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Experiences of Managers in Managing Absenteeism: A Case Study of the Gauteng Department of Agriculture and Rural Development

A report on a study project presented to

The Department of Social Work

School of Human and Community Development

Faculty of Humanities

University of the Witwatersrand

In partial fulfillment of the requirements

for the degree Masters in Occupational Social Work

by

Nokuthula Nokuphiwe Nkosi

March, 2017

DECLARATION

I, Nokuthula Nokuphiwe Nkosi, solemnly declare that the research report hereby submitted to the University of the Witwatersrand for the degree Masters of Arts in Occupational Social Work has never been submitted by me or any other person at this or any other University, that this is my own work in design and execution, that I am aware of the implications of plagiarism as academic dishonesty, and that all sources of reference used have been duly acknowledged.

_____ _____

SIGNATURE DATE

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First and foremost I would like to thank the Almighty God for being with me, protecting and guiding me throughout the research study.

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Lastly thank you to Ms Nonhlanhla Bob for assisting me throughout my study and making sure that I find participants and finish on time. Much appreciated.

ABSTRACT

Managing absenteeism is one of the most challenging issues that managers have to deal with because it is an issue that affects all businesses regardless of sector, size or age. The aim of the study was to gain an insight and explore the experiences of line managers when it comes to managing absenteeism within the Gauteng Department of Agriculture and Rural Development (GDARD) focusing on the gaps, challenges, what they encounter or undergo and the dynamics involved when managing and addressing absenteeism within the department. A qualitative research approach using a case study research design will be used to understand the challenges associated with managing absenteeism. The population of the study comprised of managers. Eleven managers from the GDARD were purposively sampled for the study. Data was collected using in-depth; semi-structured interviews to allow the researcher a platform to ask open-response questions, when exploring the managers experiences and perceptions about the management of absenteeism. Data was analyzed using thematic analysis by carefully identifying significant themes that emerged from the informants' experiences and perceptions about management of absenteeism. The findings revealed that managers have negative perceptions and experinces when it comes to the challenges that they have encountered. The study derived recommendations on how to enhance the management of absenteeism within the department.

Key words: Managing absenteeism, managers, employees

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LIST OF ACRONYMS

ASD – Assistant Director

AIDS – Arquired Immune Defiency Syndrome

BCEA – Basic Conditions of Employment Act

BMI – Body Mass Index

CCMA – The Commission for Conciliation, Mediation and Arbitration

DDs – Deputy Director

EHWP – Employee Health and Wellness

GDARD- Gauteng Department of Agriculture

GEMS – Government Employee Medical Scheme

HBP – High Blood Pressure

HIV – Human Immune Virus

HOD – Head of Department

HR – Human Resources

LRA – Labour Relations Act

OCSA - Occupational Care South Africa

SA – South Africa

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