

“I Knocked Myself Out in the Shower” Addressing Punctuality

ANDREW SMITH

Western Michigan University

July 20th, 2017

Organizational Behavior Management: Origins, Applications, and Advantages Conference

Kinneret Academic College, Israel

Correspondence: andrew.r.smith@wmich.edu

Slide

1



Slide

2

Actual Excuses!

- I discovered my spouse was having an affair, so I followed him this morning to find out who he was having an affair with.
- There was a stranger sleeping in my car.
- I'm not late. I was thinking about work on the way in.
- I dreamed that I got fired.
- I knocked myself out in the shower.

Slide

3

Costs of Punctuality

- For the employee:
 - Reduction of pay
 - Reprimands
 - Termination
- For the employer:
 - Turnover



- Negative outcomes associated with late work time arrival can result in reduction of pay and extend all the way to termination of employment.
- Although occasional lateness does not appear to be problematic with most jobs
 - Chronic lateness is disruptive enough that 41 percent of employers have terminated an employee for lateness

“I Knocked Myself Out in the Shower” Addressing Punctuality

ANDREW SMITH

Western Michigan University

July 20th, 2017

Organizational Behavior Management: Origins, Applications, and Advantages Conference

Kinneret Academic College, Israel

Correspondence: andrew.r.smith@wmich.edu

Slide

4

Losses

- Turnover for nurses is 23%
- There is already a global nurse shortage
- Imaginary situation:
 - A nurse costs ₪30 per hour
 - Many nurses are tardy or quit
 - Workload increases



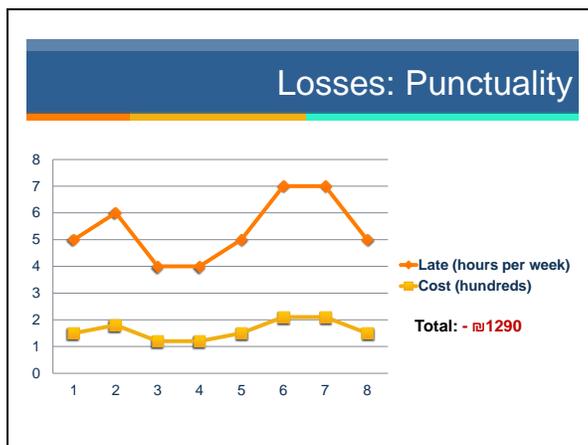
Toren et al., 2012

DOI: [10.1016/j.healthpol.2012.03.002](https://doi.org/10.1016/j.healthpol.2012.03.002)

- Turnover for nurses is about 23% as of 2012
- Bad because this is high and there is a global nursing shortage
- Ironically, job satisfaction was at about 70% according to a survey
- Suppose you hire nurses who work for 30 shekels an hour at a hospital
 - No one arrives on time
 - People arrive 10-15 minutes late to the job
 - Some people don't arrive/they quit before they can be replaced
 - Work piles up, increasing the magnitude for the negative reinforcement gained by being late/taking vacation/quitting

Slide

5



- Nurses work for 30 shekels an hour
- Being late adds up (almost 1300 shekels)

“I Knocked Myself Out in the Shower” Addressing Punctuality

ANDREW SMITH

Western Michigan University

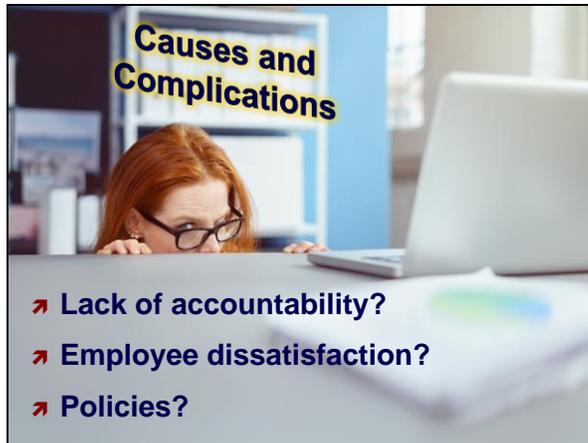
July 20th, 2017

Organizational Behavior Management: Origins, Applications, and Advantages Conference

Kinneret Academic College, Israel

Correspondence: andrew.r.smith@wmich.edu

Slide
6



- Commonly blamed features of a business may contribute to absenteeism
 - Lack of accountability
 - Dissatisfaction (not always true, the Israeli nurses seemed highly satisfied)
 - Policies (can create environments where absenteeism is more likely)

Slide
7



- Positive reinforcement:
 - Preferred activities
 - Unrestricted access to preferred tangibles and activities
 - Sleep
 - Payment

Slide
8



- Escape and avoidance contingencies
 - Escape/avoidance from work/procrastination
 - Escape/avoidance from negative work environments/annoying coworkers
 - Escape/avoidance from superiors who use aversive contingencies to control employee behaviors
 - A famous saying goes “You don’t quit your job, you quit your boss”
 - Escape/avoidance from work environments where disasters or unexpectedly large demands for work can occur

“I Knocked Myself Out in the Shower” Addressing Punctuality

ANDREW SMITH

Western Michigan University

July 20th, 2017

Organizational Behavior Management: Origins, Applications, and Advantages Conference

Kinneret Academic College, Israel

Correspondence: andrew.r.smith@wmich.edu

Slide
9



- Current sick leave programs not only provide an acceptable excuse for employees not to come to work, but also actually reward them through monetary benefits for being absent (Nord, 1970; Wallin & Johnson, 1976)
- The basic ideas of the Skinnerian approach emphasize that people will be most likely to engage in desired behavior if they are rewarded for doing so (Nord, 1970)
- Increased absenteeism by some workers could lead to an increased workload among coworkers. As a consequence, workers could be required to spend more of their personal time at work doing extra unscheduled hours to cover the absent coworkers. In addition, each worker's absence results in altered contingencies for the people who are present at work. These alterations could include more tasks, more patient demands, more physician instructions per attendant present, less time for proper treatment, fewer brief breaks, and so on. (Camden & Ludwig 2013)

Slide
10



“I Knocked Myself Out in the Shower” Addressing Punctuality

ANDREW SMITH

Western Michigan University

July 20th, 2017

Organizational Behavior Management: Origins, Applications, and Advantages Conference

Kinneret Academic College, Israel

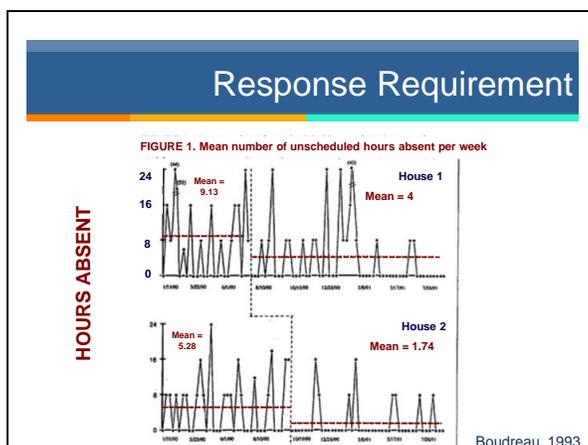
Correspondence: andrew.r.smith@wmich.edu

Slide
11



- Package approaches typically used a reinforcer for timeliness and a punisher for absenteeism.
- This study used an absentee control program
- This study rearranged protocols-- which used to be where the absent employee did nothing about their absence.
- Instead, had employees report to their immediate supervisor that they were absent.
- Supervisors then completed a sick leave checklist over the phone with the absent employee.
- In the study treatment was implemented in three different houses
 - House one reported a decrease of absenteeism by 56%
 - House two reported a decrease in absenteeism by 66%
 - House three reported a decrease in absenteeism by 35%

Slide
12



“I Knocked Myself Out in the Shower” Addressing Punctuality

ANDREW SMITH

Western Michigan University

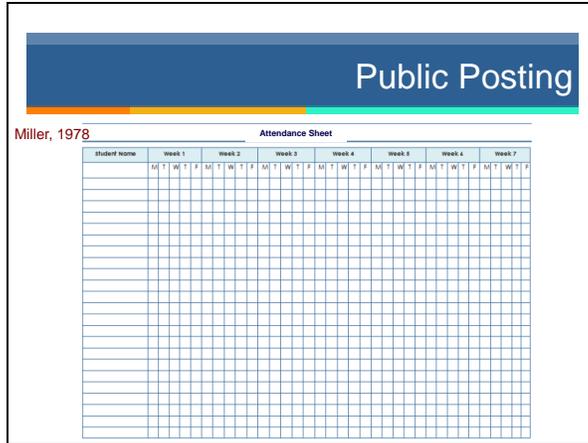
July 20th, 2017

Organizational Behavior Management: Origins, Applications, and Advantages Conference

Kinneret Academic College, Israel

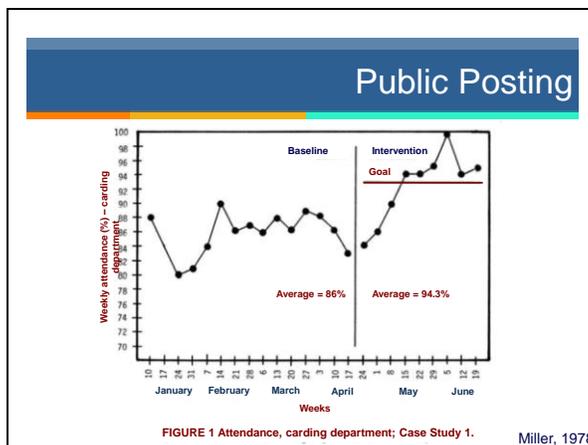
Correspondence: andrew.r.smith@wmich.edu

Slide
13



- This study used a visual feedback system where an attendance sheet was posted that had blue dots that were placed on an individual employees chart for each day present and a red dot for each day absent.
- A weekly attendance chart was also posted in the work area to show the percentage of attendance of all employees for each day. Goal of 93% was established and posted as a colored horizontal line on the graph
- Supervisor's verbally reinforced workers, no reprimand for absences
- Results
 - Attendance increased from 86% to 94.3% within less than two months of treatment
 - The program cost less than 10 dollars
 - Absence of an employee is at least \$10 a day from the company
 - Annual savings of \$9,000 per year due to attendance, lower turnover, operating efficiency increases, and more positive atmosphere

Slide
14



“I Knocked Myself Out in the Shower” Addressing Punctuality

ANDREW SMITH

Western Michigan University

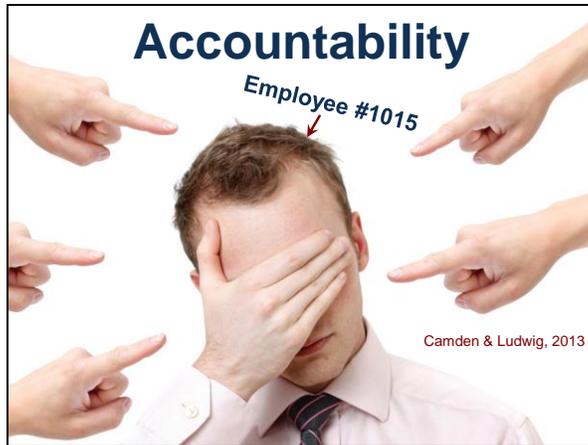
July 20th, 2017

Organizational Behavior Management: Origins, Applications, and Advantages Conference

Kinneret Academic College, Israel

Correspondence: andrew.r.smith@wmich.edu

Slide
15



- Certified Nursing Assistant (CNA) received a short letter on the first day of the intervention that briefly introduced the project, including how feedback was to be delivered, descriptions and definitions of targeted attendance behaviors, and an explanation of the study's aims.
- Used normative feedback by distributing individual feedback through a memo attached to each CNA's timecard, and publicly on a poster next to timeclocks
- Results – treatment was implemented in three different hospitals, below is percentage of scheduled hours missed
 - A - Absenteeism decreased from 8.29% to 2.61%
 - Return to baseline – 7.61%
 - B – Absenteeism increased from 4.4% to 6.17%, these individuals stated they did not believe absenteeism was an issue
 - Return to baseline – 4.94%
 - C – decreased from 8.29% to 3.86%
 - Return to baseline – 8.02%

Slide
16

Dear Mrs. Featherstone, CNA # 1015:

As you may have noticed over the course of the last few months the hospital has experienced some attendance and absenteeism problems, especially within the nursing department. When employees call out or are late it may result in understaffed shifts, inhibited teamwork, and decreased employee morale. In other words, absenteeism places a large burden on coworkers who are called in or asked to work the now empty shift, especially if the employees called out at the last minute. Additionally, the patients and residences at Blowing Rock Hospital may receive inadequate care because of an increased workload on those CNAs who attended work.

Week 1/3/08 – 1/10/08 Data:

The following employees called out for a scheduled shift, were late, or left early this week:	The following people worked extra hours to cover absent coworkers this week:
CNA # 1015	CNA # 1011
CNA # 1015	CNA # 1016
CNA # 1002	CNA # 1019
CNA # 1002	CNA # 1023
CNA # 1009	
CNA # 1007	
CNA # 1003	
CNA # 1010	
CNA # 1012	

This week 5 shifts were understaffed

Camden & Ludwig, 2013

“I Knocked Myself Out in the Shower” Addressing Punctuality

ANDREW SMITH

Western Michigan University

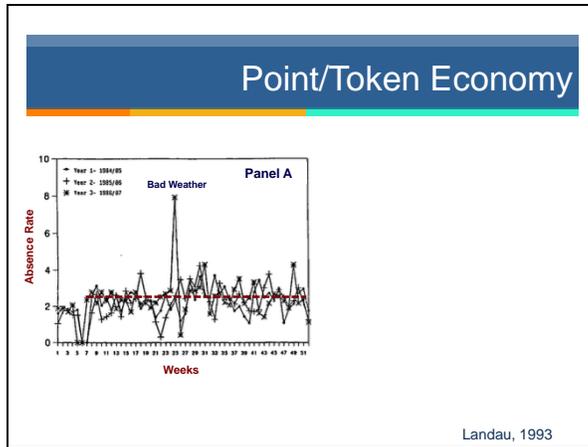
July 20th, 2017

Organizational Behavior Management: Origins, Applications, and Advantages Conference

Kinneret Academic College, Israel

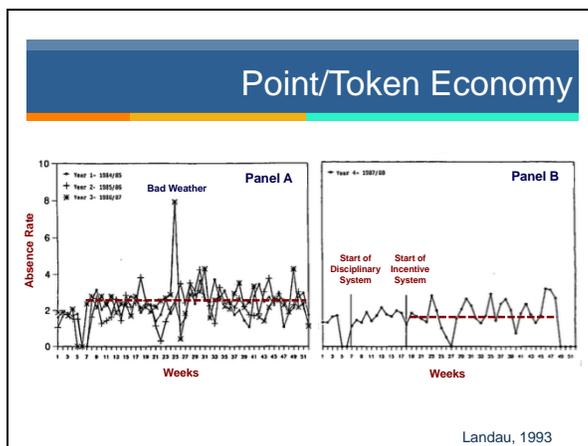
Correspondence: andrew.r.smith@wmich.edu

Slide
17



- Vacation time and allowed absences/tardiness
- Incentivizes absences and tardiness
- One business had a time-off bank and too many allowed absences
- New policy reduced allowable absences and tardiness from 4 and 2 to 2 and 1 respectively before the sequence of warning-warning-termination began to be used
- Introduced a point system 120 points = \$200 10 points for attendance each month
- 6 or more tardiness or absences = lose 25 points
- By now incentivizing being on-time with points exchangeable for a bonus at the end of the year and reducing allowable absences/tardiness with a new discipline system, the rates were reduced

Slide
18



“I Knocked Myself Out in the Shower” Addressing Punctuality

ANDREW SMITH

Western Michigan University

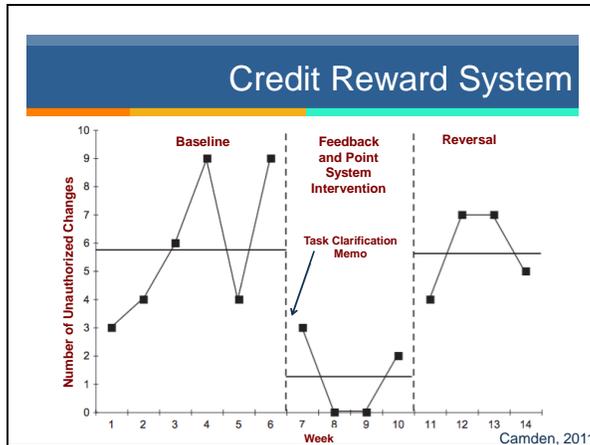
July 20th, 2017

Organizational Behavior Management: Origins, Applications, and Advantages Conference

Kinneret Academic College, Israel

Correspondence: andrew.r.smith@wmich.edu

Slide
19



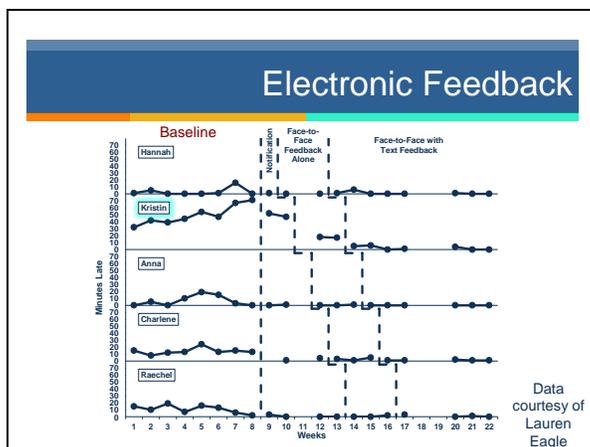
- Camden 2011 use normative feedback and a credit reward system any grocery store those who worked their intended hours received credits.
- Those employees who were a no call no show lost three credits for each absence.
- Employee credits were added and calculated at the end of each week when an employee reached 30 credits they were given \$5 in store credit

Slide
20



- Face-to-face and text-feedback phase resulting in the lowest number of minutes late to work

Slide
21



Data courtesy of
Lauren Eagle

“I Knocked Myself Out in the Shower” Addressing Punctuality

ANDREW SMITH

Western Michigan University

July 20th, 2017

Organizational Behavior Management: Origins, Applications, and Advantages Conference

Kinneret Academic College, Israel

Correspondence: andrew.r.smith@wmich.edu

Slide
22

Antecedent Controls

- **Benefits**
 - Cost
 - Implementation
 - Maintenance

I Can Do It!

Durand, 1985

- Antecedents
 - Low cost
 - Easy to implement
 - Easy to maintain (likely because it is easy to maintain a chart)

Slide
23

Consequence-Based Interventions

- Rewards and reinforcement
- Pros and cons
- Punishment

Durand, 1985

- Consequences
- Pros:
 - Proven effective
 - Can be used for fading
- Cons:
 - Expensive, need cost/benefit analysis
 - Difficult to maintain due to loss of reinforcer effectiveness and these implementations may not be liked by superiors (Durand 1985)
- Punishment = bad:
 - Loss of productivity (could potentially increase absenteeism and turnover)
 - Avoiding superiors
 - Counter control towards supervisors
 - Strikes/organized disturbances/counter-control

“I Knocked Myself Out in the Shower” Addressing Punctuality

ANDREW SMITH

Western Michigan University

July 20th, 2017

Organizational Behavior Management: Origins, Applications, and Advantages Conference

Kinneret Academic College, Israel

Correspondence: andrew.r.smith@wmich.edu

Slide
24



- Use both:
 - Consequence-based interventions are effective (and are effective quickly)
 - Antecedent Controls are cheap, easy to implement and maintain

Slide
25

