maputo on absenteeism and transformational leadership

All government employees in Mozambique, including police officers, are entitled to 15 days of sick leave annually, or five (5) non-consecutive days per quarter, according to Labour Law 23/2007 of August 1, 2007. If an employee needs more time, he or she

must go to the health board. For 365 days straight, Social Security will pay for sick days if you get sick or have an accident that wasn't at work (Pereira:2007). Transformational leadership in Mozambique is not implemented as the leaders in the police are autocratic they only give commands to be executed. The absenteeism rate in Mozambique is very low because members are afraid of losing their jobs by being absent. Police officers members are not on duty because they are happy or contribute towards decision-making but they are at work because they cannot afford to lose their jobs.

2.10 Case study of Middleburg SAPS on implementing transformational leadership: Mpumalanga Province

The following section below will discuss the case study on the implementation of transformational leadership on absenteeism in Middelburg cluster: Mpumalanga Province.

2.10.1 Legislation/policies governing South African Police Service and conduct of police officers

South African Police Service is governed by laws of the country which are explained below in details.

THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, ACT 108 OF 1996

The police services derives its Constitutional mandate and of its core functions from the Constitution of the country. Here is an excerpt from Section 205, which governs police officers, which states their duties as follows: to thwart, enquire about and combat crime; uphold civic order; protect and secure the inhabitants of South Africa.

The following excerpt from Section 205 of the South African Constitution, which governs police officers, elucidates how this regulation governs the police service in terms of its primary responsibilities, which are to protect and secure South Africans and their property, uphold and enforce the law, and prevent, investigate, and combat crime:

- 205. (1) The national police service must be organised to operate in the federal, provincial, and local spheres of government as necessary.
- (2) The police service's powers and responsibilities must be established by national law, and it must be given the tools necessary to carry out its duties effectively while taking into account the needs of the provinces.
- (3) The goals of the police force are to protect and secure Republic citizens and their property, to prevent, deter, and investigate crime, as well as to uphold and enforce the law.

The White Paper on Transforming Public Service Delivery 1997 (Batho Pele White Paper) applies to all public servant including the police service.

BATHO PELE PRINCIPLES

Batho Pele is based on the following eight principles, but the focus will be on four which are crucial to servicing the citizens.

Consultation

Consultation simply means talking to, listening to, and learning from the people one serves. Public servants must make sure to stay in touch with the people they represent by finding out what services they need, how those services should be delivered, and what problems they are experiencing. Without communicating the findings to management, who will then be able to alter the procedure or take the necessary actions to enhance customer service, consultation is useless. Due to members' lack of availability to interact with the community and learn what is concerning them in terms of crime, absenteeism has a greater impact on consultation.

Service standards

All sectors must establish service benchmarks that define precisely what they provide and to what calibre or standard. The timeline and the specifics of what the public can anticipate from the service should be stated in the service standards. For example, in SAPS when a member of the community phones the Community Service Centre at a police station to report a robbery or murder in progress, the police are expected to take 18 minutes to attend to such a complaint. Because of absenteeism it is difficult for the

available members to attend to such complaints within the stipulated 18 minutes. In most stations around the Middelburg Cluster, instead of three vehicles posted outside to attend to complaints, only one vehicle is posted outside because of absenteeism. Until this requirement is followed, the SAPS owes the customer a justification and probably an apology.

Access

Every citizen has a legal claim to equitable access to the public services to which they are eligible. This is especially true for those who might have difficulty utilising government services, such as the disabled, illiterate, and residents of rural areas. Public servants have a special obligation to ensure that those who need more assistance get it. Managers are responsible for ensuring that people with disabilities can use these services and enter public buildings with wheelchairs and other mobility aids. Special consideration should be given to those who have hearing or visual impairments.

All police stations under Middelburg Cluster have ramps for wheelchairs to get into the station building. SAPS is in the process of training members in sign language in order to assist those with hearing disabilities but because of absenteeism it is not always possible to get members to attend the training which hampers service delivery.

Value for money

In order to avoid wasting the limited resources at their disposal, government employees must provide services that are both affordable and efficient. They owe it to management to inform them of any resource waste and to seek solutions to cut expenses and overhead without compromising the calibre of the services offered to clients.

Middelburg Cluster is not getting value for money with the scarce resources that is available, most of the members are always absent which leads to compromised service delivery where vehicles are parked without members to utilise them.

Public Service Code of Conduct (1997)

The Public Service Code of Conduct, which was developed to give the relevant constitutional provisions relating to the public service practical effect, is expected to be followed by all employees. When determining what is expected of them ethically, both in their own behaviour and in how they interact with others, employees should use the code of conduct as a guide. It is logical to assume that upholding the code of conduct will increase professionalism and foster community belief in the public sector.

The civil servants are required to uphold the five principles of the Public Service Code of Conduct, which are: integrity, objectivity, competence, confidentiality, and professionalism. The code of conduct's main objective is to encourage exemplary behaviour. In spite of this, if a worker disregards any clause of the Code of Conduct, they are in violation of Section 20(t) of the Public Service Act of 1994 and may be disciplined in accordance with the applicable sections of the Act. (Government Gazette 1997).

South African Police Service Code of Conduct (31 October 1997)

By taking part in initiatives aimed at defeating all acts that might endanger the protection or wellbeing of any community, addressing the causes of crime, and investigating unlawful actions that put endanger the community's security and prosecuting those responsible, the police pledge to create a safe and secure environment for everyone in South Africa. In order to fulfil the aforementioned commitment, they must always: indorse the law and the Constitution, take into account community needs, acknowledge the South African Police Service's needs as their employer, and work with all pertinent community members and levels of government.

To guarantee that everyone in South Africa is living in a setting that is safe and secure, they agree to: act honourably when delivering a extraordinary, universally accessible service and work tirelessly to make the service better; use all resources responsibly; effectively and economically maximise their use; develop their own skills and assist their co-workers in doing the same to ensure equal opportunity. In spite of their commitment to fostering an atmosphere of security and protection for all South

Africans, police officers in the Middelburg Cluster are failing to uphold the SAPS code of conduct by skipping work. As a result, service delivery is compromised.

The more they miss work, the more crimes are committed without police to stop them and look into them. When police are not present at work for legitimate reasons, they are not being impartial, cordial, truthful, respectful, or accountable. They are also not using their authority responsibly and in a controlled manner. They are also not working to stop corruption of any kind, and they are not bringing those responsible to justice. The SAPS derives its authority and responsibility for carrying out its constitutional mandate primarily from the following important pieces of legislation: broad legal framework enforcing fundamental employment conditions in South Africa: employee absenteeism at work.

The following South African legal framework upholds fundamental employment terms, particularly with regard to sick leave:

- **The Constitution of the Republic of South Africa, Act 108 of 1996**
  By recognising that "everyone has the right to fair labour practises," including the right to sick leave, Section 23(1) of the Constitution of the Republic of South Africa, Act 108 of 1996 (South Africa, 1996) gives effect to and regulates the right to fair labour practises in South Africa.
- **Basic Conditions of Employment Act, 75 of 1997**
  In South Africa, the Basic Conditions of Employment Act, 75 of 1997 (South Africa, 1997), Section 22 establishes and enforces the following rules regarding sick leave at work:
  "Sick leave cycle" refers to the 36-month period of employment with the same employer that comes right after-:
  - When an employee starts working, or when their previous cycle of sick days is finished.
  - An employee is entitled to an amount of paid sick leave during each cycle of sick leave equal to the number of days they would typically work over a six-week period.

The member is expected to apply for temporary incapacity leave after using up their 36 days of sick leave, which may or may not be approved. Senior managers

in particular frequently take sick leaves, which compromises the quality of the services provided by members of the Middelburg Cluster.

Policy frameworks impacting the SAPS include, inter alia, the following:

- **National Development Plan 2030**

  Building safer communities is the National Development Plan's vision for policing, safety, and security as it relates to 2030; South African citizens ought to feel secure and unafraid of crime by them, and at work, at home, at school, and when taking part in active community life, they should feel secure. Children should play safely outside while women ought to have unrestricted access to the street. A fundamental human right is safety. It is a prerequisite for human development, enhancing productivity and advancing life's equality. The nation's economic development and the welfare of its citizens are hampered when communities lack a sense of security and live in fear (National Development Plan Chapter 12).

  The development objectives of job creation, improved education and health, and socioeconomic development include economic growth and transformation. Equality is directly affected by safety and security. By 2030, the National Development Plan calls for the elimination of inequity and poverty. South Africa can realise these objectives by utilising the resources of its population, establishing an all-encompassing economy, improving state expertise, building abilities, and promoting leadership and partnerships throughout society (National Development Plan 2030). The plan envisions a South Africa in which everyone realises their full potential and where opportunity is determined by talent, education, and hard work rather than birth.

  It also imagines a South Africa where everyone feels free but\ bound to others. The strategy encourages effective leadership across society to collaborate on problem-solving. It supports transformational leadership because it encourages teamwork in achieving a specific objective by mentoring people, fostering creativity, inspiring, and influencing through leading. The strategy must include measures to lower the alarmingly high rates of youth unemployment and give

young people more opportunities. By enlisting young people to serve, SAPS hopes to empower them and lower the high unemployment rate while working to achieve the objectives of the National Development Plan.

Section 205 (3) of the Constitution of South Africa sets forth the duties and responsibilities of law enforcement officials, including the need to prevent, investigate, and combat crime, uphold public order, safeguard the lives and property of South African citizens, and enforce the law (Constitution of the Republic of South Africa: 1996).The officials are not there to protect the community and their property because they are in most cases on sick leave and this hampers service delivery.

Pre-democracy in South Africa absenteeism was not a challenge in the then South African Police (SAP) as the commanders or leaders were autocratic, members were not part of the decision-making processes, and decisions were imposed on them without consultation. SAP had a history of using force, violence, and brutality to violate human rights., during the time SAP sick leave was not abused and service delivery was not hampered (Dhlewayo et. Al, Cogent Social Sciences (2021). Nevertheless, when South Africa transitioned to democracy in 1994, many aspects of the nation underwent radical change, including the creation of one a single national police organisation from the 11 homeland police agencies founded during the time of apartheid.

The South African Police Service became the new name of the organisation. After 1994 because police officers started abusing the 36 days of sick leave for a 3-year cycle. When members are asked what factors contribute to their absenteeism at work most of the members indicate that they are overloaded with work. They also claim that the management does not consult them in decision-making. Additionally, their personal life also plays a role, they allege that they are given no incentives, and at times they work without being given rest days or overtime money.

The members are not consulted when decisions are made by the management, decisions are just imposed on them which makes it difficult for them to perform their tasks, and because they are not part of the decision-making processes they take their time to perform the task at hand, which results in low productivity which leads to poor

service delivery. Members are overloaded when it comes to work because most members are always on sick leave and service delivery cannot wait. This makes it difficult for the members who are at work to keep pace with the work and they end up stressed and knocking off late which also affects their personal life. Members are not paid overtime for the extra hours that they work or given rest days. This discourages them to report for duty every day. They go to the doctors to book off sick without being sick just to hamper service delivery.

2.10.2 Discussion on the challenges of implementing Transformational Leadership in managing absenteeism

The South African Police Service (SAPS) during the time of apartheid was called South African Police where autocratic leadership was the order of the day. After democracy was attained in 1994, the South African Police was dissolved and it was named South African Police Service and it started implementing transformational leadership in the organisation, but the personality of some of the leaders in the organisation makes it difficult for them to change from the autocratic leaders that they are to transformational leaders. The latter requires constant communication between the employer and the employee. Unfortunately, most of the managers in the SAPS are used to one-way communication and it is difficult for them to adapt to the new leadership style.

Low employee satisfaction, high rates of illness, and transactional leadership style as opposed to transformational leadership style were found to generally correlate. The manager's leadership style and the way they communicate with their staff are what best characterise the association. A transformational leader inspires people to take part in the process of change and supports the establishment of a shared identity. In contrast to transactional leadership, which is distinguished by the leader praising effort and excellence, a more intimate approach to leadership, transformational leadership involves substantial delegation, individualised consideration, and inspiration. Employees eventually experience greater feelings of self-worth and self-efficacy as a result of this. This makes it more difficult for the current managers or commanders to implement transformational leadership because they feel like the members will not respect them.

There are many factors contributing to absenteeism which transformational leaders need to effectively manage. These factors inspire employees to voluntarily report for duty without intimidation to deliver a satisfactory service to the community. The challenges are discussed below.

2.10.2.1 Job satisfaction

Abuhashesh, Aldmour & Masa'deh (2019: 3) assert that job satisfaction speaks to how individuals subjectively view the way they feel about their job and the organisation that employs them. Job satisfaction is viewed as one of the key assets that determine the overall health of employees in the organisation, though the level of job satisfaction is affected by different factors, levels of job satisfaction differ from employee to employee. Job satisfaction has an impact on the organisation's ability to deliver services as employees may not have the motivation to perform duties (Hee, Yan, Rizal, Kowang, & Fei, 2018: 333). Picincu (2019) asserts that a heavy workload may affect an employee's work-life balance, and that their morale and productivity may compromise their job satisfaction. Some employees need a flexible work life in the workspace.

It is in this regard that transformational leadership focuses on the process of leadership influence to encourage inspire personnel. Frieder, Wang, & Oh (2018: 325) found that the significant influence of leadership neglects and overlooks the personality behaviour literature to objectively delegate the job activities. In Rhodes & Steers (1978) it was found that the psychological theory model strives to emphasise work situational variables to influence job satisfaction. Job satisfaction may influence absenteeism. It is important for leaders to understand circumstances under which employees are genuinely unable to report for duty. Netshedzathi (2012:17) noted that transformational leaders who encourage their subordinates are unlikely to work in an environment that has dissatisfied employees. Instead, these leaders work in environments that have improved service delivery with very low rates of absenteeism rate. Low morale of personnel in most instances results in absenteeism as an indication of expressing dissatisfaction based on its employment expectations (Richards, 2018).

Without intentional transformational leadership in the Middelburg Cluster, it is the researcher's view that skills profiling, experience to match the placement in the job required is one of the major aspects leading to absenteeism as workers may feel stressed, frustrated and their expertise not taken seriously, thus resorting to being absent from their duties. Sharma & Sharma (2010: 97) agree that transformational leaders who consider experience and properly match and place of employees according to the employees' job requirements, achieve low absenteeism since the workers are happy. The proper matching in skills level of workers and the job requirements by transformational leaders to motivate employees to stay committed and present themselves regularly in the workplace (Chauke, 2007: 26).

2.10.2.2 Working conditions of employees

Bernstrom (2018) and Rumberger & Palardy (2005) point out that employees who feel unsafe in their working environment are likely to book off duty particularly leaders who do not bring their side to address the problem in hand. Poor working conditions may be indirect victimisation and harassment of employees that lead to increased negativism based on the climate and the culture of the organisation. The researcher views the negligence of transformational leaders to address the poor working conditions in the workplace as a gap necessitating the study to put measures in place to limit the increasing dissatisfaction that leads to absenteeism. The adequacy of resources is vital. In the Middelburg Cluster some of the participants in the research mentioned that their working conditions are not conducive as managers don't involve them in decision-making, everything is imposed on them which makes it difficult for them to report to work on a daily basis.

When employees find their work environment to be acceptable and suitable for the tasks they need to see through, they are highly likely to engage and come up with more innovative ideas (Li et al. 2019:5). Transformational leadership is expected to protect the health of employees for the organisation not to lose experienced and capable employees due to regular absence from work as a result of poor working conditions. Many officials in SAPS police stations are challenged by shortage of physical resources such as motor vehicles in order to perform their daily duties. As a result, they become less motivated on the day-to-day activities and eventually get

discouraged to report for duty. The rationale lies on complaints registered by the community due to unsatisfactory customer service, poor visibility, and poor service delivery. These employees are perceived not to be productive and sometimes reprimanded by their supervisors, hence their absence.

Based on her personal experience, the researcher is of the view that in the Middelburg Cluster, supervisors are a contributing factor to employee absenteeism. Poor office space and unfriendly Community Service Centres (CSCs) and the lack of human and physical resources have an impact on absenteeism in the organisation. At the beginning of the Covid-19 pandemic many employees were expected to stay at home due to unfavourable working environment that could affect their health, especially in the Community Service Centres (CSCs). The contribution of transformational leadership is a gap that is not linked in this literature.

2.10.2.3 Morale of employees

Morale is a top-down effect that must be exhibited from top management towards an organisation's employees. Various factors contribute to employees' morale, good or bad, but it is the effects of bad morale that the researcher is concerned with. Low employee morale is a distraction in the organisation's performance as employees feel disengaged and as a result, resort to absenting themselves from work (Shapira-Lishchinsky & Raftar-Ozery, 2018). In the Middelburg Cluster there are employees who are always on call to fill in for those who regularly miss work.

Law enforcement employees such as police officials and other security officials who operate on a shift schedule of twelve (12) or eight (8) hours interval, are sometimes recalled to extend their working hours to execute crime prevention duties on a particular site that were supposed to be manned by the absent employees. It is the researcher's experience that employees who share small offices and lack of other physical resources tend to be more absent.

Lighthouse (2016)**,** asserts that individuals in leadership positions need to be cognisant of their impact on employees. Poor and cruel leadership has many adverse consequences on the morale of employees and in turn it leads to an unhappy

workplace, poor productivity, and absenteeism. The organisation may fail to achieve its objectives if leaders do not engage employees on issues affecting performance. In the case of the Middelburg Cluster the participants in the research expressed that the employer is not engaging them in any issues pertaining to performance which affects them as they are not aware whether their performance is satisfactory or not. The effectiveness of organisational performance and improved service delivery are determined by transformational leaders who inspire and encourage innovation to transcend their personal interests for organisational interests by questioning and solving absenteeism as a problem (Kelloway, Turner, Barling, & Loughlin, 2012).

Netshedzathi (2012:19), asserts that the spirit of followers determines the ineffectiveness of the style of a leader in turn, which impacts negatively on service delivery and, thus absenteeism. Li et al (2019: 6), contend that transformational leaders who involve followers in decision-making processes and respond positively when employees raise concerns, problems, and other issues are considered to have a positive effect on the morale of employees. The researcher believes that other researchers have not taken into account the need to integrate the gap between absenteeism and transformational leadership.

2.10.2.4 Stress of employees

Pandey (2020), argues that stress results in “decreased organisational performance, decreased employee’ overall performance, high staff turnover and absenteeism.” Stress is a normal part of life and occurs when followers feel that the workload exceeds the ability to function in a human body. The work-related factors such as irregular work hours and work overload have an impact which can lead to absenteeism.

Bernstrom (2018), argues that the impact on transformational leadership and service delivery regarding the organisational performance may lead to employee burnout which in turn results in absenteeism due to shortage of resources, job dissatisfaction, lack of rewards, and other challenges. Many papers have been written on the negative relationship between excessive working hours and the absence that follows. In the case of Middelburg Cluster some participants in the research mentioned that they do

the work of the other members who are absenting themselves from work and this affects them as they cannot keep up with the workload.

The researcher argues that emotional or physical tensions experienced by employees are not given enough attention by transformational leaders, little attention is given hence further investigation is needed. In Maslow (2000), the Maslow hierarchy of needs makes emphasis on whether followers' contribution has an impact in the workplace. The psychological theory in Maslow is viewed as non-reporting to work as related to the personal motivation to be present at work. Levy & Associates (2016:15) found that very few leaders have interest in personal circumstances of their followers. The current research is necessary to expose how transformational leaders may play a vital role in motivating and supporting employees in the organisation.

2.11 The impact if challenges are not addressed, to the community and businesses

This section discusses the impact of service delivery if challenges are not addressed to the communities and businesses.

The SAPS's Service Delivery Improvement Programme (SDIP) works to improve community service delivery (SAPS 2006b:6-19). The programme gives police station commanders practical resources to enhance service delivery and law enforcement while fostering a culture of participatory management and increased community involvement. Therefore, it is essential that SAPS personnel deliver services of a high calibre while being efficient, competent, moral, and understanding.

- **The first one is trust**, where public participation strategies and communication channels are not well-trusted, co-production of services is hampered, which on the other hand has a negative effect on the likelihood of fostering more trust (Jakoet-Salie, 2018). Afrobarometer (2016), a pan-African, non-partisan research network in collaboration with the Institute for Justice and Reconciliation and Plus 94, conducted a survey of 1800 adult South Africans and discovered that involving citizens in service delivery issues raises trust and confidence levels (Afrobarometer Dispatch No. 90, 2016). On the other hand, communities with low levels of trust

tend to support boycotts of goods and services, according to Askvik & Bak (2005:80). The country's economy suffers as a result of crime because investment depends on the stability and safety of the nation in terms of crime, which tarnishes the organization's reputation (SAPS).

When a customer's perception of the level of service they received and the level of service they anticipated differ, there is an issue of quality. A void like this might cause the service to become the subject of unfavourable word-of-mouth (Grönroos, 2000). It is essential to be able to compare service performance to expectations if we are to close this performance to expectation gap.

- **The second one is increase in crime -** the majority of the time, crime occurs because there is tension among law enforcement and the neighbourhood, criminal elements within the community take advantage of the situation to commit crime. There won't be a neighbourhood watch, no street patrols, and If there is no interaction between the community and law enforcement, the CPF won't be effective. To combat crime, the community will enact its own laws, such as mob justice.

  Crime increases and has an impact on the nation's economy when residents are dissatisfied with the police services provided as investors will not be coming in to invest. In Middelburg specifically there are mines and when crime is high the mines close. As more people lose their jobs, they turn to lawlessness to fulfil their essential requirements and to survive. Businesses close down because of high crime and employees lose their jobs leading to high unemployment rate.

2.12 Conclusion

In conclusion, the SAPS Middelburg Cluster's transformational leadership style is best suited for achieving employee satisfaction, effectively managing the sick leave protocol, and reducing absenteeism. Restructuring has been linked, according to several studies, to higher absenteeism rates. More frequently than employees with low commitment or low job satisfaction, those with high commitment or high job

satisfaction are present at work. As a result, it is reasonable to assume that job satisfaction and employee absenteeism are related.

According to data gathered from other nations, shift work and lengthy workdays are common in the policing industry. Shift work inevitably results in fatigue. Maintaining around-the-clock performance in policing requires managing and mitigating fatigue. Based on this, managers give members time off to rest and recuperate. In addition the incentives that the members get for their sick leave contribute to low absenteeism rate compared to South Africa, because in South Africa if the sick leave days are not utilised for the 3 year cycle then the days are forfeited to the state. This is one other reason why there is a high rate of absenteeism.

CHAPTER 3: RESEARCH METHODOLOGY, DESIGN AND DATA COLLECTION

3.1 Introduction

This chapter looks at the research methodology used in the present study. The two main types of research methodology, namely qualitative and quantitative research methodology are discussed. The research methods are also discussed. The procedures followed on the route taken to resolve the research query are elaborated upon.

3.2 Research approach

A research approach is the blue print that one follows when carrying out a research project. With proper execution, the chosen research design is able to help navigate the research being undertaken, in terms of formulating a “hypothesis, choosing a method and techniques” (Grover, 2015: 4).

3.2.1 Qualitative approach

Qualitative research is a systematic enquiry into how people attempt to uncover the meaning of human behaviour and experience in certain aspects of their lives, and how interactions shape relationships and the way organisations function (Denzin & Lincoln, 2011:141). The qualitative research approach has been adopted by sociologists, psychologists, and educationalists over the quantitative approach. The approach was developed using ethnographic techniques used by cultural and social anthropologists to research social groups and communities (Creswell, 2003:233). The qualitative approach focuses on the socially constructed nature of reality which is related to the social constructivist paradigm.

Qualitative research encompasses research practices and a range of methods that have common characteristics (Creswell & Poth, 2017:49). The current research is a qualitative study which reflects on the policy implementation and exploring transformation leaders in managing absenteeism. The researcher used the qualitative approach to ensure that all respondents were given the opportunity to participate in

semi-structured interviews. The questions used words instead of numbers. This is an inductive process whereby the researcher conducts interviews to obtain information from the respondents (Flick, 2009: 67).

The researcher used the qualitative approach to determine the perceived influence of transformational leadership on the management of absenteeism. The researcher preferred the qualitative approach on the basis that the research is not based on pre-determined hypotheses, findings are not generalisable and requires a minimum amount of data which is usually guided by data saturation (Alzheimer Europe, 2009). The difference between qualitative and quantitative is fundamental in research methodology.

Qualitative research is inductive and develops theories, with a small number of samples and the data is basically in words and not numbers. The researcher is the research instrument that seeks to understand the social, human behaviour and experience of respondents in a setting, for example, an institution without generalising information obtained (Creswell, 2009:114). The qualitative approach assisted the researcher in freely going beyond respondents' responses to learn something new about their experience and understand the meaning of their answers without limitations.

Thus, the researcher determined the measures put in place for the management of absenteeism in the SAPS Middelburg Cluster. The research methodology chosen was determined by the research question. As the researcher intended to use a small number of samples and words, the qualitative approach was relevant. The research questions in qualitative research are descriptive with questions such as "how", "what" "who" and "why". The research question is responding to the "what" to also establish the type of leadership style applied in the management of absenteeism in the Middelburg Cluster.

According to Guercini (2014), the qualitative approach is concerned with the social and cultural phenomenon methods such as action research, case study or ethnography. Qualitative data sources include interviews, documents and texts, observation and participant observation, and the researcher's reaction. The qualitative

research was efficient for the researcher to collect data regarding the impact of transformational leaders on managing absenteeism in the SAPS Middelburg Cluster. The researcher also used the available human resource information as secondary data to determine employees who had regular absenteeism rates and the reasons thereof. Qualitative research separates humans from the natural world with the ability to engage directly with participants to understand the problem.

3.3 Research design and research method

In this section research design and research method are going to be discussed in detail.

3.3.1 Research design

According to Welman and Kruger (1999:46), a research design is a plan according to which the researcher obtains research participants and collects information to answer a research question. In order words, it is an arrangement within which the research is conducted in a conceptualised manner to help the researcher to achieve the goal of the study. In the study, the primary data were collected directly from the permanent employees in the SAPS Middelburg Cluster in Mpumalanga Province. Secondary data were collected from the Human Resource components at both the provincial and cluster levels where the seven police stations are reporting and accounting to.

A longitudinal design study was found to be the most appropriate design since it can be considered for product and a process of the inquiry to research a location, community or a single unit (Malagon-Malagon, 2014). A longitudinal design study was considered to be the appropriate research design for this research project because of its relevance when exploring specific factors on the perceptions of the same group of individuals (Yin, 2017). In the study, different groups of leaders who are direct supervisors and expected to manage absenteeism in the SAPS Middelburg, Cluster were considered. The researcher used a longitudinal design where participants at different intervals responded directly to the questions of the researcher (Denzin & Lincoln, 2011).

In this study, the researcher collected primary data directly from the employees attached to different police stations in the SAPS Middelburg Cluster consisting of 659 members. The research was conducted at five various police stations in the Middelburg Cluster. The research design was considered to guide the researcher to answer the research question in this study. The research targeted a small number of junior members from level five to seven, middle managers from level eight to level twelve senior managers from level thirteen to fifteen, both appointed in terms of Public Service Act (PSA) and SAPS Act. The procedure of collecting data involved making use of qualitative interviews conducted in a natural setting to understand the social problem in the SAPS Middelburg Cluster.

3.3.2 Research method

A research method is a strategy used to implement the plan which assists the researcher to analyse and collect data for example, through interview, questionnaire or statistical methods (Barkhuizen, 2015). Goundar (201), asserts that research methods are scientific, planned, value-neutral and are designed to give accurate results. All the methods and techniques the researcher uses to conduct a study are termed research methods.

In other words, research methods are used by the researcher to perform the research operation to produce new knowledge and improve understanding of the topic under study (Researchgate.Net, & Goundar, 2012). Gerring (2017), states that researchers conducting qualitative research focus on specific individuals, contexts and events. The researcher used the qualitative research method for this study to determine the impact of transformational leaders in the management of absenteeism in the SAPS Middelburg Cluster. Qualitative research, method designed to assist the researcher to understand people and the social and natural setting within which they live (Creswell & Poth, 2017).

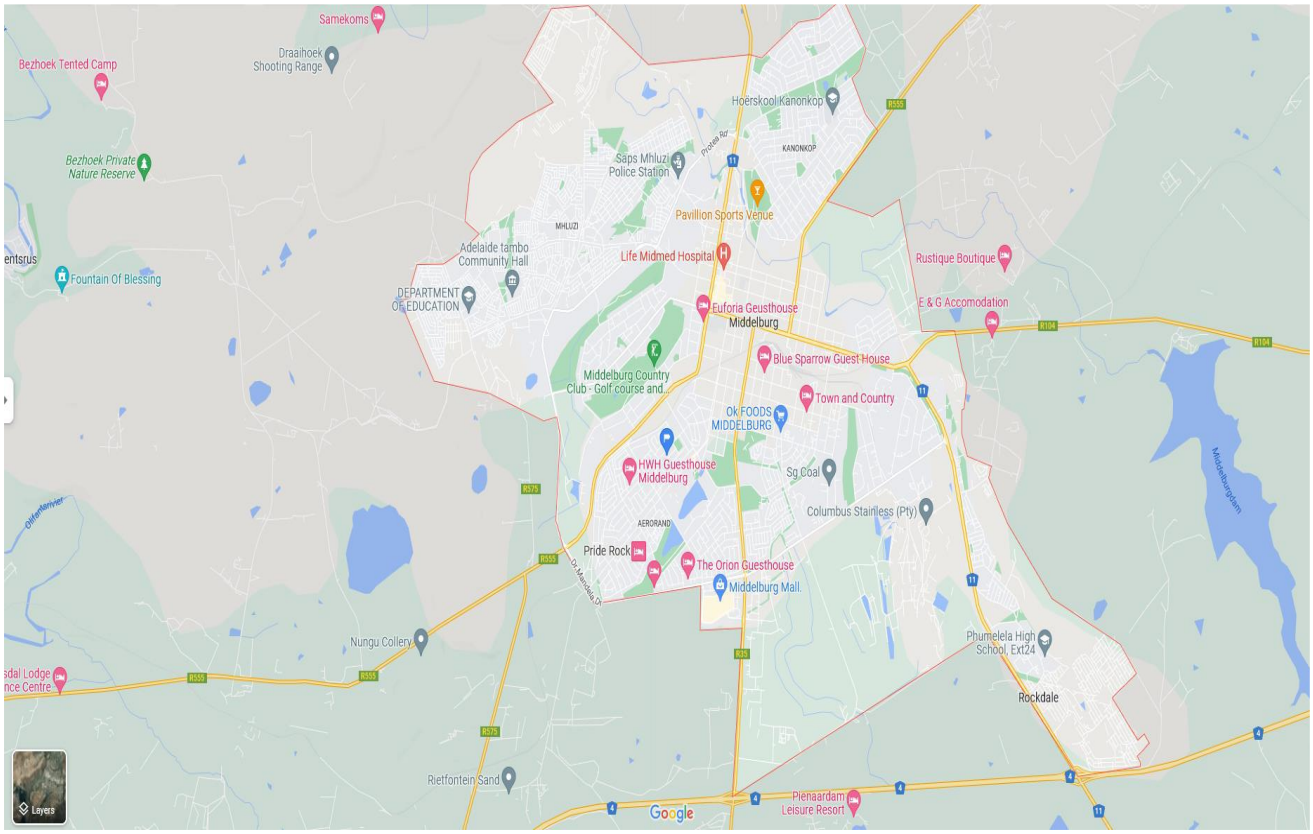
3.4 Unit of analysis

In this section, the unit of analysis, the target population, and sampling procedure are explained in detail.

3.4.1Target population

Overview of the geographical background of Middelburg Cluster in Mpumalanga Province

Middelburg is a small town in South Africa situated in Mpumalanga Province in the Highveld of Nkangala District. It is situated in the district's southwest. The leadership structure of Middelburg is in Nkangala and Steve Tshwete Local Municipality. The population at Middelburg is +-8million. The population covers the stations under Middelburg Cluster (Mhluzi, Belfast, Machadodorp, Watervalboven, and Laersdrift). The organisational structure at Middelburg Cluster (currently named as district) is headed at the level of Major General with 618 police officials. Below is the map of Middelburg Cluster in Mpumalanga Province, South Africa.



(https://www.google).

Omari (2011), defines population as the group of people, events or things which have one goal in common that the researcher wishes to investigate. In this study the researcher used people as her sources of data. During 2019/ 2020, SAPS

Mpumalanga Province had 7319 employees. The population of SAPS Middelburg Cluster in the study consisted of 659 employees. The employees categorised were permanent members employed by the South African Police Service appointed through both the South African Police Act and the Public Service Act.

The number of employees in the Middelburg Cluster as a whole, including police students, is estimated to be +/- 715. The members of the SAPS Middelburg Cluster are Middelburg, Mhluzi, Belfast, Blinkpan, Dullstroom, Hendrina, and Machadodorp are the seven police stations in question. The detective, visible policing (Vispol), and support service divisions make up the police stations. The researcher concentrated on the detective and visible policing environments because absenteeism has a major impact in these settings. The Support Services environment only placed a focus on functional members. Participants were divided into groups based on the post structures and rank levels, which will be discussed in the sub heading under sampling.

The unit of analysis is essential to collect relevant and crucial data that will answer research question in this study. The employees were classified as follows: major general (1), brigadier (3), colonel (3) lieutenant colonel (15), captain (36), warrant officer (71), sergeant (259) and Constable (243), level four and lower (29) SAPS Act Personnel. The SAPS Middelburg Cluster has (9) station commanders that are included in the total strength namely (1) brigadier, (3) Lt Colonel and (5) captain.

3.4.2 Sampling procedure

McMillan & Schumacher (1993:159), define sampling as the procedure that is used to select a group of individuals from a larger group termed population. According to Malterud, Siersma & Guassora (2016), in qualitative research, sampling size focuses on collecting particular cases, action or events that can enhance and elucidate understanding and it does not have to be large. In other words, qualitative research determines the sampling size and knowledge about the smaller group from which the sample is taken.

Purposive sampling was selected to develop the sample in this study to access people with relevant knowledge of the subject matter (Cresswell, 2009:173; Cresswell & Plano Clark, 2011). In the investigation, the non-probability sampling technique was used to sample employees based on their experience, relationships and expertise regarding the research topic. Due to the fact that voluntary participation was encouraged, the method was a convenience sample since the researcher had no control over respondents. Only 27 members were selected for the objectives of this study based on their years of service and experience at the SAPS.

Informed consent letters were written to the participants requesting them to take part in the research and the participants were accessed after work hours. In consideration of information to be gathered, the selection of the sample consisted of three groups of employees in the SAPS Middelburg Cluster based on particular characteristics that were aligned to the objectives of the investigation.

Its requirements for inclusion were the following (a) the participants had to be permanent employees of the SAPS in the Middelburg Cluster, (b) senior officers must have been in the position for at least twelve months, (c) must have had a direct role of supervision to members, (d) middle and junior official must have been at the implementation level for at least twenty-four months, (e) must have been able to be honest in responding to the researcher's enquiries. Due to the fact that the SAPS has no part- time employees, no exclusions were specified and identified in this regard.

The first group comprised of senior management (major- general and brigadier), the second group consisted of the middle management (colonels and lieutenant colonels) whilst the third group consisted of junior members (constables to captains) including civilians. The total number of participants selected was (10) junior personnel (level five to eight), (9) middle managers (level eight to twelve) and the (8) senior managers' participants will be guided by data saturation due to their limited number. All members of the SAPS Middelburg Cluster were recruited through a letter. A total number of 27 participants responded positively to be interviewed in this study.

The participants were attached to the operational and support environments, purposively selected male and female participants. The purposive sample unit did not

exclude civilian employees executing administration functions in offices and operational personnel in the Community Service Centre (CSC) and crime prevention attached to managerial posts in the Middelburg Cluster.

3.5 Data collection method

Data collection in the qualitative approach is the most intensive stage of the investigation. Once the research plan has been designed, then the researcher goes out to collect raw data in a qualitative way to take the investigation further (Labree, 2020). Semi-structured interview is a data collecting strategy that allows new ideas to be brought up during the interview with an attempt to understand the participants' experiences, feelings and beliefs in their life-world (Denzin & Lincoln, 2011: 135).

Data collection was done through the semi-structured interview. According to Trevino & Nelson (2017), an interview is defined as an open-response question to obtain data on how individuals conceive their world and how they explain important events in their space. An interview is method of collecting data which is at its most useful when it gives researches insight into how individual or groups think about their world (Trmal, et al. 2015; Clark, Riley, Wilkie & Wood, 1998:91).

The semi-structured interview is the most ideal tool for exploring human social behaviour and experience (Witty, Branney, Bullen, White, Evans & Eadley, 2014). Therefore, protocol for the interview selected was implemented. The participants were informed of the purpose of the study and that the interview for each respondent would take forty minutes at the most.

The researcher chose semi-structured interviews to enable the researcher to gain a comprehensive understanding of the contribution of transformational leadership in managing absenteeism. The researcher collected data from twenty-seven employees in the SAPS Middelburg Cluster, both in the managerial level, supervisory level and supervised employees. The researcher formulated open-ended of questions structures avoiding leading questions, "why" questions and multiple questions to interview participants as per Appendix A.

The leave records and files, relevant absenteeism registers and SAPS National Instruction for the management of absenteeism were also taken into consideration. The personal files and other documents containing absenteeism information either authorised or unauthorised, scheduled or unscheduled leave on specific followers were provided by participants.

The researcher used semi-structured interview in five police stations within the SAPS Middelburg Cluster. The participants targeted were current male and female members and those previously attached to various five police stations between January 2018 to December 2018 and January 2019 to December 2019. The interview was clustered according to the SAPS rank protocol namely, brigadiers and major generals as senior managers, colonels, lieutenant colonels and captains as middle managers and warrant officers, sergeants and constables as junior members.

The interviews were conducted in quiet offices where a note “Do not disturb, interviews” was pasted on the outside door to control disruptions in the different police stations. All of the data provided by participants during the interviews was recorded on tape. The gathered data from the various interviews were a primary source of information to gain better understanding regarding the impact that transformational leaders had in the management of absenteeism of employees in the SAPS Middelburg Cluster.

The respondents were asked similar questions during the interviews to avoid bias. The participants were given the opportunity to clarify issues for their better understanding (Huysamen, 1994:145). The interviewer observed the situation in which the participants responded. The interviewer did not restrict the manner and order in which questions were responded to, yet firm. The follow-up question time was permitted based on the responses. The time was also scheduled to shift operational members since much of their time out of the office performing operational duties in crime prevention which was subjected to seasonal effects.

3.6 Transcription of data

Listening to the audio recordings of the conversations that were had with the different respondents was required for the transcription of the data. The respondents' statements were the main focus. After each day's interviews, the researcher kept a computer file of the verbatim transcriptions of the interviews. The verbatim transcription sought to create a word-for-word replica of the interviewees' spoken words; this included recording details from the participants' own words, faces, and facial expressions.

Each setting's interviewees' responses were compiled into a single transcript and given numbers. Below the question, the respondents' coded names and responses were listed. Answers to one question were grouped together under the question that was posed and coded preliminarily. The participants' anonymity was maintained by removing all identifiers from each interview. In terms of ethical considerations, this was a crucial step. In order to prevent participants' identities from being revealed, the researcher substituted codes for their names, locations, and any other specific information.

Coding, according to Rubin and Rubin (1995:238), is the process of assembling similar concepts or themes from interviewees' responses. In order to fully comprehend what the data had to say to her and what the interviewees were attempting to convey, the researcher reviewed the data she had gathered as well as the notes she had taken during the interviews several times. The data were organised into units of meaning or categories, or coded for categories, and these were then divided into more specific subcategories.

3.7 Data analysis and interpretation

Once the segments were determined, a category scheme with corresponding codes was created that could be used to sort and organise the data (Crabtree & Miller, 1999: 155). According to Yeo & Trauth (2009: 91-102), qualitative data analysis is an eclectic activity that has “no right way” of doing it. Data analysis is an iterative process that enables the researcher to repeatedly interpret the content of information to find common issues in it (Nicholls, 2014: 18). Meyer (2015) asserts that the process of

data analysis consists of drawing, verifying, data, collection, display of data, deduction of data and conclusions. The researcher conducted the analysis of data using thematic analysis and codes. Mayer (2015), defines data analysis as a process consisting of data display, data collection, data verification, and data deduction to formulate a legitimate conclusion. During the process of data collection from participants, data was analysed qualitatively to group responses from respondents. The responses from the participants were merged with findings of other researchers and the qualitative and quantitative information to analyse data collected in a description which has diminutive explanations.

Thematic analysis and codes used to analyse the data collected were improved to the point of reaching the appropriate number of categories. The categories in this study were based on the four elements of transformational leadership specified in the previous chapter. The four elements of transformational leadership highlighted in the Multifactor Leadership Questionnaire (Avolio & Bass, 1999), to develop a meaningful coding system for the categories were sufficient and supported by Creswell (2007). Creswell (2007), supports the coding system that support data which researchers intend to use in a study and refers this as “lean coding.”

The “clustering” technique for qualitative data was used for the study on the impact of transformational leadership to classify components of transformational leadership, data provided by respondents and other applicable documents that were linked to elements of transformational leadership (Miles & Huberman, 1994). Another technique was used to view negative and disconfirming evidence to enrich the information and provide continuous balanced checks for accurate analysis (Miles & Huberman, 1994).

In order words, the collected data as explained by participants was categorised in themes to be able to compare results of various participants. The following approach was used to accomplish data analysis and produce results:

- A case description including settings and contexts.
- Interpretation of data that is relevant to the research question.
- Categorisation of meaning of data

- Illustration of the integration between themes after analysing patterns of meaning that came from the data collected. The themes were developed and established using direct quotes from data collected and verbatim wording to elucidate every theme and pattern.

In the thematic analysis, the following steps were taken to present the integrated the study's data's significance as mentioned by Braun, Clarke, & Terry (2014): familiarisation, theme development, theme revision, theme finalisation, and report generation. The researcher performed some of the steps for each source to combine the results and other steps to indicate the results from the data collected.

3.8 Data interpretation (Theme revision)

The data that were collected from the interviews were thoroughly analysed. The responses were clustered according to questions asked and the participants in terms of similarities of the comments. The categorisation and coding enabled the researcher to clearly understand the data at her disposal.

3.9 Data safekeeping

According to Masch (2015), data security is crucial to guaranteeing respondents' safety. All the information gathered during the research was captured electronically on a separate folder and password protected on the file. The recording of data during the interview was done by means of handwritten note taking and tape recording. The raw data in the form of notes was safely stored in the archive. The data collected was be stored and kept in a safe.

The method of information keeping was included in the letter that invited the respondents to the interview (Crabtree & Miller, 1999: 229), to ensure the anonymity of information and participation (Mouritsen, 2013). Assurance was given to the respondents that their identities would not be revealed. Freedom of expression was encouraged to participants to express their opinions without fear. The findings of the investigation are presented in Chapter 3.

3.10 Ethical consideration

Ethical consideration is defined as how one behaves in relation to people with whom an interaction takes place. In research, ethical considerations mean the establishment of a relationship with participants based on human dignity and respect in which people can trust to openly comply with the research ethics of the study. The permission to conduct the research in the SAPS Middelburg Cluster was applied for from the Provincial Commissioner of SAPS, Mpumalanga and granted (attached as Appendix B).

The respondents were recruited and informed by means of an individual letter regarding the subject matter. The letter included a statement on voluntary participation on the part of the respondents (Appendix C). The assurance of anonymity and confidentiality was also guaranteed to avoid victimisation. The researcher also gave assurance of honesty to build up trust with the respondents. Furthermore, all ethical requirements of the University of South Africa were complied with.

3.11 Conclusion

In this chapter the researcher explained all the methods that she utilised for the research project and how the data was collected and interpreted from the selected participants based on qualitative research. The research problem as well as the overview of relevant research were given. The research methodology and ethical considerations were also exposed.

CHAPTER 4: PRESENTATION AND DISCUSSION OF THE FINDINGS

4.1 Introduction

In this Chapter the researcher explained the presentation of the findings, findings based on the responses of employees not on supervisor level and the findings based on the response of employees on management level. The researcher focused on the main themes and sub-themes combined, document analysis, official government reports, journal on coordination and implementation of transformational leadership in managing absenteeism, summary of key findings and conclusion.

4.2 Biographical information of participants

The biographical information of the participants of this research study is based on two levels, the first one is for the employees not at supervisory level from Level 5 to Level 7. Their biographic information includes the following: they are between the ages of 35 and 50; they are permanent employees of SAPS in the Middelburg Cluster. The other level is at supervisory level which is Level 7 to Level 14. Their biographic information includes the following: they are between the ages of 35 and 55, and they are also permanent employees of the SAPS in the Middelburg Cluster.

Demographic factors		
Gender	Female	16
	Male	11
Age	30 – 40	11
	40 – 50	10
	50 – 55	06
Marital status	Single	08
	Married	13
	Others	06
Educational level	College degree	9
	Postgraduate degree	4
	Others	13
Employment status	Employed	27
	Unemployed	0

	Student	0

4.3 Presentation of the research findings

When compared to absenteeism, presenteeism was less visible in the workplace and harder to quantify (Hemp, 2004). The key themes gathered from the literature review was reflected by data collected in this study. The grouping included similarities of responses and comments that are included in the researcher's recommendations. **The following emergent themes and sub-themes, which were then categorised based on their frequency, were used to code (organise) the research data:**

4.3.1 Findings based on the responses of employees not on supervisor level or management level: (19 employees)

Table 1: Main themes and sub-themes combined

Theme	Sub-themes	Frequency
Type of work pressure experienced in the Cluster	Always Minimal	17 2
Observation regarding changes in the Cluster	Important role Minimal Other	16 2 1
Absent from work in the past thirty to six months	Salary increment overtime Not at all	15 2 2
Reasons for absent from work	Sick leave Tiredness Vacation leave Rest Days	13 2 2 2
Measures suggested that could be applied by	Not applied Non-existent	16 2

management to reduce absenteeism in the Cluster	Unaware	1
Disciplinary steps taken by management of the cluster to reduce absenteeism	None Minimal	17 2
Consequences management of employees absenteeism	Not applied Non-existence	18 1
Transformational leadership in the Cluster	None Minimal	18 1

Theme 1: The majority of the members are experiencing a lot of work pressure in the cluster

Table 2A

Theme	Sub-themes	Frequency
Type of work pressure that members experience in the Cluster	Always Minimal	17 2

The first theme was: **Type of work pressure that members experience in the cluster** and the sub-themes were: **Always and Minimal**. The interviewees' responses with regard to the type of work pressure that there are experiencing in the cluster were classified into these two sub-themes. Eight of the interviewees indicated that there is a lot of work pressure in the cluster. The following are some of their responses:

Table 2B

Respondent	Response
R1T	*Always doing other people's work.*

R7T	*The work is too much that we most of the times even come during the weekend to finish the work that is still outstanding.*
R9F	*I compile the work of all the stations in the Cluster which is 14 and it is not easy as some information does not reach the office in time and these creates lot work for me.*

Theme 2: Observation regarding changes in the cluster

Table 3A

Theme	Sub-themes	Frequency
Observation regarding changes in the cluster	Important role Minimal Other	16 2 1

The theme was: **What is the member's observation regarding changes in the cluster** and the sub-themes: **None, Minimal** and **Other**. Seven respondents feel like there are changes in the cluster and two feel like even if there is change it is very minimal and other feel like there is no change at all the he can observe. The following responses were attest to:

Table 3B

Respondent	Response
R5W	*There are more resources now in the cluster compared to when we operated under clusters.*
R2T	*I feel like the change is there as most members had to relocate to stay near the cluster office.*

R6T	*The change is there as now the clusters are operating with less members compared to when the clusters were still operational.*

The participants were questioned about their observation regarding changes in the cluster and their response show that change is there although in different forms but members are observing changes in the cluster. The responses of the members also show that the changes that are there in the cluster are not in favour of them but favours the employer as now the cluster are operating with less members and members had to relocate and now they are paying rent where they are staying while they relocated without remuneration in the form of promotions. “Everybody is out for themselves.” The responses of the respondents imply that the managers only care about their employees' performance and not about them as people.

Theme 3: members absent from work in the past thirty to six months.

Table 4A

Theme	Sub-themes	Frequency
Members absent from work in the past thirty to six months	Salary increment overtime Not at all	15 2 2

The theme was: **members absent from work in the past thirty to six months** and the sub-themes were: **salary increment, overtime and not at all**. The respondents are generally agreed that they would definitely not absent themselves from work if they received salary increment and if the employer at least considered to pay them for the extra hours that they perform their duties especially during weekends where they perform operations.

Table 4B

Respondent	Response
R7T	*If the government considers giving us increase I will be able to report for duty everyday but now I have to do something on the side in order to support my family.*
R8F	*if the organisation was more sincere and appreciate the work that we do even during the weekends and remunerated us with overtime I will not absent myself from work but currently it looks like we as members are on our own as we expected to work on weekends without remunerations.*
R9F	*I wish management in the cluster can approve our overtime for working on weekends but as it stands now there is nothing for us and the best thing if not motivated we motivate ourselves by booking off sick from work.*
R10S	*If government were considerate enough to give us salary increment I think I can be motivated to go to work instead of booking off sick even when am not sick.*
R11S	*If overtime was paid I would not book off sick.*

From the responses in Table 4B above it shows that members absented themselves from duty for no apparent reason but only to slow service delivery. Their responses also demonstrate that employees are no longer dedicated to their jobs, that there is no trust between them and the managers, that they only report to work out of obligation and that the main reason they are still employed by the SAPS is that they do not currently have other job offers. They will leave their company as soon as they can find better employment opportunities elsewhere, without even turning around.

Theme 4: reasons for absenteeism

Table 5A

Theme	Sub-themes	Frequency
Reasons for absenteeism	Sick Leave	13
	Tiredness	2
	Vacation leave	2
	Rest days	2

The theme was: **reasons for absenteeism** and the sub-themes were: **Sick leave, tiredness, rest days and vacation leave**. The overwhelming majority of respondents claim that their managers don't help them in their current jobs, and they would appreciate it if managers could do so by paying them overtime. The participants' responses included some of the following:

Table 5B

Respondent	Response
R1T	*Managers must do something in order to motivate the members not to be absent from work for no apparent reasons, things like awarding members*

	rest days and overtime remunerations.
R2T	*For us to be motivated managers must be involved in our daily operations and also offer us something in return especially if we operate during holidays and Sundays. The first thing… know your people, know what they want to do and know what you can and can't offer them. That's the first starting point. That's how a manager gets involved with a person.*
R3T	*I suspect that mangers do not care about us as employees they are only want successes forgetting that we get worn out especially without motivation from their side.*
R4W	*Managers should be involved on all the operations at work environment.*
R6T	*I would like my manager to offer support to all the members all the time.*

The responses in Table 4B above show that managers do not support the employees and do not take part in their day-to-day activities. Employees feel like the managers are leaving them behind by not paying them overtime money and at least giving them rest days after working on holidays and weekends. Sometimes the members who are good in their jobs start to slow down and do things the way they are not supposed to,

but the managers tend to think that the member has become lazy and not looking at the real problem why the member has changed.

Managers must be well-versed in their team members. Members occasionally perform poorly as a result of personal issues like divorce. However, in this case, things will only get worse because managers don't know their staff members. When it comes to their employees, managers need to be hands-on, stand up for them, support them in every way possible, make them feel appreciated and good at what they do, encourage them, and offer rewards when appropriate. The participants also believe that even though they are already employed there and are familiar with their jobs, when it comes time for promotions, their managers pass them over in favour of other employees from outside the department or the company.

Theme 5: measures suggested that could be applied by management to reduce absenteeism in the cluster.

TABLE 6A

Theme	Sub-themes	Frequency
Measures suggested that could be applied by management to reduce absenteeism in the cluster	Not applied	16
	Non-existent	2
	Unaware	1

The theme was: **Measures suggested that could be applied by management to reduce absenteeism in the cluster** and the sub-themes were: Not applied, Non-existent and Unaware. Respondents are torn between “Not applied” and “Non-existent.” Most of the participants either said that the measures that could be applied by management to reduce absenteeism in the cluster was non-existent or that it was only written on paper, but not implemented. The following were some of the responses:

Table 6B

Respondent	Response
R1T	*"With the experience that I have there at SAPS or at the Cluster I have never seen any suggested measures by management to reduce absenteeism in the cluster.*
R2T	*"I suspect there is a National Instruction or Provincial Instruction addressing absenteeism but I have never seen it."*
R4W	*Retention I don't there is measures that can reduce absenteeism of members in the Cluster as I have never heard about it, even during the Cluster meetings.*

From the responses of the members it is clear that the cluster is supposed to have measures that can reduce absenteeism but the measures are not discussed with them. They feel that managers or management of the cluster must address the issue of absenteeism together with the employees and see if they cannot reach an amicable decision as the members will raise their issues why they are absent most of the time from work.

The status quo and the employees involved in addressing the absenteeism problem should be changed, and management should make them feel wanted in the organisation by involving them in all aspects of the organisation, including decision-making. Employees tend to withdraw because they feel unimportant in the organisation because decisions are currently only made by managers and imposed on the workforce, according to the respondents.

Since there is currently a breakdown in communication between the two stakeholders, managers must also improve communication with their staff. The apparent lack of knowledge among managers toward their subordinates reduces employee productivity. Workers need managers to show interest on their day-to-day activities

Theme 6: Disciplinary steps taken by management of the cluster to reduce absenteeism

TABLE 7A

Theme	Sub-themes	Frequency
Disciplinary steps taken by management of the cluster to reduce absenteeism	None Minimal	17 2

The theme was: **disciplinary steps taken by management of the cluster to reduce absenteeism** and the sub-themes were: none and minimal. Respondents have never seen disciplinary steps taken by management of the cluster to reduce absenteeism. Most of the participants either said that the disciplinary steps are not taken against members who absent themselves on duty especially during weekends and public holiday (especially festive seasons) the following were some of the responses:

Table 7B

Respondent	Response
R1T	*Since I started working in the cluster I have never seen a member going for disciplinary hearing because of absenteeism.*
R2T	*I suspect management of the cluster are afraid of the members that is why there is no disciplinary on absenteeism.*
R4W	*Members continue to be absent from work because they know very well that there is nothing that management can do to them.*

From the responses of the members, management of the cluster cannot institute disciplinary hearings against the members who abuse their sick days, as members

continue to book off sick while not sick especially during holidays. It is the duty of the managers to check the frequency of the sick notes of the members and address it with them. But in this situation it looks like managers do not care whether members book off sick every month end. Mangers need to apply the disciplinary steps to members that are making it a pattern to book off sick.

Theme 7: consequence management of employee's absenteeism

TABLE 8A

Theme	Sub-themes	Frequency
Any consequence management of employees absenteeism	Not applied Non-existent	18 1

The theme was: **Consequences management of employees' absenteeism** and the sub-themes were: Not applied and Non-existent. Respondents feel like the consequence management is not applied at all to the members that are always absent from work without valid reasons. The following were some of the responses:

Table 8B

Respondent	Response
R1T	*I have never seen any consequence management applied to a member.*
R2T	*Looks like the managers are afraid to impose any consequence management to the members as some managers are saying that they don't have time for paperwork.*
R4W	*I don't even believe that consequence management exist in South African Police Services let alone the cluster.*
R5`	*If consequences management was imposed to just one member things were going to improve when it comes to absenteeism but currently it is only a term consequence management but it does not exist.*

From the responses of the respondents it shows that consequences management is only on paper but not applied and does not exist in the cluster. Managers at the cluster need to apply consequences management where applicable in order for the members to be aware that when they do not do what is expected of them, there will be consequences to follow but for now there is nothing that is the reason members are doing as they please.

This does not mean that managers must just apply consequences management to all the members even if the situation does not warrant that, but only when the situation dictates that consequences management be applied.

Theme 8: Transformational leadership in the cluster.

TABLE 9A

Theme	Sub-themes	Frequency
How do you perceive transformational leadership in the cluster	None Minimal	18 1

The theme was: **transformational leadership in the cluster** and the sub-themes were: None and Minimal. Respondents feel very strongly that transformational leadership is not happening in the cluster. The following were some of the responses:

Table 9B

Respondent	Response
R1T	*"I feel that a lot still needs to be done in the Province as a whole or SAPS in terms of transformational leadership then maybe the cluster will follow suit and the moment there is no such thing as transformational leadership in the cluster."*
R2T	*"Managers must lead by example and embrace change therefore the members will follow suit and*

	transformational leadership might prevail."
R4W	*I have never heard of transformational leadership.*
R7	*Transformational leadership requires a lot and at the present moment the cluster is not ready for it and it is not being practiced.*

From the responses of the members it is evident that members do not understand exactly what transformational leadership is or it might be because it is not practised by the managers therefore it is difficult for the members to understand transformational leadership. The history of SAPS also does not allow the managers to embrace transformational leadership at their workplace.

4.3.2 Findings based on the responses of managers/ supervisors (08 employees)

Table 1: Combined primary themes and sub-themes

Theme	Sub-themes	Frequency
Adequate number of leave provided to employees (vacation and sick leave)	Always Minimal	6 2
Causes of employees absenteeism	Commitment No overtime money No salary increment	1 1 6
The impact of absenteeism on the effectiveness of service delivery in the cluster	Increase on crime	8
Application of management of	Not applied Non-existence	6 2

absenteeism in the cluster		
Strategies applied to manage absenteeism	Not applied Non-existent Unaware	6 1 1
Effectiveness of strategies to reduce absenteeism in the cluster	None Minimal	6 2
Workers to improve presentism in the workplace	Important role	8
Promotions and incentives have an impact on absenteeism of employees	Important role	8
Training on the management of absenteeism in the cluster	None Minimal	6 2

Theme 1: Adequate number of leave provided to employees (vacation and sick leave)

Table 1A

Theme	Sub-themes	Frequency
Adequate number of leave provided to employees (vacation and sick leave)	Always Minimal	6 2

The first theme was: **Adequate number of leave provided to employees (vacation and sick leave)** and the sub-themes were: **Always and Minimal**. Most managers'

responses with regard to adequate number of leave provided to employees (vacation and sick leave) in the cluster indicated that members are encouraged to take the 8 days' compulsory leave according to National Instruction every financial year and also to utilise their vacation leave before it expires each and every financial year. The following are some of their responses:

Table 1B

Respondent	Response
M2	*During the parade with members which is done on daily basis when we report for duty members are sensitized to utilize their vacation leave especially the 8 consecutive days that is compulsory.*
M3	*Although in most cases members must perform operations on weekends, during the parade members are sensitized to utilise their vacation leave in order for them to rest.*
M7	*Members are not keen to utilise their vacation leave days and end up booking off sick because they feel like they have to utilize the sick days more instead of their vacation leave.*
M5	*When each and every financial year commence members are given leave plans forms in order for them to plan their vacation leave in advance, but the main problem is that even though they have completed the leave form planning when the days are near for them to take the leave they cancel their leaves.*
M9	*Some members are not utilising their vacation leave because when the time comes for them to go on leave some managers don't approve their leaves*

	stating that there is shortage of members then the member end up booking off sick.

Theme 2: Causes of employee absenteeism

Table 2A

Theme	Sub-themes	Frequency
Causes of employee absenteeism	Commitment no overtime money no salary increment	1 1 6

The second theme was: **Causes of employee absenteeism** and the sub-themes were: **Commitment, No overtime money and No salary increment**. Some managers' responses with regard to the causes of employee absenteeism in the cluster clearly shows that without incentives it is difficult for members to be on duty always or when duty calls. Managers feel that members are best motivated by incentives in order for them to perform.

They further said that if members are given overtime in order for them to perform their duties on weekends they can do so without any delay. The other issue is salary increment; managers feel that members are no longer interested in their jobs because they work very hard but at the end of the day they get no increase from the employer. Although some managers feel that some members are just no committed to their work. The following are some of their responses:

Table 2B

Respondent	Response
M2	*For members to perform to the best of their ability and without complains give them overtime money and they will perform out there.*

M3	*I believe the best motivator for members is incentives without incentives in the form of overtime members becomes demoralised.*
M7	*Some members even when given incentives they are just not interested in doing their jobs anymore. Lack of commitment in some members is there.*
M5	*The issue of no salary increment contributed a lot to the member's performance, when members are tasked to do something they take their time telling you that what the rush is because the employer does not care about us.*

Theme 3: Impact of absenteeism on the effectiveness of service delivery in the cluster

Table 3B

Theme	Sub-themes	Frequency
Impact of absenteeism on the effectiveness of service delivery in the cluster	Increase in Crime	8

The third theme was: **impact of absenteeism on the effectiveness of service delivery in the cluster** and the sub-themes were: **increase in crime**. Managers responses with regard to impact of absenteeism on the effectiveness of service delivery in the cluster these has a strong impact on crime as there will be not enough vehicles to do the patrols and to attend to the complaints. Criminals will do as they are pleased because they even get the information from the members that there are not enough police officers to do the job now they can do their criminal activities. The following are some of their responses:

Table 3B

Respondent	Response
M2	*Absenteeism has a lot of impact in terms of service delivery as for example in one station you can found out that only two members reported for duty instead of eight members during the night shift. The two members on duty are unable to cover the whole community that their serve and only sit in the Community Service Centre but cannot go out and attend complaints.*
M3	*When most members are absent from duty the community that they serve suffers a lot because they cannot get assistance from the police in time.*
M7	*Some members decides to be absent from work knowing very well that when both of them are not in the office other members won't be assisted in offices like (Supply chain Management) this also hampers service delivery because vehicles cannot be taken for service without the necessary documentations.*
M5	*Some stations are being attacked because the suspects know it very well that only two members are at work and the rest are off sick. These does not only hampers service delivery but put the lives of other members in danger.*

Theme 4: Strategies applied to manage absenteeism in the cluster

Table 4B

Theme	Sub-themes	Frequency
Strategies applied to manage absenteeism in the cluster	Not applied Non-existent Unaware	6 1 1

The fourth theme was: **Strategies applied to manage absenteeism in the cluster** and the sub-themes were: **not applied, non-existent and unaware**. Most managers' responses with regard to strategies applied to manage absenteeism in the cluster is that the strategies are there but they are not applied where applicable. Managers feel like they are not doing their best when it comes to applying Provincial Strategies that are there to manage absenteeism. Some manager's feel like there are not strategies to manage absenteeism in the cluster, some managers are not aware that strategies are there or they are supposed to be there in order to manage absenteeism. The following are some of their responses:

Table 4B

Respondent	Response
M2	*The strategies are there to manage absenteeism but as managers we are not applying them where applicable and members take advantage of that and do as they please.*
M3	*Managers do not have time to apply strategies to manage absenteeism because of the work load that we have.*
M7	*As a manager or supervisor I am not aware that there are any strategies that we need to apply to manage absenteeism.*

Theme 5: Effective strategy to reduce absenteeism in the cluster

Table 5B

Theme	Sub-themes	Frequency
Effective strategy to reduce absenteeism in the cluster	None Minimal	6 2

The fifth theme was: **Effective strategy to reduce absenteeism in the cluster** and the sub-themes were: **none and minimal**. Most managers' responses with regard to effective strategy to reduce absenteeism in the cluster is that there is no strategy in place in the cluster that is effective to reduce absenteeism. Although other managers feel like if members can be given rest days after working during weekends this can be one of the strategies to reduce absenteeism in the cluster. The following are some of their responses:

Table 5B

Respondent	Response
M2	*One of the effective strategies that the cluster can apply to reduce absenteeism is to give members rest days after working on weekends and also overtime incentives can be another effective strategy to reduce absenteeism in the cluster.*
M3	*The only effective strategy that I can think of and that can work in reducing absenteeism is overtime incentives.*
M7	*Since employed at SAPS I have never seen one strategy working in terms of reducing absenteeism of the members. When members are given overtime incentives after that overtime they still book off sick so at times even incentives are not effective as strategies.*

M9	*As a manager there is no strategy that I can think of that can be effective in reducing absenteeism.*
M1	*There is no effective strategy to reduce absenteeism even National Head Office is unable to do so.*

Theme 6: Do workers need to improve presentism in the workplace

Table 6B

Theme	Sub-themes	Frequency
Do workers need to improve presentism in the workplace	Important role	8

The sixth theme was: **do workers need to improve presenteeism in the workplace** and the sub-themes were: **important role**. All the managers' responses with regard to workers need to improve presenteeism in the workplace is that workers must learn or start to commit themselves to their daily duties because people are all there in the cluster to serve the communities, members must start realising that they are not doing it for themselves but the communities that they serve and that need to serve them with pride. The following are some of their responses:

Table 6B

Respondent	Response
M2	*Members need to realise that they made an oath as police officers to serve the people of South Africa and by doing so is being present at work when needed all the time.*
M3	*The presence of the members at work means a lot to the community out there because they will be assisted in time without any delays.*

M7	*Members must be committed in their work place but these sometimes starts with the managers whether we are there for them when they need us or not. Sometimes members can be at work and found out that their manager is not there for no apparent reason.*
M9	*Members must always respect their job and be present when duty calls, sometimes they will receive incentives and sometimes they will not receive incentives.*

Theme 7: Promotions and incentives have an impact on absenteeism of employees

Table 7B

Theme	Sub-themes	Frequency
Promotions and incentives have an impact on absenteeism of employees	Important role	8

The seventh theme was: **Promotions and incentives have an impact on absenteeism of employees** and the sub-themes were: **important role**. Most managers' responses with regard to promotions and incentives have an impact on absenteeism of employees. Managers feel like when members are promoted they come to work whenever duty calls also incentives in the form of overtime encourage members to go to work when needed even during the weekends and public holidays. The following are some of their responses:

Table 7B

Respondent	Response
M2	*Promotions encourage members to perform and come to work all the time. But when members are not promoted and feel like those who are not working are getting promoted it demoralize them and they start booking off sick unnecessarily.*
M3	*Promotions and incentives make members feel like they are worthy and they continue doing more.*
M7	*Promotions and incentives in the form of overtime are the best encouragement for members.*

Theme 8: Training on the management of absenteeism in the cluster

Table 8B

Theme	Sub-themes	Frequency
Training on the management of absenteeism in the cluster	None Minimal	6 2

The eight theme was: **Training on the management of absenteeism in the cluster** and the sub-themes were: **none and minimal**. Most managers' responses with regard to training on the management of absenteeism in the cluster is that there is no training that was provided for them either by Provincial or National Head Office. Most managers do nothing with the absenteeism of members because there is nothing that they think they can do as training is not provided to them.

While other managers feel like little is done in training on the management of absenteeism in the cluster in the form of verbal communication from the cluster

commissioner on what is it that managers must do to manage absenteeism but not through formal training. The following are some of their responses:

Table 8B

Respondent	Response
M2	*I have never received any training with regard to management of absenteeism.*
M3	*The cluster has never conducted training or even the provincial office on management of absenteeism if it was done it means I was not present to attend that kind of training.*
M7	*Since I started working in the cluster I have never received any training on the management of absenteeism that is why it is very difficult for me to address members on absenteeism.*
M9	*I only remember once the cluster commissioner during the Cluster Crime Combating forum meeting mentioning that training will be provided to the managers on the management of absenteeism but it has not been done until now. .*
M1	*During the meetings with the cluster commissioner she sometimes mentions that we need to be trained on the management of absenteeism by the Provincial Office Personnel.*

4.4 Discussions of findings

The findings of the study will be discussed under the following sub headings below:

4.4.1 Document analysis

In this section official journal of coordination and implementation of transformational leadership in managing absenteeism is explained.

Journal of coordination and implementation of transformational leadership in managing absenteeism

Absenteeism is extreme with COVID-19 as both infected and not infected are forced to be off duty. Service delivery is affected as employees are not able to execute duties as expected to satisfy the needs of the community. Johnson (2006:1074) points out that social change requires transformational leaders to put proactive measures in place to ensure effective service to be delivered over and above the circumstances that are experienced by employees. Other related work in this research suggests and argues that other chronic illnesses such as migraines, abdominal pain contribute to employee absenteeism which requires the transformational leaders' intervention (Borberg & Bourgeois 2016).

Leadership makes a difference in a company's success or failure because they are to blame when work isn't implemented properly. On the other hand, the ability to persuade others to move or carry out a vision, along with effective coordination or collaboration between superiors and subordinates, is what defines success in leading an organisation (Susilo, 2018).

Leadership and motivation go hand in hand because a leader's ability to inspire followers to reach the objectives set depends greatly on their leadership style. Since every organisation and department has different needs, each leader has a unique leadership style. Leadership is the activity of influencing others to achieve organisational goals. One of the leadership philosophies is transformational leadership, which is defined as a leader who focuses on the problems his followers

face and the needs of each follower's personal development while motivating them to reach their objectives.

Charisma or idealism, inspiration or motivation, intellectual stimulation, and individual consideration are the four dimensions of transformational leadership. Vision and mission, instilling pride, winning respect and trust, communicating high expectations, using symbols to focus on the organisation, encouraging intelligence, rationality, and careful problem-solving, giving personal attention, serving personally, and providing training and advice are all indicators of a transformational leadership style.

Transformational leadership is a style of motivating employees at the workplace. When employees are motivated it is rare for them to absent themselves from work. An employee must have both the ability and the desire to work in order to be motivated to do their job. The ability of the leader's work will reward the team members in line with their skill levels, and the willingness of the leader's work will make an effort to understand the wants and needs of their team members. It is clear that motivation is a process that influences, maintains, channels, and stimulates human behaviour.

The following are factors that contribute to lower motivation: (a) An excessive workload that depletes resource reserves due to overwork, lack of time, and inadequate system support. (b) A lack of authority is when there is a lot of responsibility to bear but no authority to back up the decision. (c) Insufficient compensation, low pay for the amount of work performed, and unappealing incentive programmes. (d) Less communication with subordinates and a rigid work environment that prevents employees from exchanging ideas and opinions leads to boredom. Looking at the determinant of less motivation it all leads employees in the organisation to absenteeism.

4.5 Discussion of Themes and Sub-Themes of the Research Findings

In summarising the research findings of the study, the research objectives are outlined and re-visited to determine whether they had been achieved:

4.5.1 Findings based on the responses of employees not on supervisor or management level: (19 employees)

Theme 1: Type of work pressure that members experience in the cluster

Sub-theme: Reducing work pressure

World Health Organisation (2020) argue that Work-related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope. The finding above reveals that members at the cluster are experiencing a lot of work pressure which at the end might lead to stress, which occurs in a wide range of work circumstances, and in most cases is worse when employees feel that they don't have support from the supervisors and colleagues in this finding who are always absent from work.

It reveals that the majority of the members interviewed feel that the work pressure in the cluster is too much, because of lack of enough personnel in the stations. It also shows that members are doing more than what they can and it requires them to work even during the weekends to finish some of the tasks without compensation. Pressure at the workplace is unavoidable due to the demands of the contemporary work environment.

Pressure perceived as acceptable by an individual may even keep workers alert, motivated, able to work and learn, depending on the available resources and personal characteristics. However, when that pressure becomes excessive or otherwise unmanageable it leads to stress. Stress can damage an employees' health and the organisation's performance. (World Health Organisation: Occupational health: stress at the work place. 19 October 2020).

Theme 2: Observation regarding changes in the cluster

Sub-theme: plays an important role for members to see changes

Fontein (2021) indicated that Employee involvement in decision making in an organisation leads to greater innovation, commitment, and productivity. In the finding above feel that change is implemented in the cluster without them being involved which makes them see the employer doing thing their way without members' inputs.

The majority of the members interviewed reveal that there are changes in the cluster but the change that is there does not benefit the members, it is only benefits the employer. The members also feel that the employer does not care about their wellbeing as managers do not consult them during decision-making processes at their stations. Managers do things their own way without members' inputs.

Theme 3: Absent from work in the past thirty to six months
Sub- theme: lack of salary increment

In chapter 2, Absenteeism is viewed as a recurrent and common correction problem found when employees do not turn up to work due to any reason given. In a review conducted by the Confederation of British Industry (CBI), the survey conducted on employees in the United Kingdom in 1998, found that employees in the United Kingdom were not motivated to go to work. The study also discovered that, on average, each employee lost about eight and five (8.5) days, or three and seven percent (3.7%) of the present working time (Confederation of British Industry, 1999).

The challenge of absenteeism was not entirely of gender, religion and race. The problem lay on employees who did not report for work with or without the approval of the employer but submitted medical certificates as an excuse not to report for duty. Absent employees not only contribute to the poor performance of the organisation but impact service delivery that the community expects to meet their needs. It is the researcher's view that poor management by many leaders is certainly a problem. Employee performance is inversely correlated with absenteeism and the study investigates measures transformational leaders put in place to enforce the policy of performance management and absenteeism. The researcher argues that absenteeism appears to be a cause for concern that is often linked to poor performance, lack of commitment, illness and to a certain extent, lack of discipline of followers. In actual fact, the problem might be in the leadership. Therefore, determining the reasons for absenteeism becomes crucial hence the review.

It reveals that members just absent themselves from work for no apparent reason, this also reveals that managers do not support and encourage the members not to be

absent from work. Members do as they wish without feeling guilty and this hampers service delivery to the community that the members are supposed to serve. This finding also reveals that members are not motivated to go to work, there is no overtime for time due and no promotions for a job well done.

Theme 4: Reasons for absent from work

Sub-theme: sick leave

In chapter 2, working conditions of employees, Bernstrom (2018) and Rumberger & Palardy (2005) point out that employees who feel unsafe in their working environment are likely to book off duty particularly leaders who do not bring their side to address the problem in hand. Poor working conditions may be indirect victimisation and harassment of employees that lead to increased negativism based on the climate and the culture of the organisation. The researcher views the negligence of transformational leaders to address the poor working conditions in the workplace as a gap necessitating the study to put measures in place to limit the increasing dissatisfaction that leads to absenteeism. The adequacy of resources is vital. In the Middelburg Cluster some of the participants in the research mentioned that their working conditions are not conducive as managers don't involve them in decision-making, everything is imposed on them which makes it difficult for them to report to work on a daily basis.

The solution to employee absenteeism often lies in employee engagement and employee morale. Managers cannot implement absenteeism and work ethics policies without following the rules of the organisation. Transformational managers aim to transform the culture and build a workspace where every member can thrive together.

The finding reveals that members absent themselves from work because they feel like the managers do not support them in their everyday duties and during the operations especially at night and weekends, managers are not there to show that they support the members. This shows that there is no relationship between the members and the managers and the managers do not play their part as far as the members are concerned. If managers can be more involved with the members, absenteeism rates decrease.

Theme 5: Measures suggested that could be applied by management to reduce absenteeism in the Cluster

Sub-theme: No measures applied

Vantage (2023) Employee involvement is more than just a staff member occasionally pitching in with an idea or two. Robert Bullock defines employee involvement as “The direct participation of staff to help an organisation achieve its mission and meet its objectives by applying their own ideas, expertise, and efforts towards solving problems and making decisions.”

Employee involvement ensures that, through a collaborative decision-making process, both the employees and the leadership team are responsible for the organisation’s overall success. To achieve this, employee involvement is always done with a goal and purpose in mind. Employees who are willing to share their ideas and viewpoints must know why they are doing this and how it will impact the business.

Marier (2022) a good way to make the employees more committed and actually want to come to work is to increase their engagement. This means maintaining an efficient internal communication system where employees can follow what is going on in the organisation, suggest improvements and report problems.

It also includes investing in employee training and development programs. That way, employees can improve their skills and participate more and more in the organisation’s activities.

Rewarding and incentivising the employee with a good attendance record is necessary for motivating the rest of the workforce. It would help boost employee morale when they realize that their presence in the workplace is highly appreciated.

You can opt for rewarding your employees with the best attendance every month. This will further motivate employees to come to work and stay engaged (Vantage 2023).

Employees tend to withdraw because they feel unimportant in the organisation because decisions are currently only made by managers and imposed on the

workforce, according to the respondents. Since there is currently a breakdown in communication between the two groups of stakeholders, managers must also improve communication with their staff. Evidently, managers do not know their staff members well, and this underutilisation by managers lowers worker productivity. Workers need managers to show interest on their day-to-day activities

Theme 6: Disciplinary steps taken by management of the cluster to reduce absenteeism

Sub- themes: No disciplinary

In chapter 2, according to Lewis, Boston, and Peterson (2017:54), organisations should give transformational leaders the tools they need to assess the seriousness of absenteeism and its impact based on the most recent data available and determine the number of days lost as a result. According to Nel, Werner, Haasbroek, Poisat, Sono, and Schultz (2008:83), the concept of absenteeism should help managers effectively manage and control it at work. Whether or not an employee has a valid excuse, absenteeism is defined as their failure to show up for work. The ultimate goal of transformational leadership in dealing with absenteeism should be to strive to improve service delivery and employee satisfaction.

From the responses of the members, management of the cluster do not institute disciplinary hearings against the members who abuse their sick days, as members continue to book off sick while not sick especially during holidays. It is the duty of the managers to check the frequency of the sick notes of the members and address it with them. However, in this situation it looks like managers do not care whether members book off sick every month end. Managers need to apply the necessary disciplinary steps on members that have a pattern of booking off sick.

Theme 7: Consequences management of employees' absenteeism

Sub-themes: Consequences of Absenteeism

The cost of absence includes more than just the expense of replacing the missing employee. It also includes lost productivity as a result of the replacement, as well as lost productivity among co-workers and supervisors

On an individual level, high absenteeism can result in salary reductions, absence punishments, accidents when the employee returns to a less familiar work environment, and shifts in job attitudes. The employee develops a rationale or excuse for their absence. Apart from the individual, co-workers, workgroups, organisations, families, and even community is affected Marier (2022).

From the responses of the respondents it shows that consequences management is only on paper but not applied and does not exist in the cluster. The finding reveals that managers only talk about consequences management but are not implementing it and members are aware that whether they are absent or not from work there is nothing that will be done to them, hence the absenteeism rate is very high and it is not being controlled.

Theme 8: Transformational leadership in the Cluster
Sub-themes: not in existence

Boogard (2021) Transformational managers are supportive, show an impeccable work ethic and behavior that sets an example for the employees to follow them. When you know your employees, it builds good relationship and transparency. This practice gives them space to talk and understand the employees on their absences directly.

Transformational leaders to inform their employees about what they can improve in the organisation, but also what is it that the employees are doing right. Indeed, providing guidance and encouragement makes the employees feel noticed. It will also push them to give their best and want to improve their performance, making them less likely to miss work.

Transformational leaders are:

Visionary: This leadership approach is all about change and improvement, transformational leaders aren't focused on the here and now. They have a clear vision for where they see their team or organization going.

Empowering: Inspiration come up a lot with transformational leadership. These leaders aren't micromanagers. They're skilled at uniting people around their vision, inspiring them to do their best work, and then trusting them to fulfil their responsibilities.

Restless: Transformational leaders believe there's always room for improvement, and they want to be constantly iterating and growing. They aren't content to stick with what's comfortable, which makes them a little restless.

Risk-takers: These leaders are comfortable with taking risks. While transformational leaders believe in being smart and strategic, they aren't afraid to try something new. They recognise that those leaps are exactly what leads to growth.

From the responses of the members it is evident that members do not understand exactly what transformational leadership is because it is not practised by the managers, therefore it is difficult for the members to understand it. The history of SAPS also does not allow the managers to embrace transformational leadership at their workplace.

4.5.2 Findings based on the responses of managers/ supervisors (8 employees)

In this section the findings based on the responses of managers or supervisors are discussed.

Theme 1: Adequate number of leave provided to employees (vacation and sick leave)

The finding reveals that members are not always keen to go on vacation leave but instead they are more interested in sick leave. The finding further reveals that managers are doing their best to sensitise the members about their vacation leave but members are still not interested. From the finding it shows that members end up with many vacation leave days than sick leave days.

Theme 2: Causes of employees absenteeism

Sub-themes: No salary increment

Marier (2022) Absenteeism is often linked to a stressful or unhealthy work environment. Transformational leaders can then look at ways to reduce stress in the workplace, for instance by implementing a wellness program for the employees involving Employee Health Wellness. Leaders to make it their top priority looking after their employees' health. Physical and mental health are essential to an engaged and productive workforce.

Some managers' responses with regard to the causes of employee absenteeism in the cluster clearly show that without incentives it is difficult for members to be on duty always or when duty calls. Managers feel that members are best motivated by incentives in order for them to perform. They further said that if members are given overtime in order for them to perform their duties on weekends they can do so without any delay. The other issue is salary increment; managers feel that members are no longer interested in their jobs because they work very hard but at the end of the day they get no increase from the employer. Although some managers feel that some members are just not committed to their work.

Theme 3: The impact of absenteeism on the effectiveness of service delivery in the cluster

Sub-theme: increase on crime

In chapter 2 the SAPS's Service Delivery Improvement Programme (SDIP) works to improve community service delivery (SAPS 2006b:6-19). The programme gives police station commanders practical resources to enhance service delivery and law enforcement while fostering a culture of participatory management and increased community involvement. Therefore, it is essential that SAPS personnel deliver services of a high calibre while being efficient, competent, moral, and understanding.

- **The first one is trust**, where public participation strategies and communication channels are not well-trusted, co-production of services is hampered, which on the other hand has a negative effect on the likelihood of fostering more trust (Jakoet-Salie, 2018). Afrobarometer (2016), a pan-African, non-partisan research network

in collaboration with the Institute for Justice and Reconciliation and Plus 94, conducted a survey of 1800 adult South Africans and discovered that involving citizens in service delivery issues raises trust and confidence levels (Afrobarometer Dispatch No. 90, 2016). On the other hand, communities with low levels of trust tend to support boycotts of goods and services, according to Askvik & Bak (2005:80). The country's economy suffers as a result of crime because investment depends on the stability and safety of the nation in terms of crime, which tarnishes the organization's reputation (SAPS).

When a customer's perception of the level of service they received and the level of service they anticipated differ, there is an issue of quality. A void like this might cause the service to become the subject of unfavourable word-of-mouth (Grönroos, 2000). It is essential to be able to compare service performance to expectations if we are to close this performance to expectation gap.

- **The second one is increase in crime -** the majority of the time, crime occurs because there is tension among law enforcement and the neighbourhood, criminal elements within the community take advantage of the situation to commit crime. There won't be a neighbourhood watch, no street patrols, and If there is no interaction between the community and law enforcement, the CPF won't be effective. To combat crime, the community will enact its own laws, such as mob justice.

  Crime increases and has an impact on the nation's economy when residents are dissatisfied with the police services provided as investors will not be coming in to invest. In Middelburg specifically there are mines and when crime is high the mines close. As more people lose their jobs, they turn to lawlessness to fulfil their essential requirements and to survive. Businesses close down because of high crime and employees lose their jobs leading to high unemployment rate.

Managers' responses with regard to impact of absenteeism on the effectiveness of service delivery in the cluster. According to the managers, this has a strong impact on crime as there are not enough vehicles to do the patrols when members are absent to

attend to complaints. Criminals will do as they please because they even get the information from the members that there are not enough police officers to do the job which encourages them to go on with their criminal activities.

Theme 4: Strategies applied to manage absenteeism
Sub-themes: No strategies applied

Vantage (2023) every organization has its own way of doing things with definite policies for managing various functions which includes the issue of employee absenteeism too.

British researchers found that transformational leaders and managers, who put time and effort into knowing the employees personally, are well-equipped to handle employee absenteeism.
Most managers' responses with regard to strategies applied to manage absenteeism in the cluster is that the strategies are there but they are not applied where applicable. Managers feel like they are not doing their best when it comes to applying Provincial Strategies that are there to manage absenteeism. Some managers feel like there are not strategies to manage absenteeism in the cluster. Some of them are not aware that strategies are at their disposal in order to manage absenteeism.

Theme 5: Effectiveness of strategies to reduce absenteeism in the cluster
Sub-themes: No strategies applied

Marier (2022) managers cannot be able to completely solve the problem of absenteeism in the workplace. Employees will have unscheduled absences from time to time for various reasons. But there still are several ways managers can improve employee attendance. Most of them involve working on creating a healthier working environment as well as stating clear attendance rules. Here are the best strategies you can employ to reduce employee absenteeism.

Most managers' responses with regard to effective strategy to reduce absenteeism in the cluster is that there is no strategy in place in the cluster that is effective to reduce

absenteeism. Although other managers feel like if members can be given rest days after working during weekends these can be one of the strategies to reduce absenteeism in the cluster.

Theme 6: Workers to improve presentism in the workplace
Sub-theme: improving presentism is very important

In chapter 2, Nielsen & Daniels (2016:1-3) found that the perception of employees regarding the organisational culture and climate has been linked to employee presenteeism. Employees who are assigned routine tasks or irrelevant work, feel isolated and not supported, and tend to be absent from work which impacts more on the leadership style to motivate employees who are willing to work. The researcher argues that presenteeism at work does not necessarily imply satisfaction or good service delivery.

Marier (2022) Employees should know exactly what is expected of them in terms of attendance. The policy should therefore state how employees are to report absences, how managers will follow up on unsanctioned absences, as well as what the consequences are for excessive absenteeism. Moreover, in order for the organisation policies to be taken seriously, managers must enforce it consistently.

Transformational leaders must deal with absenteeism according to the attendance policy and be consistent when handing out consequences. However, addressing unscheduled absences isn't only about dishing out sanctions. Leaders should also be understanding and provide support to the employees. Try to find out the reason behind their absences, they might have a problem that managers can help them with Marier (2022).

In that regard, a good practice to introduce is the return-to-work interview. This helps the employees to ease back into their role, shows that the organisation cares about its employees and reduces the risk of repeated absenteeism. All the managers' responses with regard to workers need to improve presenteeism in the workplace is that workers must learn or start to commit themselves to their daily duties because they are all there in the cluster to serve communities. Members must start realising

that they are not doing it for themselves but the communities that they serve and they need to serve them with pride.

Theme 7: Promotions and incentives have an impact on the absenteeism of employees

Sub-theme: members to be continuously motivated

Marier (2022) Transformational leaders to implement a reward scheme for employees with good attendance records will be a great way to give employees an additional incentive to attend work. But the organisation must be careful with this one and remember that there can be perfectly legitimate reasons for being absent, such as illnesses. Therefore, the reward system shouldn't penalise the employees who have excused absences.

Most managers' responses with regard to promotions and incentives have an impact on the absenteeism of employees. Managers feel like when members are promoted they report for work whenever duty calls. They also feel that incentives in the form of overtime encourages members to go to work when needed even during weekends and public holidays.

Theme 8: Training on the management of absenteeism in the cluster

Sub-theme: management not trained

Most managers' responses with regard to training on the management of absenteeism in the cluster is that there is no training that was provided for them either by Provincial or National Head Office. Most managers do nothing with the absenteeism of members because there is nothing that they think they can do as training is not provided to them. While other managers feel like little is done in training on the management of absenteeism in the cluster in the form of verbal communication from the cluster commissioner on what managers must do to manage absenteeism but not through formal training.

4.6 Challenges of transformational leadership

Boogard (2021) this leadership approach has plenty of distinct advantages. But, like any management or leadership style, it's not without its faults. Transformational leadership can come with a number of challenges, including:

- In organizations that emphasize existing processes, the drive for change can be met with resistance, in Middelburg Cluster the change was not received well.
- The constant emphasis on change and improvement can be motivating, but it can also lead to burnout if leaders don't carefully manage expectations and responsibilities.
- Transformational leaders can get so focused on growth that they neglect to consider real-world limitations or constraints, in the case of Middelburg Cluster members who were constantly absent from work were never consulted.

The benefits of transformational leadership far outweigh the drawbacks. But it's important to be aware of the potential pitfalls of this approach so you can effectively navigate around them.

4.7 Conclusion

The research questions were presented in chapter one of this study. The literature review and findings of the study were evaluated according to the research questions. Its clear from the findings that transformational leadership plays no role in curbing the absenteeism but he senior management are contributing to the high rate of absenteeism as expressed by research participants expressed their dissatisfaction on the role that senior managers play in their daily activities and suggested that for absenteeism to decrease, managers need to improve their managerial skills and involve them in most of the activities happening in the cluster not to dictate to them what needs to be done.

CHAPTER 5: SUMMARY OF THE FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

The intention of this study was to demonstrate the implementation of transformational leadership in managing absenteeism in the SAPS Mpumalanga case of Middelburg Cluster. This was done in an attempt to establish how transformational leadership manage absenteeism rate at Middelburg Cluster. The preceding chapter presented the research findings of the semi-structured interviews and document analysed, and the chapter concluded with a discussion of the themes and sub-themes formulated during the research.

The purpose of this chapter is to revisit the chapter outline of the study, to discuss a summary of the findings, provide recommendations for improvements in the SAPS in implementing transformational leadership in managing absenteeism, conclusion drawn from the data, limitations, experience of data collection and recommendations for future research.

Chapter outline

Chapter 1, detailed the general introduction of the study, where transformational leaders and absenteeism was highlighted, followed by the background of the study, where transformational leadership was explained in details and where Middelburg Cluster is located in Mpumalanga Province, the number of stations under the Cluster and the number of employees the Cluster was having during 2018/2019 financial year.

It further outlined the problem statement, followed by research questions, research objectives and brief literature review consulted. To conclude, the chapter underlined the research design and method that was followed, ethical considerations the significance of the study and layout of the study.

Chapter 2 continued with the background research on the impact of transformational leadership on absenteeism from chapter, where it provided a review of the literature

on the relationship between absenteeism and transformational leadership with focus on the conceptualisation of both concepts. It also discusses the various philosophies and types of transformational leadership. Chapter 2 further discusses the international overview of absenteeism and transformational leadership with police services. The chapter concludes with a case of Middelburg SAPS focusing on the challenges and implementing transformational leadership in managing absenteeism, the legislatures and policies that govern the SAPS and the impact that is there when the challenges are not addressed.

Chapter 3 presented a review of the research design, methodology and data collection process of the study. An overview of the research process was provided to enable the reader to gain a clear understanding of the research process undertaken by the researcher. The data analysis, data interpretation, data safekeeping and ethical consideration that guided the researcher through data collection process were presented.

Chapter 4 presented and discussed the findings of the research. The biographical information of the 27 participants of the semi-structured interviews in the Middelburg Cluster was discussed. The participants comprised of 19 employees not on managerial level and 8 employees on managerial level. The chapter concluded by providing themes and sub-themes emanating from the research findings.

The last chapter ends with a detailed summary of findings as guided by the research objectives. The aim of the research objectives was to determine whether the objective of the study has been achieved and to provide recommendations on how transformational leadership can manage absenteeism in Middelburg Cluster.

5.2 Summary of the findings

In summarising the research findings of the study, the research objectives are outlined to determine whether they had been achieved.

5.2.1 Research objective 1: To establish the impact of transformational leadership in managing absenteeism in the SAPS Mpumalanga case of Middelburg Cluster.

In chapter 2 literature review, transformational leadership does not aim to change the organisational culture; rather, it functions within the framework of the organisation's current structure. Transformational leadership has impact on employees' work attitudes, organisational norms which may affect their work behaviour and ensure unnecessary absence and low morale are kept to the minimum (McManus, 2019:13, Su, Cheng, & Wen, 2019:02). Trmal, Bustamam & Mohamed (2015:89) believe that transformational leadership is a rationale for integrating the theory into practice which focuses on human nature and differences filled with competing objectives of the organisation. The driving force of transforming an institution to achieve its goals is influenced by leadership effectiveness associated transformational behaviour.

From the findings discussed in chapter 4 it shows that there is no transformational leadership in managing absenteeism in the Middelburg Cluster. Employees are not happy with how things are done at the Cluster and the high rate of absenteeism contributes to the organisational failure to achieve its objectives.

5.2.2 Research objective 2: To establish the nature of practices applied in transformational leadership in managing absenteeism in the SAPS Mpumalanga case of Middelburg Cluster.

In chapter 2, conceptualisation of absenteeism, dominant managers have high standards for their subordinates' ability to accomplish the organisation's goals. Subordinates become absent due to failure to meet expectations. Employees who frequently use justifications to leave their jobs pose a threat to the company.

From the findings discussed in chapter 4 it shows that there is no measures put in place in managing absenteeism in the Middelburg Cluster.

5.2.3 Research objective 3: To determine the attitude of managers in managing absenteeism towards employees in the SAPS Mpumalanga case of Middelburg Cluster.

Chapter 2, the autocratic leadership theory, encourages taking control of the group in a similar way to how a dictator might rule a country. Autocratic leaders make all significant decisions on their own without considering the opinions of their subordinates. From the findings discussed in chapter 4 it shows that managers are

autocratic leaders who are dictating to the employees and making decisions without them.

5.2.4 Research objective 4: To determine transformational leadership in managing absenteeism in the SAPS Mpumalanga case of Middelburg Cluster.

In chapter 2, under transformational leadership it is discussed that transformational leaders excel at motivating their teams and conveying the organisation's vision. Transformational leaders help their team members to complete the mission and recommit to the set objectives. Effective transformational leaders inspire people to develop their skills at enacting positive change, which fosters good leadership in others and lowers absenteeism in the workplace.

The issues that cause poor service delivery depends on the leadership approach that leader's take towards absenteeism. From the findings discussed in chapter 4, employees are not motivated by their leaders which explains that the vision and mission of the organisation is not met and service delivery is compromised because of absenteeism. From the findings in chapter 4 it is evident that transformational leadership is not implemented in Middelburg Cluster.

5.2.5 Research objective 5: To recommend intervention in the form of control and monitoring training for managers to ensure that they curb the high rate of absenteeism within the SAPS.

From the findings discussed in chapter 4, most managers do nothing with the absenteeism of members because there is nothing that they think they can do as training is not provided to them. While other managers feel like little is done in training on the management of absenteeism in the cluster in the form of verbal communication from the cluster commissioner on what managers must do to manage absenteeism but not through formal training.

5.3 Recommendations

SAPS Mpumalanga Middelburg Cluster lacks any management strategies to support transformational leadership. In order to achieve this, it is recommended that:

- Implementation of transformational leadership on the management of absenteeism in the South African Police Service (SAPS).
- Managers to involve employees in decision making process.

- The effective use of transformational leadership and the development and retention of talented employees.
- Managers to be responsible for general organisational planning, fostering a positive organisational culture, and moving the organisation forward in addition to engaging directly with the workforce.

5.4 Conclusions drawn from the data

According to the research's first finding, the SAPS Mpumalanga Middelburg Cluster lacks any management strategies to support transformational leadership. To effectively apply or practise transformational leadership in their environment, managers need to receive training in this area. Employees will be content and less likely to leave the company if it is effectively implemented. They will also be more productive at work, which will be advantageous for the company. It appears that in some instances, managers are hesitant to schedule workshops for employee development because they have not received the same kind of training.

Therefore, they assume that if their subordinates receive such training, they will be below them, even though this may not always be the case. When it comes to the development of the members, managers are expected to be actively involved. Employees currently believe that transformational leadership in managing absenteeism in the SAPS is only a formal exercise and is not being put into practice.

The majority of the 27 participants that were drawn for the study at Middelburg Cluster indicated that transformational leadership is not implemented at the Cluster because managers do not involve them in decision-making, hence the high rate of absenteeism. The members feel like the managers do not care about them and their challenges and they are of the view that there is no platform at the cluster to address their challenges as everything is still imposed on them.

The responses from the participants revealed that absenteeism was common and had caused the SAPS some concern. Some of the participants claimed that some individuals in the cluster have a propensity to abuse sick time, forcing those left behind

to continue working. Some employees think they can use sick time for personal reasons even if they are not sick.

Curbing employee absenteeism in the Middelburg Cluster or SAPS: Most participants who participated in the study indicated that employee absenteeism could be addressed if effective communication between commanders and employees could be established. They also voiced that management needed to be transparent when making decisions. They also stated members should be paid money for overtime instead of being given rest days and incentives.

5.5 Limitations

In this section the limitations of the study are discussed.

5.5.1 Unavailability of participants

The initial number of participants was 40, 20 from level 5 to level 7 these are participants not on managerial level. Out of the initial 20, 1 of them cancelled along the way and the research only ended up interviewing 19 participants. The second group of participants was 20, from level 8 to level 14. Out of the initial 20, 12 of them cancelled along the way sitting different reasons. Although some of the reasons were understandable others were just excuses.

In qualitative research, samples are typically small. The research was done at the Mpumalanga Provincial, Middelburg Cluster, so its results might not be generalizable to the entire province of Mpumalanga. Using a sample size of 27 out of a potential population of 890, the researcher made generalisations that might not accurately reflect the situation in the provincial office. The study employed the purposive sampling technique, which entails the researcher hand-selecting study participants. This in itself was a drawback because the participants might not have been the most knowledgeable about the subject of the study.

5.5.2 Experience of data collection

The collection of data was not challenging. The participants adhered to the time that was agreed upon, dressed in a professional manner, and presented themselves very well. They answered the questions freely without the fear of being victimised because the environment was safe. Some of the participants kept cancelling and changing their scheduled appointments, which caused problems for the researcher. The researcher was impacted because of the time constraint.

5.6 Future research

The research has findings that were are based on data that were collected from twenty-seven participants and they cannot be generalised to a large population. The researcher recommends:

- That a similar study be conducted on a larger population in order to generalise the findings.
- That further studies be done on the implementation of transformational leadership on the management of absenteeism in the South African Police Service (SAPS) using a different research approach and a bigger population with the objective of generalising the findings.

5.7 Conclusion

An overview of the study was provided in this chapter. There were also descriptions of the study's restrictions and results. Additionally, suggestions based on the study's findings were made. The results of this study show that transformational leadership is not being used because the management of the SAPS Mpumalanga, Middelburg Cluster, has a limited understanding of it. The results also show that the organization's management does not currently have a transformational leadership strategy in place. What the management doesn't realise is that there would be an understanding between employees and management if transformational leadership practises were in place. Successful employee development and higher organisational productivity would result from this.

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APPENDICES

Appendix A – Interview protocol/ guide

Good morning/ afternoon, I am Daphney Manamela, an MPA student at the University of South Africa (UNISA), and an employee of the South African Police Service (SAPS). I am conducting a study on the Impact of Transformational Leadership in the management of absenteeism in the SAPS Middelburg Cluster.

Thank you for agreeing to participate in my study, your participation is voluntary and the responses will be treated with trust and confidentiality. I want you to feel comfortable in your response, how you honestly feel and that you can leave or withdraw at any time. In this interview, I will ask you to respond in the distributed questionnaire or in and semi-structured interview. The questionnaire for this study intends to take 30 minutes to complete. The response from the questionnaire will be used for academic purposes.

During this process, I will be using the tape recorder to make sure all necessary information is gathered during our engagement. I will request you sign the consent form that will allow me to record our conversation. You are not required to write your name or station in the questionnaire if you do not want to. There are no wrong answers. The engagement will take about thirty (30) minutes. You may take- breaks as and when needed. If nature caught up with you, please let me know so that I stop the interview.

The researcher will collect all the questionnaires that are completed during the interview. The researcher will transcribe and interpret data collected. The outcome of this research is anticipated to help in advising the possible to limit absenteeism and the behaviour of transformational Leadership in the SAPS Middelburg cluster. Should you have any question or require any clarity or check procedures to confirm the reliability and validity of data, do not hesitate to contact me on telephone number 013 762 4531 or e-mail: Manamela7 @ saps.gov.za.

Name of institution: ----------

Occupation: ----------

Do you have any question before we begin?

Interview Questions

General Information

Tick the appropriate answer with an "X"

Gender of participant

Female ( )

Male ( )

Age group of participant

18-25 ( )

26-40 ( )

41-54 ( )

55-60 ( )

Educational qualification of participant

Certificate ( )

Diploma ( )

Degree ( )

Honours ( )

Doctorate ( )

Other- specify ……..

Work experience of participant

1-5 years ( )

6-10 years ( )

11-15 years ()

16-20 years ()

20 years and above ( ) - specify

1. What is your job title?
2. What type of the work pressure are you experiencing in the cluster?
3. What is your observation regarding changes in the cluster?

4. Have you been absent from work in the past thirty - six months? ( )
5. If yes in question 4, how many days were you absent in the past six months?
6. What were the reasons for absence?
7. What are the measures you suggest that could be applied by management to reduce absenteeism in the cluster?
8. What disciplinary steps are taken by management of the cluster to reduce absenteeism?
9. Name any consequences management of employees' absenteeism
10. How do you perceive transformational leadership in the cluster?

APPENDIX B: Questions for the Management / Supervisor

1. What is the adequate number of leave days provided to employees (vacation and sick leave)?
2. What are the causes employees' absenteeism?
3. What is the impact absenteeism on the effectiveness of service delivery in the cluster?
4. Do you apply the management of absenteeism in the cluster? If yes, specify.
5. Mention strategies applied to manage absenteeism.
6. What can be the most effective strategy to reduce absenteeism in the cluster?
7. What do workers need to improve presenteeism in the workplace?
8. Do you think promotions and incentives have an impact on the absenteeism of employees?
9. Have you attended training on the management of absenteeism in the cluster?

Individualised Influence

10. Describe your manager/ supervisor in your working environment.
11. Are you comfortable to communicate with your manager/ supervisor?
12. Are your inputs considered during the decision-making process of the cluster?
13. What can be the motivation for change?

Intellectual Stimulation

14. Do you admit your mistakes? How do you rectify them?
15. Do you participate in giving?
16. New ideas?
17. What is your confidence level in the ability to make decisions?
18. In the decision-making process does your supervisor/ subordinates trust you?
19. How is your working relationship? Describe.
20. Are you given the opportunity to question the existing procedure or policies?

Individualised Consideration

21. Are satisfied with your current job?
22. Will you be satisfied to get more responsibility?
23. Are satisfied with the current incentives reward system?
24. Does your manager/ supervisor have interest in your job development?

Conclusion

This concludes the interview. You are allowed to review and approve the transcript when finalised, I will make arrangement if I get a request. Your participation is appreciated and thank you once more.

Appendix B – Ethics Clearance Certificate

UNISA university of south africa

DEPARTMENT: PUBLIC ADMINISTRATION AND MANAGEMENT
RESEARCH ETHICS REVIEW COMMITTEE

Date: 27 June 2022

PAM/2022/015 (Manamela)
Name of applicant: SD Manamela
Student#: 34601953

Dear Ms Manamela

Decision: Ethics Clearance Approval

Details of researcher:
Ms SD Manamela, student#: 34601953, email: 34601953@mylife.unisa.ac.za, tel: 0824189163

Supervisor: BC Lekonyane, email: lekonbc@unisa.ac.za

Research project 'Implementation of transformational leadership on the management of absenteeism in the South African Police Service (SAPS): Middelburg Cluster'

Qualification: MAdmin: Public Administration

Thank you for the application for **research ethics clearance** submitted to the Department: Public Administration and Management: Research Ethics Review Committee, for the above mentioned study. Ethics approval is granted. The decision will be tabled at the next College RERC meeting for notification/ratification.

Full approval: The application was **reviewed** in compliance with the *Unisa Policy on Research Ethics* and the *Standard Operating Procedure on Research Ethics Risk Assessment*.

The proposed research may now commence with the proviso that:

1) The researcher will ensure that the research project adheres to the values and principles expressed in the Unisa Policy on Research Ethics.

University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
PO Box 392 UNISA 0003 South Africa
Telephone: +27 12 429 3111 Facsimile: +27 12 429 4150
www.unisa.ac.za

2) Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to this Ethics Review Committee.

3) The researcher will conduct the study according to the methods and procedures set out in the approved application.

4) Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.

5) The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study, among others, the **Protection of Personal Information Act** 4/2013; **Children's Act** 38/2005 and **National Health Act** 61/2003.

6) Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.

7) Field work activities **may not** continue after the expiry date of this ethics clearance, which is 27 June 2025. Submission of a completed research ethics progress report will constitute an application for renewal of the ethics clearance certificate for approval by the Research Ethics Committee.

Kind regards

Mr ND Baloyi

Deputy Chairperson: Research Ethics Review Committee
Department of Public Administration and Management
Research Ethics Review Committee
Office tel. : 012 429-6181;
Email : ebaloynd@unisa.ac.za

Prof MT Mogale

Executive Dean:
College of Economic and Management Sciences
Office tel. : 012 429-4805;
Email : mogal@unisa.ac.za

Appendix C – Permission to conduct research in SAPS

South African Police Service Suid Afrikaanse Polisiedienst

Privaatsak Private Bag X94	Pretoria 0001	Faks No. Fax No.	(012) 393 2128

Your reference/U verwysing:

My reference/My verwysing: 3/34/2

THE HEAD: RESEARCH
SOUTH AFRICAN POLICE SERVICE
PRETORIA
0001

Enquiries/Navrae: Lt Col Joubert
AC SJ Thenga
Tel: (012) 393 3118
Email: JoubertG@saps.gov.za

SD Manamela
UNIVERSITY OF SOUTH AFRICA

PERMISSION TO CONDUCT RESEARCH IN SAPS: IMPLEMENTATION OF TRANSFORMATIONAL LEADERSHIP ON THE MANAGEMENT OF ABSENTEEISM IN THE SOUTH AFRICAN POLICE SERVICE (SAPS): MIDDELBURG CLUSTER: UNIVERSITY OF SOUTH AFRICA: MASTERS DEGREE: RESEARCHER: SD MANAMELA

The above subject matter refers.

You are hereby granted approval for your research study on the above mentioned topic in terms of National Instruction 1 of 2006.

Further arrangements regarding the research study may be made with the following office:

The Provincial Commissioner: Mpumalanga:

- **Contact Person:** Lt Col Mnisi
- **Contact Details:** (013) 762 4711/079 692 0670
- **Email Address:** MnisiS2@saps.gov.za

Kindly adhere to paragraph 6 of our attached letter signed on the **2021-11-30** with the same above reference number.

MAJOR GENERAL
HEAD: RESEARCH
Dr PR VUMA
DATE: 2021/12/14

Appendix D – Informed consent letter

TITLE OF STUDY: IMPLEMENTATION OF TRANSFORMATIONAL LEADERSHIP ON THE MANAGEMENT OF ABSENTEEISM IN THE SOUTH AFRICAN POLICE SERVICE (SAPS): MIDDELBURG CLUSTER

Researcher: Semakaleng Daphney Manamela
Degree: Master of Administration in Public Administration
Institution: University of South Africa
Faculty: Economic and Management Sciences
Contact: 0824189163

Dear _____

You are cordially invited to take part in the above-mentioned research study. Before you decide to participate in this study, it is important that you understand why the research is being done and what it will involve. Please read the following information carefully. Please ask the researcher if there is anything that is not clear or if you need more information.

The purpose of this study is establish the extent to which transformational leadership impacts the management of absenteeism in the South African Police Service: Middelburg Cluster.

STUDY PROCEDURES: You will be interviewed in a quiet place where a tape-recorder will be used. The recorded information will be transcribed and later used to answer the study's research question and nothing else. You will be interviewed for a period of about an hour where a number of questions will be asked. You may decline to answer any or all questions and you may terminate your involvement at any time if you choose.

RISKS: The study involves no risks at all.

BENEFITS: The information you provide will contribute to the world of knowledge and also to the SAPS management on how transformational leaders may handle the challenge of absenteeism in the organisation and beyond.

CONFIDENTIALITY: Your responses to this study will be anonymous. Every effort will be made by the researcher to preserve your confidentiality including the following:

- Code names and numbers will be assigned to you and other participants on all research notes and documents
- The researcher will keep notes, interview transcriptions, and any other identifying participant information in a locked file cabinet in her personal possession.
- Participant data will be kept confidential.

CONTACT INFORMATION: If you have questions at any time about this study, you may contact the researcher whose contact information is provided above.

VOLUNTARY PARTICIPATION: Your participation in this study is voluntary. It is up to you to decide whether or not to take part in this study. If you decide to take part, you will be asked to sign a consent form. After you sign the consent form, you are still free to withdraw at any time and without giving a reason. Withdrawing from this study will not affect the relationship you have with the researcher. If you withdraw from the study before data collection is completed, your data will be returned to you or destroyed.

CONSENT

I have read and I understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Participant's signature _____ Date _____

Investigator's signature _____ Date _____

Appendix E – Proof of Language Editing

Language Editing Services

PEG membership no. **MAS 006**

Professional EDITORS Guild

Enquiries: Dr SF Mashele
Cell: 0823458987
Email: esefediting@gmail.com

20 December 2022

To Whom It May Concern

Certificate of Language Editing

This document attests that I edited and proofread Semakaleng Daphney Manamela's manuscript, "**IMPLEMENTATION OF TRANSFORMATIONAL LEADERSHIP ON THE MANAGEMENT OF ABSENTEEISM IN THE SOUTH AFRICAN POLICE SERVICE (SAPS): MIDDELBURG CLUSTER**." The document's format, punctuation, spelling, overall style, and logical flow were all examined during the editing and proofreading process.

I made sure that during the review, the author's intended meaning, ideas, and content were not changed. Where meaning needed to be clarified or where the reader might become confused, I added comments and suggestions for the author's consideration.

The presentation of the references was not something I dealt with because it was outside the parameters of my brief.

I wish the author success with her submission.

Yours faithfully

S F Mashele (PhD)

Doctor of Philosophy – University of Pretoria U15277110