A case study of factors contributing to discipline problems of security officers: Eskom distribution centres, KwaZulu-Natal North Coast region

By

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submitted in accordance with the requirements for the degree of

MAGISTER TECHNOLOGIAE

in the subject

SECURITY MANAGEMENT

at the

UNIVERSITY OF SOUTH AFRICA

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DECEMBER 2013
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<tbody>
<tr>
<td>AIDS</td>
<td>Acquired Immunodeficiency Syndrome</td>
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<tr>
<td>CNC</td>
<td>Customer Network Centre</td>
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<tr>
<td>COE</td>
<td>Council of Europe</td>
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<tr>
<td>COID</td>
<td>Compensation of Occupational Injuries and Disease</td>
</tr>
<tr>
<td>CSS</td>
<td>Centre for Security Studies</td>
</tr>
<tr>
<td>HIV</td>
<td>Human Immunodeficiency Virus</td>
</tr>
<tr>
<td>ICOC</td>
<td>International Code of Conduct</td>
</tr>
<tr>
<td>KZN</td>
<td>KwaZulu-Natal</td>
</tr>
<tr>
<td>OB</td>
<td>Occurrence Book</td>
</tr>
<tr>
<td>PMB</td>
<td>Pietermaritzburg</td>
</tr>
<tr>
<td>PPE</td>
<td>Personal Protective Equipment</td>
</tr>
<tr>
<td>PSIRA</td>
<td>Private Security Industry Regulatory Authority</td>
</tr>
<tr>
<td>SAPS</td>
<td>South African Police Service</td>
</tr>
<tr>
<td>SASSETA</td>
<td>Safety and Security Sectorial Education and Training Authority</td>
</tr>
<tr>
<td>SOD</td>
<td>Sleeping on Duty</td>
</tr>
<tr>
<td>SSOP</td>
<td>Security Standard Operating Procedure</td>
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<tr>
<td>TB</td>
<td>Tuberculosis</td>
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DECLARATION

Student number: 4133-942-3

I, REMONE GOVENDER, declare that “A CASE STUDY OF FACTORS CONTRIBUTING TO DISCIPLINE PROBLEMS OF SECURITY OFFICERS: ESKOM DISTRIBUTION CENTRES, KWAZULU-NATAL NORTH COAST REGION” is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

[Signature]

DATE: 28/03/2014

(Mr R Govender)
ACKNOWLEDGEMENTS

This study is dedicated to:
My wife, Amanda, and my two children, Simone and Ryan, who encouraged me in the writing of this dissertation. Thank you for your love and patience, and for all the sacrifices you have made.

My sincere thanks and appreciation go to the following:

- A special thank you is needed for my supportive co-supervisor, Prof. Anthony Minnaar, and supervisor Dr Doraval Govender, who guided me throughout this research process. Thank you for your continual assistance, motivation, understanding and encouragement.

- Thank you to my employer, Eskom, for providing me with a bursary and allowing me permission to conduct this research study at the selected Eskom centres in KwaZulu-Natal.

- To my friend, Mr Collin Meek, in hard times, you were always there to cheer me up and encourage me to continue on. A special word of thanks to my friend, Mr Devan (Speedy) Moodley, for the constant motivation, assistance and support throughout the study. It is truly appreciated.

- Thank you to Lionel Crator for the language editing of my dissertation with such efficiency and diligence.

- To all other persons – too many to name individually –, I would like to express my thanks to each and every one of you for your assistance and support throughout the research process.
EXECUTIVE SUMMARY

Private security forms part of a key strategy component in South Africa in terms of the alignment of the safety and security sector. Both private and public sector businesses in South Africa depend on private security systems to safeguard their assets. Although the growth in the private security sector has not provided for outstanding qualities and high levels of qualification criteria for employment in the sector, this quiet transformation of South Africa’s every day security landscape has potentially wide-ranging concerns. It raises important questions about the accountability and responsibility of security companies in providing their clients with disciplined security officers. There are reasons for concerns at Eskom because of the disciplinary problems experienced by security officers. These disciplinary problems create an environment of instability and uncertainty, which impacts on the core purpose of Eskom which is to provide sustainable electricity solutions to grow the economy and improve the quality of life of people in South Africa. Accordingly, the main purpose for the deployment of security officers to Eskom centres is to create a safer environment for Eskom and to safeguard its assets. Currently, disciplinary problems in the workplace constitute one of the most basic problems facing employers in both the public and private sectors. Therefore, developing and maintaining a disciplined security workforce is a priority that should be on the agenda of all private security companies.

The objectives of this research included the following:

- Examine which factors contribute to disciplinary problems;

- Determine what the causes of these factors are that contribute to disciplinary problems; and

- Identify what solutions can be used to address the factors contributing to disciplinary problems.

A qualitative research approach was used in this study, in that verbal non-numerical data was collected from people in their natural environments who experience
everyday situations in the workplace in order to gain a more complete understanding of the problem area. The main method of data collection was by means of face-to-face interviews between the researcher and the interviewees which took place according to a standardised interview schedule. Thirty (30) respondents drawn by means of probability and non-probability sampling processes and were individually interviewed by the interviewer. Accordingly, this study has examined issues as to why security officers do not reliably uphold the discipline that is required of them in the provision of security services at the Eskom centres. The problem of poor discipline at Eskom centres compromises security, which impacts negatively on profitability when a site experiences losses and theft because security officers do not adhere to Eskom’s security requirements while they are deployed at Eskom centres.

It is important for any institution to first examine and identify the disciplinary problems experienced by its employees before those problems can be addressed successfully. Accordingly, the nature and extent of disciplinary problems by security officers were examined within this study to assess the effectiveness of security management practices within the private security companies supplying a security service to Eskom. This study, therefore, examined disciplinary problems at Eskom centres (on the north coast of KwaZulu-Natal) to identify the specific problems which the security officers have been experiencing and to indicate how effective their company management systems were in dealing with those problems. The study also assisted with formulating adequate recommendations with regard to managing the disciplinary problems at Eskom centres.

**Key terms:**

Disciplinary problems; Job satisfaction; Security management; Low salary; Security business; Security service; Private Security Industry Regulatory Authority; Supervision; Job burnout; Security training
Chapter 1
INTRODUCTION AND MOTIVATION FOR THE STUDY

1.1 INTRODUCTION

Security guarding at Eskom forms part of an important and valuable component to protect Eskom’s assets. Security officers deployed to Eskom centres\(^1\) are expected to meet high standards of character and loyalty because they will frequently handle confidential documents as well as assets of value and the security officers will in general occupy positions of great trust. Within the context of discipline-related problems exhibited by private security officers deployed to Eskom Customer Network Centres (CNC), more especially on the North Coast region of KwaZulu-Natal (KZN), Eskom management (including security management) are faced with a major challenge in terms of having a disciplined security officer workforce to ensure the maintenance of Eskom’s Security Standard Operating Procedures (SSOP). The SSOPs are a set of Eskom’s security site procedures that must be strictly adhered to by the security officers deployed to an Eskom site or centre. The SSOP document informs the security officers of their job description.

The utilisation of private security officers at Eskom is managed at a regional level but follows the national mandate of the centralised security division (group security) based at Eskom, Megawatt Park in Gauteng, South Africa. Eskom site managers and Eskom supervisors are responsible for the daily management of security at the various distribution centres within KZN. The regional procurement division works jointly with the regional security division in KZN to appoint private security contractors. This is done through a transparent tender process. The security division in KZN conducts oversight management duties in respect of the private security companies and security officers for the duration of the security contract period. The distribution centre manager is the internal customer of the security department. Therefore, all security complaints are managed through the distribution centre manager. Non-conformance complaints are sent in writing to the local procurement officer to be registered as issues of non-compliance and are given a reference number. This reference number is used by procurement to track the complaint until the problem has been rectified. Regular monthly meetings are held between Eskom

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\(^1\) This refers to all operation facilities at various Eskom Divisions (Generation, Distribution and transmission) and offices.
security officials and the security companies to discuss the non-compliance and conformance issues. Eskom security understands the need to show involvement and support for the necessity for the security companies to provide a quality service to Eskom while also maintaining a disciplined workforce.

Security guarding is outsourced to private security companies through a tender process conducted every three years. The private security providers provide guarding services at a “C” and “D” grades in KZN. KZN is divided into four regions: North Coast, South Coast; PMB (Pietermaritzburg) and Inner West (Newcastle). Private security is deployed throughout these four regions. The security officers are deployed to Eskom centres and deployed on request by the managers of these Eskom centres. The private security contractors are appointed after the tender process and their contract is set for a three-year period whereafter Eskom embarks on a fresh tender process which follows the requirements of the Eskom procurement processes. The current service providers are not excluded from tendering again.

The criteria for private security companies wishing to provide security services to Eskom are the following: they must be registered with The Private Security Industry Regulatory Authority (PSIRA); the Registrar of Companies and SARS; and be registered for Compensation of Occupational Injuries and Diseases (COID). Each of the managers, directors, executives, members, partners or trustees must be registered with PSIRA and have a recognised grade B qualification (in terms of Section 23 of the PSIRA Act 56 of 2000). The security officers deployed to Eskom sites must be registered with PSIRA according to the respective grade employed. The expectation of the Eskom Security Management Department is that any security service must be performance driven and deliver a good quality security service to Eskom. According to the Private Security Industry Regulation Act, 2001 (Act No. 56 of 2001), a security service provider employing any person in the private security industry must comply with every obligation imposed by the Act, and with other supporting legislation and generally contained in the whole body of law applicable to this specific industry. This means that Eskom in its written contract with the security companies expects these security companies to comply with (among other laws), the

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2 This refers to the Private Security Industry Regulatory Authority (PSIRA) grading structure governed by the Private Security Industry Regulation Act (56 of 2001).

Eskom, however, has in-house security operation that is only deployed at the New Germany KZN regional office and the Mkondeni regional office in PMB. Security challenges cannot be left to the Eskom centre managers only. The Eskom centre managers are not experts in security subject matter and they provide an oversight function over the security officers deployed to Eskom centres. It has become evident that there is a need for the problem of ill-discipline to be investigated by the security departments at Eskom centres in the North Coast region of KZN and that procedures should be put in place to prevent or reduce the losses caused by ill-disciplined security officers working at these centres. Some of the losses experienced at Eskom centres where security officers are deployed include the theft of copper cables, the theft of laptop computers and the theft of vehicles. Eskom’s concern is, *which factors contribute to disciplinary problems?* A further question that needs to be asked is: *What are the causes of these factors that contribute to disciplinary problems?* Discipline problems of the security officers differ from one CNC to the other. The frequency of reported and discovered (by inspections) discipline problems give a clear indication that there is a need to investigate and find ways to manage this problem. Eskom places much of emphasis on having security officers physically deployed to the Eskom centres and accordingly the final question that needs to be asked here is, *What solutions can be used to address the factors contributing to disciplinary problems?*

1.2 **OVERVIEW OF THE STUDY**

In this study, a sample of twenty (20) reports was selected from a population of forty (40) disciplinary reports between January 2010 and May 2012 (two years and five months). It was confirmed that disciplinary reports had been issued to the security companies for non-compliance by their security officers in failing to adhere to Eskom’s Standard Operating Procedures (SOP). These include: failure to wear the proper security uniform; failure to wear personal protective equipment (PPE);
sleeping on duty (SOD); substance or alcohol intoxication whilst on duty; desertion of post; failure to identify criminal activity whilst on duty; failure to deter criminals from committing burglaries on Eskom sites; failure to notify the relevant law enforcement authorities immediately about incidents occurring whilst on duty; failure to conduct hourly patrols on Eskom sites; failure to wear Eskom issued bulletproof vests whilst on duty; and failure to document incidents correctly in the occurrence book.

On the whole, the study found that the security companies deployed at Eskom Centres in the North Coast of KwaZulu-Natal (hereafter referred to as “Eskom Centres KZN”) did not comply with PSIRA legislation or with the Labour Relations Act. Factors such as low remuneration, poor management, irregular working hours, lack of professionalism, amongst others, contribute to discipline-related problems and the poor service delivery issues cited above. A fully detailed report of the findings is given in Chapter 4.

1.3 RATIONALE FOR THE STUDY

According to Welman and Kruger (2001:252), the rationale for a study is a statement to justify something; it is the reason why the topic justifies research in the first place. Research evidently shows that disciplinary problems affect almost all work environments (Mellon, 2006:1; Salifu & Agbenyega, 2011:51; Prenzler & Milroy, 2012:1). Discipline is becoming a serious security problem, not only in South Africa, but globally (Strom, Berzofsky, Shook, Daye, Horstmann & Kinsey, 2010:36, 66 & 77). Over the years, the low occupational requirements for security officers often resulted in the employment of elderly and poorly-schooled workers who received nothing but incomplete and rudimentary security training. People were forced to work in the private security industry because there were limited alternative employment opportunities (Pillay, 2001:67). According to Pillay and Schutte (2004:126), many security officers do not join the industry as a result of the desire to be a security officer or to build a professional career, but rather as a relatively easy way – in comparison to entering other more regulated professions requiring advanced skills training at a higher level – of escaping unemployment.
Barefoot and Maxwell (1987:61) contend that the best possible training for any security position is on-the-job training, coupled with proper supervision. Lack of skilled supervision appears to be another problem that results in officers becoming ill-disciplined. Individual differences in abilities and accompanying skills are a central concern for managers since nothing can be accomplished without appropriate skilled personnel (Kreitner & Kinicki, 1998:138). Among other challenges to security officer management, the indiscipline of security officers poses a great challenge to supervisors because they are often overwhelmed by the need to motivate security officers. This imposes a heavy burden upon supervisors, although they should have a good working knowledge of the principal aspects of the job for which they are responsible (lannore, 1987:05).

The common social factors that plague the industry include high training costs, the high incidence of human immunodeficiency virus (HIV) and acquired immunodeficiency syndrome (AIDS) and tuberculosis (TB) cases, drug and alcohol abuse and poor remuneration. According to Robbins and Judge (2012:62), envy is an emotion that occurs when you resent someone for having something you do not have but strongly desire. Applied in the context of low pay, an example of this desire is the wage disparity between security officers working in the rural areas that continue to earn less than their counterparts working in the urban areas. According to Cascio (2003:432), pay compression is certainly a difficult problem but not so difficult that it cannot be managed by managers. Indeed, it must be managed if companies are to achieve their goal of providing wages that are perceived as fair. Kreitner and Kinicki (1998:267) remark that proponents of incentive compensation maintain that something extra is needed since hourly wages and fixed salaries do little more than motivate people to show up to work and put in the required hours.

The career and skills development and training of security personnel must be a continuing concern for both Eskom and security companies management (Fisher & Green, 2004:93). Eskom management should ensure that security companies contracted to it are given strict training and orientation, which should also be contractually binding, to ensure that the service they provide to Eskom conforms to expected standards. For their part, security companies’ management should ensure
that their security officers render the quality service as expected by Eskom. By doing so, Eskom will be able to hold these security companies liable for default in their service. This will ameliorate problems such as lack of regular (on-site) training. This lack of provision of regular training has resulted in officers becoming complacent in their duties and not adhering to the requirements prescribed in the Security Standard Operating Procedures (SSOP). Moreover, lack of adequate training in the past has been the major criticism levelled against private security, both within the industry and outside it, and this can be attributed to ineffective management by security companies. Although providing on-going training for employees is important in the age of global competitiveness, the specialisation type of training provided is important (Goetsch & Davis, 2010:31). Fisher, Halibozek and Green (2008:106) aver that the merits of training will be reflected in the security officers' attitude and performance, improved morale and increased incentive.

Shift-work is an employment practice for security officers working at Eskom centres which is designed to provide security services, throughout the 24 hours of a day. This practice typically sees the security officers working set periods of time during the day and night when different groups of security officers work 12-hour shifts and carry out the security tasks required of them during those 12-hour shifts. These shifts at Eskom centres normally run from 06h00 to 18h00 and from 18h00 to 06h00. The security officers work 2 dayshifts, 2 nightshifts and then get a 2-day rest period before they are back at the Eskom centres to start a new cycle. The shifts are organised by the contracting security company to ensure that the security officers are on duty at that specified times and are relieved upon completion of the 12-hour shifts by another shift of security officers. The contract security company employs shift supervisors to maintain service and security standards during the 12-hour shift cycles. The 12-hour shift cycles have seen the levels of tiredness increase with the number of hours worked by the security officers and it is more pronounced during the second half of a shift, especially between 02h00 and 06h00. One common problem experienced with the security officers at Eskom centres is a high level of drowsiness when awake. Increased feelings of fatigue and drowsiness at work make it difficult for the security officers to maintain concentration during work hours. The increased level of fatigue and lack of sleep is normally associated with the overtime work put in
by security officers who should be on their 2-day rest periods. These security officers are called in to work in place of security officers who are absent from active shifts at Eskom centres. (It sometimes happens that contract security companies deploy these “off-duty” security officers to work for other clients of the security companies.)

Acute effects of shift-work include sleep and digestive disturbances, as well as severe social problems (Kantermann, Juda, Vetter & Roenneberg, 2010:95). Kreitner and Kinicki (1998:535) report that burnout is a condition that occurs over time and is characterised by emotional exhaustion and a combination of negative attitudes.

Born, Caparini, and Cole (2007:23) say that the regulation of the selection and recruitment of private security personnel is vital to the professionalism and moral integrity of the sector. During the recruitment process to employ security officers, security companies must be mindful of applicants that show signs of instability, unexplained gaps in employment history and are unable to recall information about their past work experiences (Fischer et al, 2008:297). The use of psychometric testing should become a prerequisite for security officers recruited by private security companies to work at Eskom centres. People with violent tendencies or psychological problems must be removed from the pool of applicants. Security officers should portray a people-oriented personality with assertiveness and the ability to apply discretion (Purpura, 1998:87).

Job satisfaction is a multifunctional attitude which is made up of, among other things, better pay, promotions, cohesion among co-workers, supervision, and the work itself (Cascio, 2003:54). The way managers treat employees and the interaction of employees at all levels will contribute to the organisational culture (Goetsch & Davis, 2010:117). Positive reinforcement is the most important aspect of coaching. It shows the employee that his or her positive behaviours are appreciated and noticed. That way he or she will continue behaving positively. It will also send the message that the supervisor is not only focusing on negative behaviour. Motivation is the willingness to do something; it is conditioned by this action’s ability to satisfy some need in the individual. The word ‘need’ in this terminology means a physiological or physiological deficiency that makes certain outcomes seem attractive, (Robbins &
DeCenzo, 2008:217). Fisher et al (2008:311) further remark that employees who have options and feel treated like part of the team will not usually become security or work problems.

More training and opportunities for continuing education will be needed as individuals in the private security industry seek to display increased competency and professionalism (Strom et al, 2010:77). The key to any successful security programme begins with an experienced management team (Dalton, 1995:260). Security management’s responsibility is to ensure that the employee has dignity, has pride in his or her uniform and workplace, and shows personal responsibility at work (Sennewald, 2011:52).

1.4 RESEARCH PROBLEM
According to Welman and Kruger (2001:12), a research problem refers to some difficulty that the researcher experiences in the context of either a theoretical or practical situation and for which he or she wishes to obtain a solution. This study investigates the disciplinary problems exhibited by security officers working at Eskom centres on the North Coast of KZN. The research seeks to understand and explore the factors that contribute to disciplinary problems, the causes of these factors and the solutions which might be used to address the factors contributing to disciplinary problems. Factors identified as contributing to disciplinary problems include the relationships between the security officers, supervisors and Eskom employees; social, such as low salary, insufficient training, work schedule and supervision.

1.5 RESEARCH QUESTIONS
According to Hofstee (2009:85), research questions are sometimes used when little is known about the problem to allow a hypothesis to be formulated or convincingly argued. The rationale for the study and the problem statement assisted in the development of the research questions for this study. The research questions arise because of the need to address the disciplinary problems by security officers and the need to have a disciplined security workforce deployed to Eskom Centres KZN. The following research questions were formulated to guide the research in this study:
• Which factors contribute to Eskom contract security staff disciplinary problems?

• What are the causal factors that contribute to these disciplinary problems? and

• What solutions can be used to address the factors contributing to disciplinary problems?

1.6 PURPOSE OF THE STUDY
According to Fouche and De Vos (2011:91), the research goal gives direction in a study and indicates the end results, in other words, the aims and final objectives of the study. The central thrust of the study is to find solutions to ill-disciplined behaviour identified among security officers deployed at Eskom centres in KZN North Coast. The aim of this study is to explore the factors that contribute to the discipline problems of these security officers. In addition, the study intends to examine the causes underlying these factors. Furthermore, the study aims to formulate possible interventions as solutions that can be used to address the contributing factors to the disciplinary problems.

1.7 OBJECTIVES OF THE STUDY
Research objectives are the steps that a researcher will take within a certain timeframe to achieve his study aims and goals (Welman & Kruger, 2005:196). The objectives of this research include the following:

• Identify the factors that contribute to disciplinary problems at Eskom distribution centres, KZN North Coast;

• Determine the causes to these factors that contribute to disciplinary problems at these distribution centres; and

• Identify what solutions can be used to address the factors contributing to the disciplinary problems at Eskom distribution centres.
1.8 KEY THEORETICAL CONCEPTS
For the purpose of this study, the following key concepts/definitions apply.

1.8.1 Discipline

1.8.2 Disciplinary problems
“Disciplinary problems” refer to disruptive behaviour that “significantly affects fundamental rights to feel safe, to be treated with respect and to learn. This encompasses behaviour that interferes with the rights and welfare of others, is offensive or inconsiderate, and dangerous to person or property” (Mabeba & Prinsloo, 2000:34-41).

1.8.3 Disciplinary process
The “disciplinary process” refers to a system of putting rules in writing regulating such aspects as to apply discipline in private; to be objective and consistent; to not humiliate the employee; to keep records of infractions and disciplinary action and to exercise discipline promptly (Sennewald, 2011:97).

1.8.4 Disciplinary records
“Disciplinary records” are those written records employers should keep for each employee specifying the nature of any disciplinary transgressions, the actions taken by the employee and the reasons for the action, as well as possible sanctions imposed (Grogan, 2007:463).

1.8.5 Security business (service provider)
According to the Private Security Industry Regulation Act 56 of 2001, “Security business means, any person who renders a security service to another for remuneration, reward, fee or benefit, except a person acting only as a security officer” (PSIRA, 2001).
1.8.6 Security service

1.8.7 Management
Management is the process of efficiently getting activities completed with or through other people (Potgieter & Coetzee, 2010:2). The management process includes the planning, organising, leading and controlling of activities that take place to accomplish objectives (Potgieter & Coetzee, 2010:2). The first function involves the process of defining the organisational and departmental goals and developing strategies in order to achieve these goals. Organising involves the decisions as to what needs to be done, who is to do them and in what teams. The leading function requires the manager to hire the right people, train the people to do the work and motivate them to achieve the set goals, use efficient communication styles with the work teams and to apply interpersonal skills intensively. The last function is to monitor that the work is done and the set goals are met (Potgieter & Coetzee, 2010:3).

1.8.8 Private Security Industry Regulatory Authority (PSIRA)
According to the Private Security Industry Regulation Act No. 56 of 2001, PSIRA is a statutory body set up by the Act whose primary objective is to regulate the private security industry and to exercise effective control over the practice of the occupation of security service provider in the public and national interest and in the private security industry itself (PSIRA, 2001).

1.8.9 Supervisor
A supervisor’s job (in the security industry) can be described as a job to oversee the work of the security officers, train new employees in their jobs, give performance reviews, and create work schedules, and to motivate a person to further his or her own learning by changing his or her behaviour to more productive avenues than he or she might have followed in the past (Iannore, 1987:352).
1.8.10 Job “burnout”
Job “burnout” can be described as utter exhaustion or frustration resulting from excessive demands made on an individual’s energy, strength or capabilities (Du Preez, 1991:137).

1.9 OUTLINE OF THE DISSERTATION
This dissertation will be presented with the following Chapter divisions:

Chapter One: Introduction and motivation for the study
Chapter One introduces the dissertation and covers the problem statement, motivation and rationale for the study, the research problem and the research questions, aims, purpose and objectives. The key theoretical concepts used in the dissertation are also discussed.

Chapter Two: Research methodology
Chapter Two discusses the research approach; research design; population sampling; design and development of research information/data collection instruments; research information/data collection; literature study; analysing collected research information; discussion aspects regarding validity and reliability; research ethics and other ethical considerations; value of the research and limitations of the study.

Chapter Three: Contextualising disciplinary problems of security officers
Chapter Three discusses the overview of security at Eskom distribution centres in KZN; disciplinary problems experienced by security officers, the Private Security Industry regulations in South Africa and in other parts of the world; factors that contribute to disciplinary problems; the causes that contribute to disciplinary problems; the role of positive leadership in the workplace; the role of private security companies in providing a reliable security service to its clients; and the effective leadership required in the security industry.
Chapter Four: Data collection, analysis and interpretation
Chapter Four discusses how the data was collected by utilising the data collection instruments, and how the data was analysed and interpreted.

Chapter Five: Findings and recommendations
Chapter Five makes findings and recommendations for improving the disciplinary problems of security officers working at Eskom centres on the North Coast of KZN.

1.10 CONCLUSION
The purpose of this chapter was to familiarise the reader with the background and reasons for carrying out this study concerning disciplinary problems experienced by contract security officers deployed to Eskom centres on the North Coast of KZN. In this chapter the problem statement, research questions, aims and purposes, and objectives of this study were specified, along with the definitions of important concepts relevant to the study.

This chapter has highlighted the disciplinary violations by contract security officers deployed to Eskom centres which have become seriously problematic for Eskom management. Having disciplined security officers deployed to Eskom centres is fundamentally important for ensuring that Eskom assets remain safe and secure. The disciplinary problems experienced by security officers are conceptualised as behaviour from a security officer that breaches rules and regulations and undermines the effectiveness of security at Eskom centres. There is an urgent need for private security companies to address discipline problems effectively and professionally when they arise. This will not only reduce the high levels of ill-discipline among the security officers but it will reduce the amount of time spent by the Eskom centre managers and supervisors dealing with disciplinary problems among private security officers deployed to Eskom centres.
Chapter 2
RESEARCH METHODOLOGY

2.1 INTRODUCTION
This Chapter provides a detailed account of the research methods followed to investigate the question posed in this study:

- Which factors contribute to Eskom contract security staff disciplinary problems?
- What are the causal factors that contribute to these disciplinary problems?
- What solutions can be used to address the factors contributing to disciplinary problems?

The literature review undertaken will be discussed, followed by a description of the research approach adopted. The criteria used to select the sample groups, the method employed to collect the primary data and the procedures followed to code the research data are considered. Other aspects and issues discussed and dealt with in this Chapter include the analysis of the collected data; research ethics considered; the integrity and quality of the research; confidentiality, anonymity and obtaining of consent approval, where appropriate.

2.2 RESEARCH DESIGN AND APPROACH TO THE STUDY
2.2.1 Research design
A research design is the structure of the scheme according to which research is to be conducted, similar to that of a blueprint (Mouton, 2001:55). According to Bogdan and Biklen (2007:49), the research design is a plan of how to proceed. It describes what the researcher is going to do with the participants, with a view to reaching a conclusion about the research problem. An interview schedule was used to conduct one-on-one interviews. The interview schedule is attached as Appendix B. Detailed data was gathered through open-ended questions that provided direct quotations, with the interviewer as an integral part of the research. The process was transparent which allowed for the researcher to record unanticipated events and practices in a
field journal note book. The approach enabled the researcher to build a holistic understanding and interpretation of the factors and causes of disciplinary problems by security officers. The Eskom Centres KZN, North Coast region were contextualised for the study, and the qualitative approach, involving a multi-method research process, combining case study, literature, interviews, and documentary studies, as well as the researcher’s experience, were used for this research.

2.2.2 Research approach
In the study on factors that contribute to disciplinary problems by security officers posted at Eskom Centres KZN, a qualitative research method approach was used in order to gain a more complete understanding of the problem area. This researcher used the qualitative approach, because, according to Dawson (2002:14), the qualitative research explores attitudes, behaviours and experiences through methods such as interviews or focus groups. Qualitative research sets out to provide an impression: to tell what it is like to be, do or think something (Bouma & Ling, 2004:165) and qualitative data approaches have become narrowly associated with research approaches emphasising unstructured methods of obtaining data (Dey, 1993:15). The qualitative approach to research is typically used to answer questions about the nature of phenomena with the purpose of describing and understanding them from the participants' points of view. A subjective approach was used to describe the life experiences of the respondents and give them meaning. The qualitative approach worked well in this study because verbal non-numerical data was collected from security personnel at their workplaces where they experience everyday situations connected with the workplace.

2.2.3 Case study
According to McMillan and Schumacher (1993:37), traditional qualitative research is distinguished by using a case study design, in which a single “case” is studied in depth. As a form of qualitative research, case studies are defined by interest in individual cases. They draw attention to the question of what specifically can be learned from the cases. The researcher collected extensive data on which the study was focused. This data included written interviews, site inspection documents, occurrence books (OB) and past disciplinary records. In contrast to other
methodological frameworks, case study design is more of a choice of what to study than a methodological one (De Vos, Strydom, Fouche & Delport, 2005:320). The case study examined the disciplinary reports that had been issued to the private security officers working on the North Coast of KZN. In this study, a sample of twenty (20) reports was purposively selected from a sample of about forty (40) disciplinary reports from January 2010 to May 2012 (2 years and five months). The disciplinary reports were issued to the security companies for non-compliance by their security officers in adhering to Eskom’s Standard Operating Procedures (SOP). These included: failure to wear proper security uniform; failure to wear Personal Protective Equipment (PPE); sleeping on duty (SOD); substance or alcohol intoxication whilst on duty; desertion of post; failure to identify criminal activity whilst on duty; failure to deter criminals from committing burglaries on Eskom sites; failure to notify the relevant law enforcement authorities immediately about incidents occurring whilst on duty; failure to conduct hourly patrols on Eskom sites; failure to wear Eskom issued bullet proof vests whilst on duty, and failure to document incidents correctly in the occurrence book. The security companies conduct their own internal disciplinary hearings with information obtained from the disciplinary reports and in most cases supply a final report to Eskom on the outcome of the disciplinary hearings. The purposive sampling technique was used by choosing only the disciplinary reports for the Eskom Centres KZN where contract security officers are deployed. Eskom deploys private security officers to the camp sites, area offices, office buildings and substations on the North Coast of KZN.

The purpose was to explore the current situation and understand why there is a discipline problem and what the factors are that contribute to these discipline problems among the security officers posted at Eskom Centres KZN. The causes of these factors were explored to find solutions can be used to address the factors contributing to disciplinary problems.

2.3 POPULATION AND SAMPLING

2.3.1 Sampling size

For the purpose of this study, the researcher selected twenty (20) out of the total of sixty (60) security officers as the sample for the study, being those deployed to 10
Eskom Centres on the North Coast of KZN. This total of sixty (60) represents those security officers deployed to the Eskom Centres, North Coast region in KZN and from these, twenty (20) samples were collected.

As already mentioned in providing the context of the study in Chapter 1, the researcher chose the security officers on the North Coast region of KZN because it is an area managed by the researcher and where problems were identified. The researcher considered this sample of twenty (20) to be representative of the total sample because these twenty samples were deployed for more than 12 months and therefore have more work experience at the Eskom centres than the other samples. All the security officers had been appointed in terms of the same policy and requirements. The pre-requisite is that they must be registered with the Private Security Industry Regulatory Authority (PSIRA). All the security officers function within the same Standard Operating Procedures (SOP) of Eskom. The other samples chosen for separate examination in the study were five (5) industry security managers from five (5) well established and PSIRA registered security companies operating in the North Coast of KZN. The researcher purposively chose five (5) companies out of a sample of twelve (12) security companies which the researcher deemed to be well established companies on the North Coast of KZN. Five (5) Eskom supervisors were chosen out of a sample of sixteen (16). The researcher purposively chose five (5) samples because they work directly and closely with the security officers at Eskom centres in KZN.

2.3.2 Selection of sample group for interviews
Random sampling was used to ensure that each centre where security officers are deployed had the same probability (chance) of being selected (De Vos et al, 2005:198). To ensure that the sample drawn was representative of the entire sample group, the researcher wrote the names of the thirteen (13) Eskom Centres on the North Coast of KZN on pieces of paper, placed them into a non-transparent plastic bag and then randomly selected ten (10) centres. The centres were drawn separately from one another to ensure that all the centres on the North Coast of KZN where contract security officers are deployed had an equal chance of being selected. Once the Eskom centres had been selected, the researcher wrote the names of the
contract security officers working at those selected centres on pieces of paper, placed them into a non-transparent plastic bag and then randomly selected the contract security officers that had more than 12 months working experience at the Eskom centres on the North Coast of KZN. The samples were regarded as large enough because the researcher chose 20 samples from this sample group for this study (Welman, Kruger & Mitchell, 2005:71). These samples were deployed much longer and have more than 12 months’ work experience at the Eskom centres on the North Coast of KZN than the other samples from this sample group for this study (Welman, Kruger & Mitchell, 2005:71).

The researcher used purposive sampling to select the samples from the other sample groups, based on the fact that the researcher made use of three different samples (the contract security officers, the Eskom supervisors and the industry security managers) for the one-on-one interviews in this study. Purposive sampling was used because the samples were based on the subjective judgement of the researcher and the procedure to select the samples was much easier, quicker and cheaper when compared with random samples. Purposive sampling entails selecting the sample on the basis of accessibility or convenience (Mistry, Minnaar, Patel & Rustin, 2003:110). The participants, which included Eskom supervisors and security industry managers, were selected based on the criteria that they were responsible for security management in their environment that they were expected to be knowledgeable and informative about the area of interest in this study, and that they were willing to participate and contribute to this research project. In a random sample, each person in the universe has an equal probability of being chosen for the sample, and every collection of persons of the same size has an equal probability of becoming the actual sample, as long as they are members of the same universe. All that is required to conduct a random sample, after an adequate sampling frame is constructed, is to select persons without showing bias for any personal characteristics (Bailey, 1987:87). The research is not based on random sampling of all populations. The findings of the research are limited to the observed samples and not the general population. The population observed and the sampling method used are reflected in Table 2.1 below.
Table 2.1: Population and sampling

<table>
<thead>
<tr>
<th>Population</th>
<th>Number</th>
<th>Sample size</th>
<th>Sampling method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eskom customer network centres</td>
<td>10</td>
<td>13</td>
<td>Random</td>
</tr>
<tr>
<td>Security officers</td>
<td>20</td>
<td>60</td>
<td>Random</td>
</tr>
<tr>
<td>Eskom supervisors</td>
<td>5</td>
<td>12</td>
<td>Purposive</td>
</tr>
<tr>
<td>Security managers</td>
<td>5</td>
<td>12</td>
<td>Purposive</td>
</tr>
<tr>
<td>Occurrence books</td>
<td>20</td>
<td>50</td>
<td>Purposive</td>
</tr>
<tr>
<td>Disciplinary reports</td>
<td>20</td>
<td>40</td>
<td>Purposive</td>
</tr>
</tbody>
</table>

2.4 DESIGN AND DEVELOPMENT OF DATA COLLECTION INSTRUMENTS

2.4.1 Interview schedule

The main method of information collection in this study was by means of an interview schedule. The questions were carefully designed to provide adequate coverage for the purpose of the research. Obtaining data from participants that have different experiences on the same subject prevents information bias and thus increases credibility regarding the information. The interview schedule was piloted and tested by the researcher on a small sample of security officers that work at the regional office in New Germany, Pinetown. These samples had the same or similar inclusion criteria as it was the case in the main study. The pilot study was done to ensure that the questions were unambiguous, answerable and to ensure clarity of the questions. The researcher had the opportunity to administer the questions in the same way as in the main study and asked the subjects for feedback to identify ambiguities and difficult questions. This information from the pilot study was supplemented with feedback from the respondents and some minor revisions were made to some of the questions in the main interview schedule. Barker (2003: 327) describes a pilot study as an approach to evaluate and validate an instrument by administering it to a lessor group of participants from the envisioned population.
The researcher ensured that the questions in the interview schedule were unambiguous and answerable, which involved testing the wording of the questions several times and identifying ambiguous questions. The researcher gave the respondents a full description of what the study was all about. The questionnaires consisted of five sections, sections A to E, which covered all the relevant information that was needed for this study. The sections consisted of the following:

**Section A: Biographical information of the participants**
Questions regarding the respondents’ gender, age, marital status, home language, highest qualifications, present employer, length of service with current employer, duties performed at Eskom, security-related training pertaining to Eskom, frequency of training and the type of training undergone by the respondent were included in this section. The aim of including this information was to identify whether there was a relationship between the biographical data of the security officers and the disciplinary problems experienced at Eskom centres.

**Section B: Factors contributing to discipline problems**
Questions in this section dealt with factors that contribute to disciplinary problems by contract security officers deployed to Eskom centres on the North Coast of KZN.

**Section C: Causes relating to discipline problems:**
This section consisted of causes relating to disciplinary problems by contract security officers deployed to Eskom Centres KZN. Respondents had to provide reasons why they considered their responses to be causes of disciplinary problems.

**Section D: Solutions to address disciplinary problems**
This section consisted of statements by the respondents related to what they thought would be solutions to disciplinary problems by contract security officers deployed to Eskom Centres KZN.

**Section E: Closing**
Respondents were given the opportunity to make comments on disciplinary problems at Eskom Centres KZN.
Open-ended questions were included to solicit views, opinions and comments on factors and causes relating to disciplinary problems and to find solutions to the disciplinary problems.

2.4.2 Documentary checklist
The researcher used a documentary checklist to gather the relevant data for the documents under review. The documentary checklist is attached as Appendix A. The documentary checklist was designed and drawn up to examine past disciplinary reports and occurrence book entries in order to investigate patterns and trends of disciplinary violations by contract security officers working at Eskom centres on the north coast of KZN. The documentary checklist consisted of the date and time of the contraventions, the place where the contravention occurred, the day and the shift where the contravention occurred, the type of contravention, the reasons for the contravention, the cause of the contravention, solution to the contravention, the management of the contravention by the security company and the frequency of the of contravention.

2.5 DATA COLLECTION METHODS
2.5.1 Interviews
Since interviews are one of the most commonly recognised forms of the qualitative research method (Mason, 2002:62), the researcher used interviews as one of his data collection methods. Face-to-face interviews between the researcher and the interviewees took place using an interview schedule. The researcher created a trusting and open atmosphere by treating the respondents with respect and reassuring them about confidentiality. The interviewer individually interviewed all thirty (30) participants. The research goals and objectives were discussed with each respondent before the interviews commenced. General guidelines and procedures were discussed with each respondent. The interview schedule is attached as Appendix B.

After the approval from the University of South Africa was obtained to conduct the study (Appendix C), permission was obtained from the Grid Manager of the
KwaZulu-Natal Operating Unit of Eskom to conduct the research (Appendix D). Participants were approached and the purpose of the study was explained. No remuneration was offered and they were informed of the opportunity to withdraw at any stage of the research. Individuals who refused to participate were not coerced in any way. The interviews only commenced once the participants were comfortable and had no objections to the conduct of the interviews. Permission was first sought from the respondents before the interviews commenced (Appendix E). A total of 45 questions were formulated in the interview schedule. Interviews took place with each participant in a face-to-face manner at their workplace. The participants were in their natural setting and there was no intrusion upon privacy with regard to information provided. Anonymity was therefore upheld. The participants were assured of confidentiality verbally and in the written consent form. No names were attached to the transcriptions, observation guides or notes.

2.5.2 Documentary study
Documentary studies were conducted for this research. The examination of documentary evidence provides a method to cross-validate information gathered from interviews and observations, given that sometimes what people say may be different from what people do (Noor, 2008:1604). Additionally, documents provide guidelines in assisting the researcher with the inquiry during the interviews. The researcher studied disciplinary reports and occurrence book entries as part of the data collection methods. The researcher selected twenty (20) reports from a sample of about forty (40) disciplinary reports issued between January 2010 and May 2012 (2 years and five months). A purposive sample method was used to select the disciplinary reports. The researcher purposively selected twenty (20) reports which were issued specifically for non-conformance of the SSOP by the security officers working at the ten (10) sampled Eskom centres on the North Coast of KZN. The researcher sampled twenty (20) occurrence books (OB) from a sample of about fifty (50) OBs for the period between January 2011 and January 2012 (1 year). The researcher purposively selected twenty (20) OB’s which were used specifically on the ten (10) sampled Eskom centres on the North Coast of KZN. The purpose was to explore the type of comments and entries made for non-conformance issues relating to the SSOP in the OBs by the supervisors during the site inspections. The
researcher also explored the type of comments made by security officers when they found security breaches during the shifts.

2.6 EXPERIENCE
This researcher has 18 years’ experience in the security environment, including 14 years of functional management experience in the security management arena with Telkom SA (11 years) and Eskom (2009 – present). The acquired knowledge, skills and experience were very important to the execution of this research.

2.7 LITERATURE STUDY
A literature review forms a distinctly recognisable section near the beginning of a study and leads on to the more specific and practical description of the research activities (Walliman, 2011:56). Gray (2009:133) further elaborates to advise that literature will identify who are the dominant and influential writers in the field. In this study the researcher conducted a literature review before the commencement of the study. A literature study was carried out on the field of security risk management, security management, physical security management, discipline in the workplace, labour law. The internet was also searched for security watchdog sites, which included www.psira.co.za and www.necontract.com, to examine contracts which govern security matters in Eskom. The researcher studied this literature to determine current practices in the security management environment. The reason was to obtain further background knowledge about the phenomenon under investigation, after which a more detailed review was undertaken to orient the researcher with respect to the disciplinary problems experienced by the security officers posted at Eskom Centres KZN. The literature review was continued through the entire investigation as a research focal point. A large number of different sources were reviewed: journals, electronic documents, reports, government documents, dissertations, articles, books, and newspapers.

2.8 DATA ANALYSIS
According to McMillan and Schumacher (1993:479), qualitative data analysis is primarily an inductive process of organising the data into categories and identifying patterns (relationships) among categories. The analysis of data involves the breaking
up of data into manageable relationships, trends, patterns and themes (Mouton, 2001:108). The first step in the analysis of the collected data from the open-ended questions was to organise the data using an Excel spreadsheet, that is, to extract an account of what the respondents were saying about each of the questions asked. The researcher made field notes in a journal as a primary way of capturing the data that was collected. This further assisted, in conjunction with the literature review, the researcher in becoming familiar with the research, since it was an on-going process of reading and analysing the written data. The researcher read through all the interview schedules and made written notes in a field journal of what he thought were the general ideas that had been brought forward. In this study, the report of the results was presented in a descriptive or narrative form, supported by direct quotations from the raw data. This means that direct quotations were highly valued as data as they indicated the understanding of the participants. The data was then transcribed and placed (clustered) into categories. Interpretations of the data then followed, as well as a determination of how useful the collected data was (De Vos et al, 2005:336-339).

2.9 VALIDITY
The researcher applied the methods described in this section to ensure validity, as described by Bouma and Ling (2004:83). The problem of validity is most acute in the construction of questionnaires or interview schedules to measure persons' attitudes, beliefs or values. Validity is considered to be present in research when the measuring instrument represents what it is supposed to measure (De Vos et al, 2005:162). This relates to the accuracy with which the information is gathered, asked and interpreted. Validity of the research instrument was evaluated for content, face and construct validity.

2.9.1 Content validity
The content validity of the questionnaire was determined by the literature review, as well the researcher’s own experience while working in the security environment. All the questions posed to these individuals were relevant to the study, thereby ensuring validity. The literature used in the research was also considered to be valid, because it consisted of subject-specific books, journals, articles and other sources, thereby
ensuring validity (Mouton, 2001:101). All the questions asked, the data collected, and explanations received from the sample and experts were considered to be relevant to the topic, specifically to ensure that the research would be valid. Owing to the fact that the researcher attempted to measure the proceedings in a natural environment, interruptions had to be minimised. The participants were encouraged to act naturally, as far as was possible.

2.9.2 Face validity
Face validity refers to the extent of the research instrument and what it intends to achieve. The interview schedule design was decided on after considering the concepts and variables involved with the relationships being investigated (Welman et al, 2005:174).

2.9.3 Construct validity
Construct validity is more concerned with the underlying attributes of the results of the questionnaire. Marshall and Rossman (2011:42) (in Cho & Trent 2006:324), say that the question of validity in itself is convergent with the way the researcher self-reflects, both explicitly and implicitly, upon the multiple dimensions in which the inquiry is conducted.

2.10 RELIABILITY
Reliability relates to the credibility of the findings of a particular research study (Welman et al, 2005:145). According to De Vos et al (2005:162-163), reliability refers to the consistency of the measurement, which means that every time the same variable is measured under different conditions, it will still provide the same or similar results. The researcher needed to determine whether the evidence gathered would stand up to scrutiny. The literature used in this research relates to the research questions, and is therefore reliable. The literature was reliable, because of the fact that it was obtained from Eskom documents, academic books and peer-reviewed academic journals. The researcher used the random sample method, to select the security officers. The researcher selected the sample respondents from people who were attached to Eskom, by either working as contract security officers, contract consultants or as permanent staff at Eskom KZN Operating Unit. A uniformed,
structured interview schedule was presented to all the individuals from the sample. These interviews were viewed as a contributing factor to the reliability of the research. If a research finding can be repeated by another researcher and achieve the same results, the research can be considered reliable (Welman et al, 2005:145).

2.11 ETHICAL CONSIDERATIONS

Ethics are moral principles and rules of conduct dealing with what is right and what is wrong (De Vos et al, 2005:57). There were a number of ethical issues that were adhered to for this study. These included obtaining permission to undertake the research from the researcher’s Department of Law; obtaining the permission from the Eskom Grid Manager; ensuring that only voluntary participants took part; undertaking to treat all information received as confidential by protecting the identity of participants, as well as not identifying the participating Eskom centres. The compliance with ethics in any research is aimed at ensuring that no individual will be subjected to any harm as a result of the research. All participants were informed about the goals, objectives and purpose for the study and what it set out to achieve. Participants were informed and reminded throughout the study that their participation was voluntary. The researcher ensured that the appropriate confidentiality procedures were implemented.

2.12 VALUE OF THE RESEARCH

2.12.1 Eskom security services

The research should be of value to Eskom. It will highlight some of the factors that contribute to and cause disciplinary problems among the private security officers deployed at Eskom Centres KZN. This research assisted in defining which problems are persistent among the security officers posted at these Eskom centres, and what the most effective solutions are that could be implemented to manage these disciplinary problems.

2.12.2 Academia (Security Management)

This study makes a valuable contribution to the existing body of knowledge in the field of security management studies by expanding on the subject of disciplinary violations by security officers in the workplace. Security management programmes
can be further developed to manage the problems of security violations by security officers in the workplace.

2.12.3 Private security industry
This study might assist and provide the Private Security Industry in South Africa with an understanding of certain factors and causes of disciplinary violations among security officers. The recommendations made in this study should assist the relevant authorities in the private security companies to manage the problem of security violations.

2.13 LIMITATIONS
The protocols of setting the appointments for interviews with the security officers were time consuming in that the appointments were scheduled with the officers over weekends and after hours, since these were the less busy periods for the security officers. The appointments had to be scheduled during the work hours of the security officers which meant that the researcher had to go to the North Coast area only when the security officer/s were on duty and not on time-off. Many of the security officers and some contract managers were reluctant to answer certain questions for fear of victimisation, despite the fact that the researcher gave them the assurance of anonymity. The researcher followed the process of requesting permission before the interviews and continuously gave the assurance that the identity of the respondents would remain anonymous.

2.14 CONCLUSION
In this Chapter the research design and the methods of data collection were discussed. A description of the procedure for data analysis was also specified. It was noted that the methods used to collect and analyse data were informed by the qualitative research standard. The research questions were also outlined in this Chapter. The methods of data collection and analyses used were consistent with the requirements of qualitative research. Issues relating to the reliability and validity of the research process were also discussed. The ethical considerations that guided the researcher throughout the investigation were also explained. Chapter 3 discusses the literature study for the research.
Chapter 3

CONTEXTUALISING DISCIPLINARY PROBLEMS OF SECURITY OFFICERS

3.1 INTRODUCTION

This Chapter discusses the factors that contribute to disciplinary problems among Eskom contract security officers. It also discusses the causes of some factors and suggests solutions that can be used to address the disciplinary problems among security officers deployed at Eskom Centres KZN. Security officers are an important part of most organisations. The security officers play an important role of being primary human resources needed to protect assets. As a result, it is crucial to maintain employee satisfaction and commitment. This intervention will support the objective of ensuring that Eskom has a disciplined security workforce. Security companies must expeditiously address the disciplinary problems among security officers to ensure that it become an integral part of their institution. Security companies’ disciplinary codes, management practices applied at Eskom centres and the PSIRA Code of Conduct for security providers must prove to be effective and successful in reducing the disciplinary problems.

This Chapter also discusses disciplinary problems experienced by security officers, which impacts negatively on the safety and security of businesses. Moreover, this Chapter will concentrate on the types of disciplinary problems that are experienced at Eskom centres. The main objective is to discern solutions for bringing about an improvement in the disciplinary problems faced by Eskom centre managers, and hence, to improve the morale of the security workforce at Eskom centres.

3.2 OVERVIEW OF SECURITY AT ESKOM DISTRIBUTION CENTRES IN KWAZULU-NATAL (KZN)

The utilisation of private security officers at Eskom is managed at a regional level by a security division based in KZN. The security division in KZN is managed by a security manager that has staff allocated to the various operational sectors which include the management of the security officers. While another sector would deal with the investigation of crime in the KZN region as a direct function, an indirect function would also be the management of the security officers. This is done to strengthen the visibility and purpose of the KZN regional security management
division. The KZN security division engages the contracted security companies’ management team on a regular basis with compulsory monthly meetings held to discuss the security status and (if any) security breaches in the KZN region.

This researcher has been working in the security industry for the past 17 years. Some of the common deficiencies in the security industry are non-compliance with job descriptions, sleeping on duty (even during the day), failure to conduct regular site patrols and desertion of post (leaving the site during deployment). The researcher has found that the main causes of these disciplinary problems in the security industry were similar in nature, being the lack of regular (on-site) training provided to the security officers, the lack of support from directors and managers, and the lack of skilled supervision. Pillay (2001:69) notes that private security serves the interests of a specific client by protecting the economic interests of the individual company/organisation/client through the rendering of quality service. An increase in motivation improves performance and recognition is a major factor in motivation (Cascio, 2003:434).

The expectation of Eskom’s Security Management Department is that any security service must be performance-driven and that a good quality security service must be rendered to Eskom. Pillay (2001:66) contends that professionalism in the private security industry in South Africa will benefit South Africa society as a whole. In addition, Born et al (2007:23) state that the regulation of the selection and recruitment of private security personnel is vital to the professionalism and moral integrity of the sector. The impact of disciplinary problems at Eskom is not easily quantifiable. There is widespread acceptance by Eskom management of the fact that disciplinary problems among security officers at Eskom centres affects and threatens the stability of security at these centres. Misbehaviour by security officers has a tendency to compromise safety and security if it occurs frequently such that Eskom management has to take up working time correcting the security officers’ behaviour.

The researcher has noticed during the study that even in periods when job offers in the security sector are low, many people who work as security officers only remain in
their employing organisations for short periods of time owing to unfavourable working conditions, lack of training and development and career growth opportunities.

The researcher found in his experience that the increased level of fatigue and the lack of motivation by the security officers are largely attributed to the overtime work. Overtime work is required from those security officers who are called to work on their rest days in place of their colleagues that are absent from work. Most of these security officers work away from their families and homes and, accordingly, they cannot go home to spend time with their families on their days off. Instead, they are often forced to work because the absenteeism of other security officers within their company. This problem is further compounded by the normal rates of pay they receive for this “stand-in” work, instead of receiving an increased rate for working overtime.

3.3 DISCIPLINARY VIOLATIONS BY SECURITY OFFICERS

The word “discipline” evokes an emotional reaction on the part of employees at all levels of the organisational pyramid (Sennewald, 2011:89). Most forms of problematic behaviour are related to unsatisfied needs (Du Preez, 1991:128). The Police Regulations can help define the culture of the safety and security sector in South Africa because these indicate the behaviour that is considered as lack of discipline. These behaviours include sexual harassment, being disrespectful towards superiors and abuse of state property (Mofomme, 2001:16). Mofomme (2001:16, 18) further states that in order for disciplinary problems to improve, police management must lay a strong foundation of strategic thinking and culture building, but they will not be able to attain that unless they develop a new culture which is individually focused, rather than group focused. Given the level of uncertainty and impact on morale which can be caused by errant security officers, Dalton (1995:231) avers that without proper handling, productivity can suffer, litigation can result, and credibility can be damaged. Discipline is becoming a serious security problem, not only in South Africa, but globally as well (Strom et al, 2010:36, 66 & 77). Research shows that disciplinary problems affect almost all work environments (Mellon, 2006:1; Salifu & Agbenyega, 2011:51; Prenzler & Milroy, 2012:1).
According to Faull and Rose (2012:10) in a report titled “Professionalism and the South African Police Service” (dealing with discipline and crime), the inference can be drawn that a more disciplined police service will be more effective at reducing crime, which is a task that government often refers to as being their primary function. In addition, Newham (2000:5) contends that the police must recognise that attaining high levels of discipline in any police service requires much more than just a formal system of rules and procedures. Police managers must be skilled in the application of the formal and informal mechanisms and the resources at their disposal to ensure that individual police members deliver police services to communities in a professional manner. Police managers need to be able to set clear standards, assist members in achieving these standards, and deal fairly and objectively with members who cannot, or will not, work to the standards set (Newham, 2000:5). Furthermore, low training and low recruitment standards impact on the professionalism of the security industry, as well as on accountability (Berg, 2007:23). Performing in a disciplined manner requires close and continuous concentration, especially in the type of environment where security is high priority.

3.4 THE PRIVATE SECURITY INDUSTRY REGULATIONS IN SOUTH AFRICA AND IN OTHER PARTS OF THE WORLD

The South African private security industry is of considerable strategic and economic importance. The security industry’s strategic role in ensuring safety and security is highlighted by the vast human and material resources it deploys to protect and safeguard people and property in Southern Africa (Pillay & Schutte, 2004:121). PSIRA provides for a range of powers and duties. PSIRA’s duty is to promote a legitimate private security industry and to ensure that all security service providers act in the public and national interest, as well as in the interests of the industry itself (Berg, 2007:17). PSIRA’s inspectors have been entrusted with the task of carrying out checks and inspections to ensure that security companies comply with the requirements of PSIRA. The inspectors have the ability to impose fines, penalties and/or interdicts for non-compliance in terms of any aspect of the legislation and/or for violations of the code of conduct (Berg, 2007:18). Pillay and Schutte (2004:126) state that the status of the occupation of security officer can only be maintained, promoted and protected if every security officer remains worthy of the trust placed in
him or her. The latter will only be the case if a security officer, while practising his or her occupation, always manifests good faith and renders services of a high standard.

There are comprehensive systems of legislation and regulations which exist in various countries, including South Africa, which aim to ensure that statutory and policy provisions are observed. In South Africa, these include the Basic Conditions of Employment Act 75 of 1997, PSIRA Act 56 of 2001, the Code of Conduct for Security Service Providers, 2003, prescribed under the Private Security Industry Regulation Act 56 of 2001, and the Labour Relations Act 66 of 1995. According to the Centre for Security Studies (CSS) (Bosnia and Herzegovina) and Saferworld (United Kingdom), the Sarajevo Code of Conduct (2006) for Private Security Companies was initiated by the South Eastern and Eastern Europe where stakeholders came together for the purpose of improving standards within the private security industry in Bosnia and Herzegovina. The Swiss government has also established The International Code of Conduct for Private Security Service Providers (ICoC), which is a set of principles for private security providers that reinforces and articulates the obligations of private security providers and aims to improve the accountability of the industry by establishing an external, independent oversight mechanism (Montreux Document, 2010:6).

3.5 FACTORS THAT CONTRIBUTE TO DISCIPLINARY PROBLEMS

3.5.1 Job dissatisfaction

Job dissatisfaction is defined as a negative sensation about the work itself, which arises from an evaluation of its characteristics. It could be said that an individual with a high degree of job dissatisfaction has negative feelings about his or her work; conversely, a satisfied person will have positive thoughts about his or her job (Evans, 2008:125). Job satisfaction is an effective or emotional response towards various facets of one’s job (Kreitner & Kinicki, 1998:206). According to Pillay and Schutte (2004:124), security officers often have to work under dangerous and life threatening conditions. These include protecting persons and property in areas that are exposed to violence (i.e. industrial sites), and where businesses could be targets for robberies (i.e. banks and service stations). Because of the nature of the environment they work in, they should be constantly alert, especially with regard to suspicious looking
persons or vehicles. This may be positive, especially to the client, but may also have negative consequences for the worker.

Berg (2007:23) states that the rights and treatment of security officers are directly linked to the levels of accountability that can be expected from the industry as a whole. Job satisfaction is a multifunctional attitude and is made up of attitudes towards pay, promotions, co-workers, supervision, the work itself and so on (Cascio, 2003:54). How managers treat employees and how employees at all levels interact on a personal basis will contribute to the organisational culture (Goetsch & Davis, 2010:117). Notably, Evans (2008:125) remarks that studies have confirmed that when employees’ job satisfaction is high, customer satisfaction is high, and when job satisfaction is low, customer satisfaction is low. According to Du Preez (1991:144), dependability, honesty, trust and loyalty are all very important characteristics of a security officer.

3.5.2 Security companies’ absence of commitment towards it employees

The research found that security companies which have progressed in the security arena have done so by reducing their operating costs, improving quality of services to their clients, making profits and in some cases, by retraining their client base. However, there is a common denominator that is synonymous with the security companies in the industry today and that is the retention of the officers. High turnover rates seriously impact on the industry (Du Plooy & Roodt, 2010:2). Lowering the turnover in the industry could aid in having better trained officers. Efficiency is of importance to managers at all levels (Du Preez, 1991:157). The security officers in any organisation are ultimately the foundation of the security companies. They need to be trained and developed, well remunerated and cared for to achieve significant value for these companies. Training is given to improve skills of staff members (Du Preez, 1991:300). The successful achievement and good reputation of security companies’ objectives is a result of the security officers’ good performance and achievements in doing the required job properly. Poor performance inevitably results in shoddy results and reputation. Security management must demand exemplary conduct (Sennewald, 1998:61). In addition, Purpura (1998:127) explains that employees’ personal problems often affect behaviour on the job.
According to Schermerhorn (2002:390), commitment to the organisation, or organisational commitment, is the psychological state of mind that characterises the employee’s relationship with the organisation and, among other things, has implications for the decision to stay or leave an organisation. Security guarding is a demanding industry requiring a certain type of personality and people need specific attributes in order to be proficient security officers. Employees who are strongly committed to their organisations differ from those with weak commitment in terms of turnover, attendance at work, job performance, employee well-being and organisational citizenship behaviour. Moreover, poor management practices can diminish a person’s overall quality of life and not just the quality of work life, whereas good management, by contrast, has the potential to enhance both (Schermerhorn, 2002:390). Management should never lose sight of the fact that it cannot motivate workers, but can only activate them. Motivation stems from within (Du Preez, 1991:128).

### 3.5.3 Employment instability

Job instability is a burden on security officers where they are unsure whether their jobs are safe and whether they are going to become unemployed, especially when they are bread winners. In the security industry, security officers do not know how long their jobs will actually last, since the security contracts are issued for a limited period. The security industry relies on contracts and when a contract expires there is little that security companies can do with their officers besides redeploying them to other positions, if they are available. In most cases, the incoming security company that succeeds the outgoing security company will employ the existing security officers based on a recommendation from the client. People are an organisation’s most valuable resource and most people want to do a good job, but they often do not know how. Not only does training result in improvements in products and service quality and organisational performance, but it adds to worker moral and demonstrates to workers that the company is dedicated to helping them and investing in their future (Evans, 2008:30). Fischer et al (2008:485) argue that the more education and training become a regular part of the security occupation, the greater the professional development of the occupation, and the greater the chances
of finding employment in the event of job losses. Purpura (1998:118) states that lower-level needs must be satisfied before upper-level needs. Employees are demanding more self-determination on the job; they want to be part of everyday decisions on how and when to do their jobs, and they expect real opportunities to participate in job-related decisions (Schermerhorn, 2002:9).

3.6 CAUSES THAT CONTRIBUTE TO DISCIPLINARY PROBLEMS
Although they are a serious problem in this country, disciplinary problems are, as can be expected, not limited to the security environment. The South African Police Service is also affected by disciplinary problems (Newham, 2000:5; Mofomme, 2001:5; Faull & Rose, 2012:10). The duties of security officers must be to secure the safety of the premises to which they have been deployed. This amounts to more than patrolling the area or business premises, as security officers need to make sure that no unwanted people enter and exit the premises. According to Berg (2007:17), ‘marketplace accountability’ is a means by which the private security industry may be held liable for its actions. In theory, the client or consumer, through the contract, may ensure that the private company lives up to its promises. The job of a security guard varies and accordingly it is extremely important for the security officers to do exactly what the employer specifically envisages for them. Goetsch and Davis (2010:73) warn that breaches of ethical conduct are, unfortunately, common in today’s hectic, hypercompetitive global business environment. The most common impediment to ethical conduct is simply human nature. The duty to ensure proper and socially accountable behaviour by the security officers should be enforced (Goetsch & Davis, 2010:73).

Continuous work over a long period of time leads to depletion of energy, weak concentration, boredom, a build-up of tension, fatigue and irritability (Du Preez, 1991:146). Boredom is inherent in many security officers’ positions. This is because some of the job’s assignments may be extremely routine and monotonous. Lower graded security officers (D grade) work in the security industry with limited authority and considerably restricted duties, as opposed to the other colleagues that are between A – C grades (Kruger, Smit & Le Roux, 1996, as quoted by Pillay & Schutte, 2004:125). This can lead to boredom and frustration. Officers on night duty
are often bored and are more often caught sleeping. Because they are bored and frustrated, they tend to make the most mistakes more easily, and are disciplined or sometimes dismissed.

There is an increasing awareness that work hours and productivity are lost in the workplace as a result of the harmful effects of stress, (Kruger, Smit & Le Roux, 1996, as quoted by Pillay & Schutte, 2004:123). They report that significant causes of work stress are, amongst others, an unpleasant or dangerous work environment, workload (quality and quantity), poor interpersonal relationships, as well as the type of career. The work performance of the security officer will suffer and can cause a reduction in productivity and output, increase in error rates, increased amount of accidents, poor decision-making, and deterioration in work performance. The quantity or quality of a person’s workload can be excessive or insufficient. If the workload is too much, it can exhaust the worker psychologically and/or physically. On the other hand, too little work that is easy to carry out can cause boredom and frustration because it hampers the need for job satisfaction, and this can result in job stress (Kruger, Smit & Le Roux, 1996, as quoted by Pillay & Schutte, 2004:125).

No manager or supervisor can ever hope to discipline others effectively if he or she cannot discipline himself or herself (Sennewald, 2011:95). The jobs that security officers perform and the dangers and circumstances under which they have to do them, are causes of stress. As a result, poor job attitudes lead to lowered productivity and organisational performance. Evidence indicates that this is, in fact, the case and that management’s concerns are well placed (Cascio, 2003:54). Furthermore, Schermerhorn (2002:406) indicates that stress can lead to job burnout – a form of physical and mental exhaustion that can be incapacitating, both personally and in respect to one’s work. Consequently, productivity can suffer as people react to very intense stress through job turnover, absenteeism, errors, accidents, dissatisfaction, tension and conflicts between colleagues; poor relationships with clients; and increases in disciplinary problems and reduced performance. According to Du Preez (1991:137), job burnout can be described as utter exhaustion or frustration resulting from excessive demands made on an individual’s energy, strength or capabilities. To train, mould, and correct discipline in
a timely fashion will reduce the need for more difficult training, moulding, and correction at a later stage (Sennewald, 2011:90).

3.6.1 The relationship factors
The security industry depends on its clients for survival. The successful ability of security companies to build a relationship with the organisation that it services will largely depend on the role of the security officer. Discipline problems can be defined as “disruptive behaviour that significantly affects fundamental rights to feel safe, to be treated with respect and to learn” (Mabeba & Prinsloo, 2000:34). They are required to have a keen sense of detail and a preparedness to prevent crimes, theft and other unwanted events from happening. Poor performance inevitably results in shoddy results and reputation. Emotions are an inextricable part of life, but it is important that the security officer controls his or her emotions (Du Preez, 1991:165). Du Preez further contends that emotional preparedness ensures that the officer will be able to deal with situations professionally. Security management must demand exemplary conduct (Sennewald, 1998:61). In addition, Purpura (1998:127) explains that employee personal problems often affect behaviour on the job. The successful achievement of a security companies’ objectives and the realisation of a good reputation is a result of the security officer’s good performance and achievement of doing the required job properly. Implicit in the definition of supervision is an on-going relationship between supervisor and supervisee; the supervisee’s acquisition of professional role identity; and the supervisor’s evaluation of the supervisee’s performance (Dalton, 1995:172 & 173).

Workers sense a supervisor’s attitude toward security in the same way that they sense his or her attitude towards absenteeism, lateness or any other area covered by company policy, by what he or she does about it. Barefoot and Maxwell (1987:95) mention that supervisors must set a moral tone. They must be completely scrupulous and demonstrate a genuine, active respect for company property and develop the same respect in their officers. Supervisors must recognise that although various training techniques are available to them, all teaching methods have as common objectives not only the need to impart knowledge or change attitudes, but to motivate the person to further his or her own learning by changing his or her behaviour to
more productive avenues than he or she might have followed in the past (Iannore, 1987:352). The ability of the supervisor to take conflict and turn it into a supervisory advantage may be the symbol for determining success or failure in supervision. Individual differences in abilities and accompanying skills are a central concern for managers because nothing can be accomplished without appropriate skilled personnel (Kreitner & Kinicki, 1998:138). To deliver good service and maintain their clients' trust, security companies need to have well-trained and responsible employees (security officers, inspectors and managers). Most of the time security companies have their clients and employees spread-out over wide geographical areas where, even when making full use of travelling supervisors, it is almost impossible to supervise every security officer's work during the entire shift. Consequently, they have come to rely on the security officer's capability and trustworthiness to retain satisfied customers.

3.6.2 The social factors
According to the Safety and Security Sector Education and Training Authority (SASSETA) Sector Skills plan document (2011-2016) (SASSETA, [nd]: iii), the Private Security Sector is plagued by several social factors that have an effect on the industry, the families and the communities. They state that labour believes strongly that employers need to play a big role in the empowerment security officers and in instilling a sense of pride and value in them. Security officers are generally demoralised and lack motivation in performing their roles. As a result, they are not committed to what they do and are merely interested in receiving their salaries at the end of each month.

According to a report titled Social Security: Issues, challenges and prospects, presented at the International Labour Conference in 2001 (International Labour Office, 2001:8), people wish to secure a decent standard of living, within a context of security. They can achieve this income security not only through productive employment, savings and accumulated assets (such as land and housing), but also through social protection mechanisms. These mechanisms function not only as a protective but also as a productive factor. Workers need income security to make long-term plans for themselves and their families. Workers’ income security is also
good for the economy, since it makes effective demand more predictable and provides enterprises with a more productive and flexible workforce (International Labour Office, 2001:8).

If security officers are constantly struggling against negative organisational perceptions, their ability to achieve social cohesion might be significantly reduced. Building collaborative environments with the security officers and their companies requires leadership that engages with the security officer within an on-going dialogue to achieve common goals and objectives.

3.6.3 The low salary factor

According to Robbins and Judge (2012:38), attitudes have three components: cognition, ‘affect’ and behaviour. If these factors are applied in the context of low pay, then the statement “my pay is low” is the cognitive component of an attitude, meaning it is a belief or description of the way things are (Robbins & Judge, 2012:38). Robbins and Judge (ibid) further explain that this affect is the emotional or feeling segment of an attitude and is reflected in the statement: “I am angry over how little I am paid.” The affect can lead to behavioural outcomes. The behavioural outcome of an attitude describes the intention to behave in a certain way toward someone or something. In this current study, low salary contributes to disciplinary problems at Eskom centres and it resonates with previous studies. Kreitner and Kinicki (1998:267) remark that proponents of incentive compensation note that something extra is needed because hourly wages and fixed salaries do little more than motivate people to show up to work and put in the required hours. In addition, security officers do not get a transport allowance to travel long distances to their areas of deployment. Most security officers are self-posted and they are responsible for their own transport costs out of their already diminished, meagre salaries. The quality of service delivered by security officers is often directly linked to their income levels. One serious implication of paying the officers less wages than what is due to them is that these poorly paid officers might be tempted to steal from the site which they are deployed to protect.
The problems of poor pay have contributed to what has been interpreted as an epidemic of dissatisfaction among security officers. Stephen and DeCenzo (2007:141) explain that it is important that when organisations design their overall compensation package, they look further than just an hourly wage or annual salary. They have to take into account employee benefits. Even though the security officer plays an important role in business, the position comes with a low salary and, even worse, they do not seem to be given much recognition. This in turn creates different forms of dissatisfaction that lead to discipline problems among the people who are employed in this industry. The low wages in this industry is a disincentive for people wishing to work as security officers.

3.6.4 The insufficient training factor

Security is a high-risk occupation, hence security personnel should undergo intense training programmes to ensure both the security of the organisation and their own survival (Du Preez, 1991:85). According to Berg (2007:23), low training and low recruitment standards impact negatively on the professionalism of the security industry, as well as on accountability. Officers are the frontline of contact with the public and, if not trained properly, may misuse their ‘powers’ and possibly violate the human rights of members of the public. Individual security officers may be answerable to their employers in terms of, for instance, removing ‘undesirables’ from outside a client’s premises, but it is their responsibility to ensure that their actions do not violate anyone’s rights. If they do not receive the proper training and education in terms of the law and the rights of the citizen, they may be more likely to abuse those rights (Berg, 2007:23). More training and opportunities for continuing education are needed as individuals in the private security industry seek to display increased competency and professionalism (Strom et al, 2010:77). Similarly, Pillay (2001:73) contends that security providers need to dedicate themselves to the education and training of their employees, commensurate with their responsibilities, which are often to protect assets worth many millions of Rand, consisting of physical property, intellectual property, and human resource capital.

According to Reynolds (1996:9), many security personnel are conscientious and proficient in their work. At the same time, there are many who are inadequately
trained and are a potential hazard to the public and their employer. This is particularly true of those involved in crowd control. Reynolds (1996:10) notes that until 1990, the training of security personnel was not an issue adequately addressed by legislation in any State in Australia. In general, training for security work was carried out by the employing firm or a private training company teaching short, two or three day courses. Such courses have tended to lack any intellectual content or to provide for screening of people as to their suitability to the task (Reynolds, 1996:10).

In a report by the Victorian Council (Australia) Against Violence (Reynolds, 1996:10) it was stated that their current courses were inadequate and that, undoubtedly, there was a need for greater supervision and enforcement of training. The report was treated seriously by the Victoria State Government and the Victorian Private Agents Act 1966 was amended in 1990 along the lines of the report’s recommendations. The amended Act has since influenced the other states in Australia. South Australia, Western Australia, Queensland and New South Wales have either amended legislation or are in the process of doing so to improve the safety of officers and the training requirements of private policing (Reynolds, 1996:10).

According to Postelnicu (2011:256), the level of professionalisation of the private security companies in Romania has to be continuously increased, since not all of the companies adhere to the high standards of exactingness regarding the staff training. Postelnicu (2011:256), further says that the assignees of the company’s management were professionally overqualified in the field and had professional expertise gained while in the special services, but the same thing could not be said about all the employees. In order to resist in the market, the companies would promote themselves by asseverating their professionalism criteria and the good references that they had received from the satisfied customers in relation to the rendered services.

This type of occurrence, unfortunately, is common. Security policing looks fine when agents appear neat and tidy and simply do their rounds. Their presence is essentially a crime deterrent. Problems associated with the inappropriate use of force and the lack of adequate training, however, become evident in the context of trouble and
conflict (Reynolds, 1996:9). Every company should consider their employees as valuable assets. This asset development starts from the recruitment process, and training and development continues throughout their employment. Moreover, when looking at the condition of the security industry, it can be seen that competition is becoming increasingly intense and accordingly security companies need their employee to be disciplined in order to assist the companies in achieving their client objectives stipulated in the contracts. The need for training in the private security industry is absolutely necessary because of the competitive pressures in this sector. Building a good foundation for new employees to feel comfortable is one of the goals of orientation training.

The advantages of training will reflect in the security officers’ approach and performance, enhanced moral and increased incentives (Fisher & Green, 2004:93). If a security officer has completed a training course at one time, this does not mean that they are able to do the task effectively forever more thereafter. It is important that security officers attend refresher courses to ensure their knowledge and skills stay up-to-date. Given the pace of change in modern society and technology, retraining is imperative to enable individuals to compete for or retain their jobs and to enable organisations to compete in the marketplace. Therefore, continual investments in training and learning are essential as they have such direct impact on the productivity of organisations and on the quality of work life to those who work in them (Cascio, 2003:318). Training also provides greater opportunities for promotion and a better understanding on the part of the officers of their relationship to management and the objectives of the job. If they are adequately trained, then they have the opportunity to explore other employment opportunities within their companies. The training requirement should be inclusive of personal appearance, conduct and general behaviour.

3.6.5 The work schedule factor
Shift-work seriously affects the health and well-being of millions of people worldwide, and the number of shift workers is constantly rising (currently approximately 20% of the workforce) (Kantermann et al, 2010:95). A well-planned shift roster allows for balanced distribution on all shifts with enough officers working each shift (Du Preez,
According to Kantermann et al (2010:95), the effects of shift work on a person’s health and wellbeing have been shown in several studies. Shift-work severely interferes with the health and wellbeing of employees, both acutely and chronically. Acute effects include sleep and digestive disturbances, as well as severe social problems (Kantermann et al, 2010:95). The nature of the environment the security officers work in means they have to be consistently alert, especially with regard to suspicious looking persons or vehicles (Kruger et al, 1996 as quoted by Pillay & Schutte, 2004:123). This may be positive, especially to the client, but may also have negative consequences for the worker. For instance, the following are prone to happen to security officers, namely: physical exhaustion, such as chronic fatigue, weakness and lack of energy; psychological exhaustion, which normally includes a negative attitude towards the person himself, his work and life in general; and emotional exhaustion that causes a person to feel helpless and trapped. This can cause an increase in overall sickness absence, particularly frequent short periods of absence; poor health (depression, stress, burnout) and physical conditions (high blood pressure, heart disease, sleeping disorders). Shift workers are rarely able to lead a stable social life, which in turn results in psychosocial problems and social marginalisation (Kantermann et al, 2010:95).

According to Heriyati and Ramadhan (2012:192), employees with a high level of satisfaction will be motivated to be more engaged in every work process enthusiastically, along with having a high level of commitment in doing their job. Demerouti et al (2001:501), as quoted by Du Plooy and Roodt (2010:2), state that job demands refer to those physical, social, and organisational aspects of a job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs (e.g. exhaustion). Happy workers are more likely to be productive workers (Robbins & Judge, 2012:46).

### 3.6.6 The supervision factor

Discipline is a responsibility that rests squarely on the supervisor’s shoulders, (Sennewald, 2011:90). It is imperative to keep security officers accountable and disciplined. If a field supervisor overlooks a violation of the uniform code, the guard will not only keep violating it, but will try to stretch the limit. If management sets the
tone, then supervisors must have the proven skills set to lead their staff (Dalton, 1995:261). Therefore, supervisors should admonish security officers for the smallest violation of the post orders and of the uniform code. It will not only send the message that the field supervisor is paying attention, but also that he or she will not tolerate the smallest violation. That behaviour will create discipline and accountability. Nevertheless, the responsibility of the supervisor does not end with admonishing officers about violations. There should be a constant dialogue. Field supervisors should ask about challenges that the officers are facing and they should lend their support and experience. Field supervisors should also be in constant contact with the client about the performance of the officers. In this way they can positively reinforce good behaviour and coach on discipline issues. There is no need to be abrupt or overly forceful to get the job done, because employees will respect the supervisor who respects them, (Sennewald, 2011:90).

3.6.7 Possible solutions to disciplinary problems among security officers
According to Sennewald (2011:52), the development of courtesy on the job starts with mutual respect for fellow security employees. The most important responsibility of a security company is to keep their security officers accountable and to constantly coach them. Attitudes are important for the behaviour component (Robbins & Judge, 2012:38). If the security officers believe that the supervisors are in conspiracy with their top management to make the security officers work harder and longer hours for the same money, it makes practical sense to understand how these attitudes formed, what their relationship to the actual job behaviour is, and how they might be changed (Robbins & Judge, 2012:38).

The key to any successful security programme begins with an experienced management team (Dalton, 1995:260). Dalton further observes that although managers may occasionally experience operational setbacks, their successes will far outnumber their slip-ups. If effective discipline is present among the top management structures in the security companies and the security officers on site are also aware of this good discipline, then this is a good recipe for a quality and efficient service rendered because what is applied at the top structure of a company must be applied to the bottom as well. If the security company is well resourced and
Robbins and Judge (2012:47) contend that to effectively control the undesirable consequence of job dissatisfaction, employers should attack the source of the problem. Security management’s responsibility is to ensure that the employee has dignity, and pride in his or her uniform, workplace, and personal responsibility at work (Sennewald, 2011:52). New officers should receive thorough training from the start so they may perform their duties as productively and effectively as possible (Du Preez, 1991:164). According to Dalton (1995:254), a security officer should be observed by the supervisor to meet objectives in the first 90 days of employment. The officer should be able to demonstrate a working knowledge and should understand the duties and responsibilities as outlined in the job description.

The security officer should be able to write reports that are grammatically correct and he or she should be present for management review (Dalton, 1995:254). Development and training of security personnel must be a continuing concern of management. The training function within the security organisation should be continuous and on-going (Sennewald, 2011:85). Minnaar (2005:90) makes the point that the presence of better trained security personnel, as well as more employees with a higher education (tertiary) level qualifications, in the security industry has resulted in improved professionalism and better planned and effective security operations.

According to Robbins and Judge (2012:174), leaders should establish direction in developing a vision for the future and then they will align people by communicating this vision and inspiring them to overcome hurdles. Employees who have a high degree of satisfaction with a company tend to be more disciplined. Motivation provides the incentive which offers employees the opportunity to satisfy their personal wants and needs, while striving to achieve organisational objectives (Du Preez, 1991:128). If management sets the tone, then supervisors must have the proven skills set to lead their staff (Dalton, 1995:261). This can also be improved by skilled supervision during supervisory visits, incentives, on-the-job training and a
clear code of conduct. Furthermore, this should assist in building a disciplined workforce with fewer challenges. However, if top management does not adhere to the discipline policies and does not provide support, and if there is a lack of resources to provide training and development, and there is a lack of proper supervisory skills, this will all have a negative effect on discipline and accordingly service delivery will also be negatively affected. Security officers should be trained to display initiative and resourcefulness in order to neutralise the ingenuity of attackers (Du Preez, 1991:77).

Armstrong and Baron (2005:33) contend that the basic steps to manage underperformers are to: identify and agree that there is a problem; establish the reason(s) for the shortfall; decide and agree on the action required; and resource the action and monitor and provide feedback. Sennewald (2011:97) argues that the basic rules of the disciplinary process are to put rules in writing; to discipline in privacy; to be objective and consistent; to not humiliate the employee; to keep records of infractions and disciplinary action, and to exercise discipline promptly. Company policy may play a large role as well, in terms of disciplinary procedures and other checks and balances over and above the requirements of applicable legislation. This could include conducting literacy tests, psychological tests and drug tests, as well as insisting that potential employees undergo a lie-detector test before employment will be considered (Berg, 2007:15).

According to Dalton (1995:255), every supervisor and manager should have the ability to train and serve as a positive role model for security officers and to ensure compliance with the rules, regulations, duties and responsibilities by each security officer. They should further have the ability to assist in the orientation and training of new and experienced employees (Dalton, 1995:255). A positive supervisory relationship grounded by trust, respect, rapport, and empathy is essential for counteracting resistance. Coaching is not easy and if field supervisors are not encouraged and held accountable to constantly coach in the right manner, the security officer’s skills will not improve and service and security levels will be low. A company that encourages constant coaching and discipline will ultimately provide
better service to their clients, will improve their officers’ skills and will be more successful in the marketplace.

According to Mofomme (2001:16, 17), the SAPS has developed the five A5 Model as an ingredient to manage disciplinary problems to ensure successful management and leadership:

**A clear, shaped vision**
Have a clear, shaped vision of where the organisation is going, based on the input of the employees and the community.

**A personal commitment**
Management to have a strong, unyielding and continuous commitment to the values of the police. Hire the best and brightest and commit to the diversity and representation. Build trust by maintaining respect for and amongst all members of the organisation.

**A system that empowers people**
Promote employee participation in the direction taken and decisions made by the organisation. Encourage them to empower the citizens of the communities in which they live to actively participate in meeting their own expectations.

**A method that develops and rewards people**
Develop the skills and abilities of members of the organisation and ensure continual improvement through coaching, training and rewarding.

**Ability to think and live in the long term**
Operate the police on a long-term basis with persistence and patience. As in life, the Band-Aid approach to problems will have short lived success, at best.

According to Mofomme, the SAPS need to find the root of the problem and the staff must be willing to commit to real solutions (Mofomme, 2001:16, 17). In a report by the Institute for Security Studies, Faull and Rose (2012:17) recommend that in order
for the SAPS to improve legitimacy, they need to focus on ensuring that their members engage with the public (whether client or suspect) in a manner that encourages their acceptance as a neutral and legitimate authority. They say this can be encouraged by improving recruitment and training; encouraging a culture of integrity; professionalising the use of force; ensuring that policing is integrated with, but not controlling of, other social and community services; and by improving police communication and interaction with civilians (Faull & Rose, 2012:17). Applied within the context of the security sector, a plan similar to that of SAPS will improve the quality of services in the security industry.

3.7 THE ROLE OF POSITIVE LEADERSHIP IN THE WORKPLACE

According to Harvey and Dasborough (2006:145), positive emotional reactions have been linked to numerous desirable outcomes, such as increased productivity, job satisfaction and empowerment, and decreased stress and turnover. Conversely, negative emotional reactions have been shown to predict a wide array of undesirable outcomes, such as tension, staff turnover, decreased productivity, and even workplace violence. Leadership is required for the effective and efficient operation of the structure to achieve the ends required. Similarly, each and every institution of society needs leadership more than anything else for it to make its mark (Nadeem & Mudasir, 2012:20). Motivation provides the incentive that offers the employee the opportunity to satisfy his personal wants and needs while striving to achieve organisational objectives (Du Preez, 1991:128).

According to Heriyati and Ramadhan (2012:191), employees are an important part of any organisation. They play an important role as workforce providers and expertise in creating value and are one of the primary sources needed in every production process. Therefore, every organisation needs reliable workforce support that can help it reach its vision and mission. In the modern management world, employee satisfaction is considered as one of a company’s primary motivators in creating quality, customer satisfaction, and productivity. Satisfied employees will also be more committed to improve continuously and improve the quality of service delivery. Effective leadership behaviour creates an inspiring and stimulating climate for the group so that they can enjoy a high level of morale, be motivated to receive new
ideas, and always be ready to venture into new goals. The behaviour of a leader is the inspiring force that produces a healthy climate, high morale and motivation for the accessibility of new ideas for taking the organisation to a higher and still higher plane (Nadeem & Mudasir, 2012:20). The idea is that improving leadership skills could mitigate disciplinary problems in the workplace.

3.7.1 Advantages of maintaining high levels of discipline
Salifu and Agbenyega (2011:50) maintain that discipline implies self-control, restraint, self-respect and respect for others. Discipline therefore calls for sacrifice, perseverance, tolerance, and recognition of human dignity. In addition, Botha and Moalusi (2010:1) argue that the employer-employee relationship exists because, at some time, one individual approached another to perform certain tasks and services in exchange for some form of payment. A legal contract of employment amplifies the extent to which this relationship has become formalised. However, formal institutions and procedures are often deficient and ineffective in explaining the controversies that continue to beset contemporary employment relationships (ibid). The needs of businesses to maximise the inputs of employees have also contributed to the interest in engagement. Business needs are driven by intense, often global, competition, which is increasing the need for employees to be emotionally and cognitively committed to their company, their customers and their work (Rothmann & Rothmann, 2010:1).

3.7.2 Disadvantages of not maintaining high levels of discipline
Pillay and Schutte (2004:123) aver that the goal of each organisation is to function as effectively as possible so that organisational objectives in terms of productivity can be reached on time. They record the following disadvantages of not maintaining high levels of discipline by security officers, which may inadvertently lead to stress factors:

- frustration that develops when people are prevented from achieving their objectives;

- conflict that develops when objectives clash;
• life changes that cause stress, even though they may be positive; and

• pressure to change that consists of internal pressure by the person on him/herself and/or external pressure from other people (Pillay & Schutte, 2004:123).

According to Born et al (2007:5), improved regulation could contribute to improving the professionalism in the security sector and to boosting public confidence in the private security industry. They say that there have been a number of problematic instances of abusive, corrupt and incompetent behaviour involving private security personnel in countries belonging to the Council of Europe (CoE) over the past years. They cite the following examples of disciplinary problems experienced by security officers:

• In 2004, employees of a private security company responsible for the security in certain train stations brutalised a homeless person in the basement of the train station whilst filming the scene. The managers of the private security company did not investigate this case until the local media revealed the scandal (Born et al, 2007:5).

• Between 2005 and 2006, two baggage security officers on duty at an international airport were seen drunk and asleep during their working hours. The widespread use of private security companies in airport security is also worrying in view of reports of inadequate screening of employees, such as a report that a journalist was able to obtain a job loading baggage onto jets by providing fake references (Born et al, 2007:5).

• In 2006, private security officers severely assaulted and removed a man from the premises of a major city sporting event, accusing him of serious misbehaviour. The suspect subsequently went into a coma, was hospitalised, and died of serious head injuries the following morning (Born et al, 2007:5).
In 2005, whilst collecting scrap metal at a mine, four Romani men were severely beaten by security officers. All four men had to hospitalised and one of them died of his injuries (Born et al, 2007:5).

In 2006, while on duty, private security officers working at the Ministry of Health raped a woman who was visiting the Ministry. The Minister asserted that the Ministry was not a fault, and advised security companies to select their personnel more carefully (Born et al, 2007:5).

Prenzler and Milroy (2012:1) have reported on recent inquiries into the private security industry in Australia, which were conducted by the Australian Crime Commission, the New South Wales Independent Commission against Corruption and the Fair Work Ombudsman. The report revealed a diverse range of problems including, criminal activity and infiltration by organised crime, corruption in security guard training and the exploitation of security staff through under-award payment.

According to Mellon (2006:1), a study researched and commissioned by Saferworld in collaboration with local civil society partners in 2005 found that, despite the phenomenal growth in the security sector, the following problems existed:

- the professionalism of private security companies was found to vary widely across the region and was in some instances very poor;

- companies were found to have inappropriate affiliations, for example with political parties or criminal groups;

- many of the companies employed untrained staff; and

- many companies also engaged in bad practices, which could have serious consequences when such bad practices relate to the use of force and firearms (Mellon, 2006:1).
The Sarajevo Code of Conduct (2006:3) states that it is essential to keep the triangle balanced and to include the clients’ needs and concerns, both to make the process practicable and to use the power of the market to provide further incentive to raise standards. It further suggests that private security companies themselves should implement the Code of Conduct, which would then lead to improved working conditions for their staff and to increased profits for those that adhere to high standards.

3.8 THE ROLE OF PRIVATE SECURITY COMPANIES TO PROVIDE A RELIABLE SECURITY SERVICE TO ITS CLIENTS

Quality hiring produces quality performance (Dalton, 1995:261). To enable security companies to provide an effective and efficient service to businesses that utilise the service, it is critical that the managers tasked to manage the operation on behalf of their company are given adequate budgets. Berg (2007:32) says that security businesses/employers have to validate the background and status of those in their employ, in order to ‘protect the interests of those persons who come into contact with a security officer’. Furthermore, Sennewald (1998:61) avers that security management must demand exemplary conduct. A challenge is often presented when a security business closes down: the company assets are sometimes turned over to the security officers who are only vaguely known to management and whose background may not even begin to approach even the most rudimentary security standards which the company has set down for its own employees.

There is an increased need for the private security sector to educate employees on the necessity and objectives of security (Sennewald, 2011:29). It is important to ensure that standards set out for binding purposes include minimum requirements for the officers themselves. These would include items such as literacy, ability to write reports, no criminal record, physical and mental condition with no serious impairments and successful screening by either polygraph or written honesty tests. Schermerhorn (2002:392) proposes that proper employee selection brings people with the right abilities to do the job whereas poor selection does the inverse. Fischer et al (2008:295) define screening as the process of finding the person best qualified for the job in terms of both skills and personal integrity.
The Private Security Industry Regulatory Authority (PSIRA) security business
information brochure (2007:2) outlines some of the entry requirements for people
wishing to become security officers as the following:

- be a citizen of or have permanent resident status in South Africa;

- has complied with the training requirements as prescribed;

- has not been found guilty of a criminal offence;

- has not been found guilty of improper conduct in terms of the Act within the
  past five years; and

- is mentally sound.

These criteria are obviously meant to deter the entry of all those who are considered
to be unfit to work in the industry. The human resource department of any
organisation is important in that unscrupulous candidates are screened out by use of
reasonable security procedures which include, but are not limited to, carrying out
previous employment checks, validating training certificates, validating PSIRA
registration certificates, and checking police clearances. It is important that the best
qualified person for the job in terms of both skills and personal integrity is recruited to
work as a security guard. Iannore (1987:140) mentions that the interview process
during the recruitment process provides an excellent opportunity for observing
personal characteristics, behaviour, and judgement under varying contrived
situations, appearance and habit patterns and may be used as a tool for obtaining
subjective information, such as beliefs, opinions, and attitudes not easily available
from other sources.

Berg (2007:32) explains that anyone employing the services of a private security
company or guard – that is, the client – is legally obligated to ensure that the
company or guard is registered under PSIRA, amongst other things. Security
businesses/employers have to validate the background and status of those who come in their employ, in order to protect the interests of those persons who come into contact with a security officer. Rules and regulations in a code of conduct for security officers must promote self-discipline, encourage good behaviour and regulate conduct. Disciplinary rules and suitable punishment for breaking these rules should fulfil the mission of ensuring that effective discipline is maintained and sustained at Eskom centres.

According to Berg (2007:21 & 22), court cases involving security personnel and companies seem mainly to follow one of three courses: those directed at individual security officers by security businesses for committing criminal offences (such as theft of company property); those directed at security businesses by security officers for unfair employee treatment (such as unfair dismissal); and cases in which security businesses or officers have challenged the state or trade unions regarding working hours, exemptions from legislation, pension fund queries, disputes over working hours, and so forth. The few cases that are outside these three categories involved the issues of vicarious and/or public liability claims, which entailed an employer being held liable for the wrongful acts of its employees.

Berg (2007:21 & 22), mentions three cases:

In one incident, a private security guard shot and killed a person in self-defence whom he had suspected of being a burglar. A case was brought by the parents of the deceased against the security company, which had ‘limited liability’ in terms of the actions of the security officer. The case was dismissed because it was thought that the actions of the security guard were not excessive (Berg, 2007:21 & 22).

A similar incident occurred during which a private security guard shot a fleeing burglar, resulting in him becoming a paraplegic. The plaintiff brought charges against the private security company in terms of the company being vicariously liable because the employee was acting within the course and scope of his duties. The company claimed that it
was not vicariously liable due to it not having issued a firearm to the security guard and not being aware that the guard was carrying a firearm. The court found in favour of the plaintiff after speculating on the distinction between prohibitions which ‘limit the sphere of employment’ and prohibitions which ‘regulate conduct within the sphere of employment’. In brief, the court decided that the security officer was acting within the scope of employment and that the company should be held liable (Berg, 2007:21 & 22).

Another incident involved the conduct of in-house security. The plaintiff was taken hostage by armed robbers after they had robbed her place of work. As they were escaping the scene in a stolen vehicle, a security guard in the employ of the company fired at the getaway car and shot the plaintiff who was in the car with the armed robbers. The plaintiff filed for damages against the company which, it was argued, was vicariously liable for members of its personnel, including the security guard. The company was always aware that security personnel or ‘loss control officers’ carried their own personal firearms and that this contravened the Private Security Industry Regulation Act (56 of 2001); furthermore, the company never issued them with policy guidelines in terms of the use of their firearms. In short, it was found that the company was liable to the plaintiff for damages (Berg, 2007:21 & 22).

3.9 EFFECTIVE LEADERSHIP REQUIRED IN THE SECURITY INDUSTRY

Effective leadership and employee job satisfaction are two factors that have been regarded as fundamental for organisational success. A capable leader provides direction for the organisation and leads followers towards achieving the desired goal. In a similar vein, providing leadership means setting the right climate, pointing out the right directions, suggesting alternative solutions to problems and encouraging and nurturing the growth of subordinates (Sennewald, 2011:33 & 34). Most importantly, development and training of security personnel must be a continuing concern of management (Fischer et al, 2008:105). Furthermore, Iannore (1987:186) argues that the ability to maintain a high level of discipline is probably the single
most important characteristic of a strong leader. The next generation of security professionals need to view their jobs as careers, and organisations that promote and encourage education and opportunity for personal growth will be able to recruit and retain the highest calibre individuals (Pillay, 2001:73). Security increasingly includes protection against contingencies that might prevent normal company operation from continuing and from making a profit. Furthermore, as the concept of risk management is further integrated into a comprehensive loss-prevention programme, the security function focuses less and less on enforcement and more on anticipating and preventing loss through proactive programming. Such challenges indisputably require high-level security management and an increasingly well-credentialed group of security professionals (Fischer et al, 2008:44).

Van der Westhuizen (1990:107) says that an organisational policy with regard to personal development is directly related to the degree to which success is achieved in accomplishing success. Van der Westhuizen (1990:107) outlines the following steps to achieving success:

- Personnel are developed (recruited, selected, placed, orientated, trained, rotated and promoted);
- Remuneration is paid for services, ideas and discoveries in a form of salaries, wages, benefits, bonuses, shares and cash rewards;
- Personnel are activated (motivated, led, convinced, urged, warned or punished to work to the best of their ability);
- The moral of the group is consistently built up and feelings of cohesion are cultivated;
- Pride in careful work and high work achievement is stimulated;
- Differences are resolved before conflicts originate;
Training is presented to supplement knowledge, to improve skills, to promote work satisfaction and to rationalise promotion (i.e. to make it work well);

- Regular testing of personnel is done to measure work achievement and to improve standards; and

- A continuing attempt is made to increase productivity (Van der Westhuizen, 1990:107).

Pillay (2001:71) argues that in order to be effective, professional security practitioners will be required to act at the same level as their peers in the various organisational structures of society, such as legal advisors, accountants, human resource managers and the like. According to Du Preez, (1994:4 as quoted by Pillay, 2001:72), professionalism is characterised, inter alia, by specialised knowledge and technical competency; commitment to an ideal of service; peer group evaluation and peer group respect; self-discipline and self-control; emotional neutrality (i.e. objectivity and stability); clearly demarcated and permanent membership; and a general acceptance by the public that the occupation is, in fact a profession.

3.10 CONCLUSION

Security officers soon come to learn which of their needs are satisfied by their employer company, and which are not. If a security company that employs them has no training programme to develop their skills, pays low salaries, provides inadequate supervision through supervisors who, in turn, themselves lack the necessary people and interpersonal skills, and where a lack of promotional opportunities prevail, then poor discipline among the security officers will start to set in. In order to effectively deal with disciplinary problems, one must look at the social situation and at how security officers interrelate in the social environment; identify contributory factors within security officers that promote disciplinary problems; and examine the factors which cause the disciplinary problems. The next Chapter presents the data analysis and research findings for the study.
Chapter 4
DATA COLLECTION ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION
The aim of this Chapter is to analyse and interpret the findings of the participants’ interview transcripts for this research study. Thirty participants were interviewed in the study, comprising contract security officers, Eskom supervisors and security industry managers.

A detailed questionnaire for the interviews was prepared by the researcher dealing with the three major research topics as highlighted in Chapter 1:

- Which factors contribute to Eskom contract security staff disciplinary problems?
- What are the causal factors that contribute to these disciplinary problems?
- What solutions can be used to address the factors contributing to disciplinary problems?

In addition to the findings from the participants, documentary evidence regarding the factors contributing to disciplinary problems by security officers working at Eskom Centres KZN was also examined.

4.2 DATA MANAGEMENT AND ANALYSIS
The method of data collection used was face-to-face interviews between the researcher and the interviewees which took place using an interview schedule of questions (see Appendix B) for the schedule of interview questions). Documentary studies were also conducted for this research. This was another method used to collect data. The researcher used a documentary checklist to gather the relevant data for the documents under review. The questions were asked according to certain themes that emerged from the literature study, namely:
• Relationship problems between Eskom employees and the contract security officers;
• Relationship problems between Eskom employees and the company supervisors;
• Factors that contribute to disciplinary problems;
• Insufficient training;
• Security officer work schedules;
• Security officer rest days; and
• The frequency of site visits.

These formed the basic structure during the analysis process where the categories, based on the themes of the questions, emerged. The final categories, therefore, were developed during the data analysis process in accordance with the participants’ responses. It was, accordingly, an inductive process because the categories, based on the themes of the questions, emerged from the data. The data was transferred to an Excel spread sheet to be coded. The data was coded once the researcher had read and re-read the texts numerous times in the endeavour to comprehend the significance of the data and had established the possible patterns which were developed into categories. Inductive codes were used in this study. Categories were gradually decided upon as they emerged from the data and were not initially predetermined. It is through the process of data analysis that the categories gradually started to become apparent. The interviews were transcribed and analysed in order to ascertain what the responses of the participants were regarding the various questions that related to the objectives of the study that is, to examine which factors contribute to disciplinary problems, to determine what the causes are of these factors that contribute to disciplinary problems, and to identify what solutions can be used to address the factors contributing to disciplinary problems.

The information will be discussed by reviewing the biographical information, security training, factors contributing to disciplinary problems, and causes relating to disciplinary problems.
4.3 BIOGRAPHICAL INFORMATION

The following is a representation of the biographical information of all (30) the respondents that were interviewed for the study.

4.3.1 Gender

Table 4.1 below clearly shows that there are more males deployed at Eskom Centres KZN than females. There were 87% male respondents, as against 13% female respondents.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Males</td>
<td>26</td>
<td>87</td>
</tr>
<tr>
<td>Females</td>
<td>4</td>
<td>13</td>
</tr>
</tbody>
</table>

4.3.2 Age

From Table 4.2 below it can be seen that no respondents were in the age group younger than 20. The age groups between 20 to 30 and 30 to 40 showed a representation of 33%.

The age group in the 40 to 50 range represented 23%, and the older than 50 group represented only 10%. It is evident from the above data that the majority of respondents were between the 20-40 age range.

<table>
<thead>
<tr>
<th>Key</th>
<th>Age Group</th>
<th>Respondents</th>
<th>PERCENTAGE (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;20</td>
<td>Younger than 20</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>20-30</td>
<td>Between 20-30</td>
<td>10</td>
<td>33</td>
</tr>
<tr>
<td>30-40</td>
<td>Between 30-40</td>
<td>10</td>
<td>33</td>
</tr>
<tr>
<td>40-50</td>
<td>Between 40-50</td>
<td>7</td>
<td>23</td>
</tr>
<tr>
<td>&gt;50</td>
<td>Older than 50</td>
<td>3</td>
<td>10</td>
</tr>
</tbody>
</table>
4.3.3 Marital status
Table 4.3 below shows that 57% of respondents were single, compared to the 43% of respondents who were married. Many of the respondents indicated that although they were not married, they have lived with partners whom they are going to marry according to their culture and traditional customs.

Table 4.3: Marital status of respondents

<table>
<thead>
<tr>
<th>Total Number of Respondents (30)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Number</td>
</tr>
<tr>
<td>Percentage (%)</td>
</tr>
</tbody>
</table>

4.3.4 Home language
Table 4.4 below indicates that a large majority (80%) of the respondents’ home language is Zulu. Although the respondents’ home language is Zulu, they had no difficulty in participating in the interviews in English. The researcher did have an interpreter available for respondents who might have required interpretation from English to Zulu if they were not comfortable with English or if they had a difficulty in understanding the researcher during the interview.

Table 4.4: Home languages

<table>
<thead>
<tr>
<th>Total number of respondents (30)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Number</td>
</tr>
<tr>
<td>Percentage (%)</td>
</tr>
</tbody>
</table>

4.3.5 Qualifications
It is clear from Table 4.5 below that the majority of respondents (80%) have high school education, with most of them having completed standard 10 or grade 12. It is thus probable that the majority of respondents understand the factors that contribute to disciplinary problems at Eskom. It may, therefore, be suggested that they also
understand the causes of the factors that contribute to disciplinary problems and may provide recommendations for addressing these factors.

Table 4.5: Education level of respondents

<table>
<thead>
<tr>
<th>Standard/ Grade</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>One-year certificate</th>
<th>Degree (University)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>3</td>
<td>0</td>
<td>3</td>
<td>6</td>
<td>12</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>10</td>
<td>0</td>
<td>10</td>
<td>20</td>
<td>40</td>
<td>17</td>
<td>3</td>
</tr>
</tbody>
</table>

4.3.6 Present employer

It is evident from Table 4.6 below that the majority of the respondents (83%) are non-Eskom employees, while (17%) are Eskom employees.

Table 4.6: Employer of respondents

<table>
<thead>
<tr>
<th>Total number of respondents (30)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security contractor</td>
</tr>
<tr>
<td>Number</td>
</tr>
<tr>
<td>Percentage (%)</td>
</tr>
</tbody>
</table>

4.3.7 Current position of the respondents

Table 4.7 below shows the employment positions of the respondents: 5 work for Eskom, 5 are security industry managers and 20 work as security officers.

Table 4.7: Current position of the respondents

<table>
<thead>
<tr>
<th>Total number of respondents (30)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Officers</td>
</tr>
<tr>
<td>Number</td>
</tr>
<tr>
<td>Percentage (%)</td>
</tr>
</tbody>
</table>
4.3.8 Period in which the respondents have been employed at the current employer

From Table 4.8 below it is observed that 30% of respondents have been employed for more than 5 years, 27% for between 2 to 3 years, 23% for between 1 to 2 years, 13% for less than 1 year and 7% for more than 3 years.

Table 4.8: Employment period of respondents

<table>
<thead>
<tr>
<th>Total number of respondents (30)</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of years</td>
<td>Number</td>
<td>Percentage (%)</td>
<td></td>
</tr>
<tr>
<td>Less than 1</td>
<td>4</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>1-2</td>
<td>7</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>Between 2-3 years</td>
<td>8</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>More than 3 &amp; less than 5</td>
<td>2</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Greater than 5</td>
<td>9</td>
<td>30</td>
<td></td>
</tr>
</tbody>
</table>

4.3.9 Duties performed by the respondents at Eskom

Table 4.9 below gives an overview of the various categories of duties performed by the respondents in this study.

Table 4.9: Duties of the respondents at Eskom

<table>
<thead>
<tr>
<th>Number of Respondents (30)</th>
<th>Access Control</th>
<th>Patrol Duties</th>
<th>Guard Duties</th>
<th>Inspection of guards</th>
<th>Eskom /Security Supervisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>25</td>
<td>25</td>
<td>25</td>
<td>12.5</td>
<td>12.5</td>
</tr>
</tbody>
</table>

4.4 SECURITY TRAINING

4.4.1 Security training pertaining to Eskom

The respondents were asked: Have you undergone security-related training pertaining to Eskom?
Table 4.10: Respondents’ results related to undergoing training

<table>
<thead>
<tr>
<th>Respondents (30)</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Security Officers</td>
<td>20</td>
<td>0</td>
</tr>
<tr>
<td>Industry Security Manager</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Eskom Security Supervisors</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>100</td>
<td>0</td>
</tr>
</tbody>
</table>

As seen in Table 4.10 above, all the respondents in the study have undergone security-related training, thus meeting the minimum requirements for rendering services at Eskom. If we examine the industry security managers and the Eskom security supervisors’ responses to the same question in Table 4.10, it indicates clearly that they had similar responses to those of the contract security officers.

4.4.2 Frequency of training provided by the security company

The respondents were asked: How often is training provided by your company?’

Table 4.11: Respondents’ response to the frequency of training provided to them by their company

<table>
<thead>
<tr>
<th>Total number of respondents (30)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td>Daily</td>
</tr>
<tr>
<td>Weekly</td>
</tr>
<tr>
<td>Twice a week</td>
</tr>
<tr>
<td>Once a month</td>
</tr>
<tr>
<td>Once in three months</td>
</tr>
</tbody>
</table>

As seen in Table 4.11 above, the majority of the respondents in the study (87%) received training once in three months. Only 4 of the respondents (13%) stated that they received training once a month. It is noteworthy that if security officers have completed a training course at one particular time, this does not mean that they are
consistently able to do the task effectively thereafter. Documentary studies conducted in this study confirm that insufficient training causes repeated disciplinary problems among security officers deployed to Eskom Centres KZN.

4.4.3 The type of training that respondents have undergone
The respondents were asked to provide information on the type of training that they had undergone in their careers. All respondents stated that the only security training they had completed were the PSIRA grading courses, with most respondents completing grade “C”.

4.5 FACTORS CONTRIBUTING TO DISCIPLINARY PROBLEMS
There are a variety of factors that contribute to disciplinary problems among security officers. These factors will be discussed next.

4.5.1 Awareness of factors that contribute to disciplinary problems
The respondents were asked: Are you aware of any factors that contribute to disciplinary problems of security officers deployed at the Eskom distribution centres in KwaZulu-Natal North Coast?

Table 4.12: Responses to factors that contribute to the disciplinary problems

<table>
<thead>
<tr>
<th>Respondents (30)</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Security Officers</td>
<td>20</td>
<td>0</td>
</tr>
<tr>
<td>Industry Security Manager</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Eskom Security Supervisors</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>100</td>
<td>0</td>
</tr>
</tbody>
</table>

If we examine the respondents’ responses to the question in Table 4.12 above, they indicate clearly that they all had the same responses as each other. As has emerged from this study’s findings, all the respondents were aware that there are factors which contribute to disciplinary problems of security officers deployed to Eskom Centres KZN. It can be deduced that the disciplinary problems are widespread and are well known at these Eskom centres.
If the respondents answered “Yes” to the question referred to in Table 4.12, a follow-up question was asked: Are you aware of any factors that contribute to disciplinary problems of security officers deployed at the Eskom distribution centres in KwaZulu-Natal North Coast?

Some of the key factors identified by the respondents were:

- The lack of proper management skills to appropriately manage the security officers, and
- The problem of low salaries paid to the security officers which the respondents say creates dissatisfaction among the security officers.

Respondent 1 said that the “Environment is not conducive for security guards to properly conduct the duties of security because the security companies don’t treat the guards with respect” while another mentioned that “The different race groups amongst black security guards causes conflict. The different ranks in the structures causes conflict more by the black race groups / cultures. This area is 95% black race group employees”.

If security officers fail to remain disciplined, they invariably do not perform as they would have done if they had followed proper procedures. In this scenario, the best security plans and security officer job-specific instructions will not mean much. Performing in a disciplined manner requires close and continuous concentration, especially in the type of environment where security is of high priority. Although it is a serious problem in this country, disciplinary problems are, as might be expected, not limited to the security environment. The SAPS are also affected by disciplinary problems (Newham, 2000:5; Mofomme, 2001:5; Faull & Rose, 2012:10).

4.5.2 Relationships between security officers and Eskom employees
The respondents were asked: Does the relationship between security officers and Eskom employees contribute to disciplinary problems?
Table 4.13: Respondents’ response to the question

<table>
<thead>
<tr>
<th>Respondents (30)</th>
<th>Yes</th>
<th>No</th>
<th>Sometimes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Security Officers</td>
<td>6</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>Industry Security Manager</td>
<td>1</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Eskom Security Supervisors</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td><strong>Percentage (%)</strong></td>
<td>30</td>
<td>43</td>
<td>23</td>
</tr>
</tbody>
</table>

Twenty-nine (96.7%) of the thirty (100%) respondents answered this question. As has emerged from this study’s findings, 43% of the respondents (13) did not think that the relationship between the security officers and Eskom employees contributed to disciplinary problems. The security industry depends on its clients for survival. The ability for security companies to successfully build a relationship with the organisation that it services will largely depend on the role of the security officer.

4.5.3 Relationships between security officers and company inspectors

The respondents were asked: **Does the relationship between security officers and company inspectors contribute to disciplinary problems?**

Table 4.14: Responses to relationships that contribute to disciplinary problems

<table>
<thead>
<tr>
<th>Respondents (30)</th>
<th>Yes</th>
<th>No</th>
<th>Sometimes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Officers</td>
<td>20</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Industry Security Manager</td>
<td>4</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Eskom Security Supervisors</td>
<td>5</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Percentage (%)</strong></td>
<td>97</td>
<td>3</td>
<td>0</td>
</tr>
</tbody>
</table>

As has emerged from this study’s findings, the general consensus is that almost all the respondents think that the relationship between the security officers and inspectors contribute to disciplinary problems. Workers sense a supervisor’s attitude toward security in the same way they sense his or her attitude towards absenteeism, lateness or any other area covered by company policy, by what he or she does
about it. Barefoot and Maxwell (1987:95) mention that the supervisor must set a moral tone. He or she must be completely scrupulous and demonstrate a genuine, active respect for company property and develop the same respect in his or her guards.

4.5.4 Factors in society or the community

The respondents were asked: Can you tell me if there are factors in society or the community that contribute to disciplinary problems at the Eskom distribution centres in KwaZulu-Natal North Coast?

Table 4.15: Responses to community that contribute to disciplinary problems at Eskom

<table>
<thead>
<tr>
<th>Respondents (30)</th>
<th>Yes</th>
<th>No</th>
<th>Not answered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Officers</td>
<td>6</td>
<td>14</td>
<td>0</td>
</tr>
<tr>
<td>Industry Security Manager</td>
<td>5</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Eskom Security Supervisors</td>
<td>3</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Percentage (%)</strong></td>
<td><strong>47</strong></td>
<td><strong>50</strong></td>
<td><strong>3</strong></td>
</tr>
</tbody>
</table>

Twenty-nine (96.7%) of the thirty (100%) respondents answered this question. As has emerged from this study’s findings, Table 4.15 above indicates that half of the respondents (50%) do not feel that there are factors in society or the community that contribute to disciplinary problems while a small number of respondents (47%) sense that there are factors in society or the community that contribute to disciplinary problems.

If the respondents answered “Yes” to the question referred to in Table 4.15 above, a follow-up question was asked: Indicate some of the factors in society or the community that contribute to disciplinary problems at the Eskom distribution centres in KwaZulu-Natal North Coast.

Some of main problems identified by the respondents were the growing number of social problems in the communities and the influence of criminals, alcohol and drugs.
Respondent 1 said “Some family members of the guards have HIV and it becomes the responsibility of the guards to care for that person” while respondent 2 mentioned “Influence of alcohol and drugs on the guards. Criminal influence over the guards in the community”.


4.5.5 Low salaries
The respondents were asked: Can low salaries contribute to disciplinary problems?

Table 4.16: Responses to low salary contributing to disciplinary problems

<table>
<thead>
<tr>
<th>Respondents (30)</th>
<th>Yes</th>
<th>No</th>
<th>Not answered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Officers</td>
<td>19</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Industry Security Manager</td>
<td>4</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Eskom Security Supervisors</td>
<td>5</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Percentage (%)</strong></td>
<td><strong>93</strong></td>
<td><strong>3</strong></td>
<td><strong>3</strong></td>
</tr>
</tbody>
</table>

Twenty-nine (96.7%) of the thirty (100%) respondents answered this question. There was a uniform response to this question by nearly all respondents (93%). Most respondents agreed that low salaries can contribute to disciplinary problems. If we examine the responses, there is clear indication that the salaries paid to the security officers are low and this factor contributes to disciplinary problems.

If the respondents answered “Yes” to the question in Table 4.16 above, a follow-up question was asked: In which way can low salaries contributed to disciplinary problems?
The key issue mentioned by the respondents is the low salaries paid to the security officers which have contributed to what has been interpreted as endemic to the dissatisfaction by security officers. Respondent 1 said “Our morale is low because we work hard and long hours to earn a low salary. I can’t afford many things like educating ourselves, housing, medical bills”. Respondent 2 said, “I don’t work hard or stay disciplined because the money is not enough. It is low”. Kreitner and Kinicki (1998:267) remark that proponents of incentive compensation say that something extra is needed because hourly wages and fixed salaries do little more than motivate people to show up to work and put in the required hours.

4.5.6 Insufficient training

The respondents were asked: Can insufficient training contribute to disciplinary problems?

Table 4.17: Responses to insufficient training contributing to disciplinary problems

<table>
<thead>
<tr>
<th>Respondents (30)</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Officers</td>
<td>20</td>
<td>0</td>
</tr>
<tr>
<td>Industry Security Manager</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Eskom Security Supervisors</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>100</td>
<td>0</td>
</tr>
</tbody>
</table>

If we examine the responses in Table 4.17 above, it can be seen that there is consensus by all respondents that insufficient training contributes to disciplinary problems.

If the respondents answered “Yes” to the question in Table 4.17, a follow-up question was asked: Indicate in which way it can contribute to disciplinary problems?

One of the main problems mentioned by the respondents is that insufficient training will result in the security officers working unprofessionally. Respondent 1 said, “The
guard will lack the necessary skills to do the job and then the behaviour will suffer because people (Eskom, visitors) will shout and be angry when the job is not done properly”. Respondent 2 said “A lack of training equals a lack of knowledge and understanding of what needs to be done. It then creates arguments and problems for the guard and they become upset and start behaving badly”.

4.5.7 Work schedules described
The respondents were asked: Can you describe the work schedules for the security officers deployed at Eskom distribution centres in KwaZulu-Natal North Coast?

A majority of respondents stated the following:
- 2 dayshift,
- 2 nightshift and
- 2 days’ rest period

4.5.8 Work schedules contributing to disciplinary problems
The respondents were asked: Do work schedules contribute to disciplinary problems for the security officers deployed at Eskom distribution centres in KwaZulu-Natal North Coast?

Table 4.18: Responses to work schedule contributing to disciplinary problems

<table>
<thead>
<tr>
<th>Respondents (30)</th>
<th>Yes</th>
<th>No</th>
<th>Not Answered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Officers</td>
<td>8</td>
<td>12</td>
<td>0</td>
</tr>
<tr>
<td>Industry Security Managers</td>
<td>4</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Eskom Security Supervisors</td>
<td>3</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Percentage (%)</strong></td>
<td><strong>50</strong></td>
<td><strong>47</strong></td>
<td><strong>3</strong></td>
</tr>
</tbody>
</table>

Twenty-nine (96.7%) of the thirty (100%) respondents answered this question. Fourteen (47%) of the respondents indicated that the work schedules do not contribute to disciplinary problems. Those of the respondents (47%) who answered
“no” to this question were probed further as to why the work schedules do not contribute to disciplinary problems. It was established that most of these respondents reside in the same area of the Eskom centres where they are deployed and therefore they are closer to the centre and live with their families. They accordingly do not need to travel on their rest days to visit their families. However, some respondents (50%) agreed that the work schedules contribute to disciplinary problems.

If the respondents answered “Yes” to the question in Table 4.18 above, a follow-up question was then asked: How does it contribute to disciplinary problems?

The two key issues highlighted by the respondents were fatigue owing to the inadequate rest periods and the social factor owing to the insufficient time allowed for the security officers to visit their families. Documentary studies on non-conformance reports points to the fact that guards sleep on duty because of the long hours worked without proper rest periods. Respondent 1 mentioned, “First day off is for sleeping, the second day is to get ready for work so where is the time to see our families”. Respondent 2 mentioned “The days to rest and visit our families is too less and we are tired”. Shift-work seriously affects the health and well-being of millions of people worldwide, and the number of shift workers is constantly rising (currently approximately 20% of the workforce) (Kantermann et al, 2010:95). A well-planned shift roster allows for a balanced distribution of officers on all shifts with sufficient numbers of officers working each shift (Du Preez, 1991:145).

4.5.9 Rest days enumerated
The respondents were asked: How many rest days do you receive in a calendar month?
Table 4.19: Responses to rest days received in a calendar month

<table>
<thead>
<tr>
<th>Details of the rest days</th>
<th>Security Officers</th>
<th>Industry Security Manager</th>
<th>Eskom Security Supervisors</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Between 4-8</td>
<td>16</td>
<td>3</td>
<td>0</td>
<td>63</td>
</tr>
<tr>
<td>Between 8-15</td>
<td>4</td>
<td>1</td>
<td>3</td>
<td>27</td>
</tr>
<tr>
<td>More than 15</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>3</td>
</tr>
</tbody>
</table>

Twenty-nine (96.7%) of the thirty (100%) respondents answered this question, as can be seen in Table 4.19 above. The majority (63%) responded that they received between 4–8 days, while 27% responded with between 8-15 days, and 3% responded ‘other’.

4.5.10 The number of rest days contributing to disciplinary problems

The respondents were asked the question, Does the number of rest days contribute to disciplinary problems?

Table 4.20: Respondents’ results to the rest days contributing to disciplinary problems

<table>
<thead>
<tr>
<th>Respondents (30)</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Officers</td>
<td>15</td>
<td>5</td>
</tr>
<tr>
<td>Industry Security Manager</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Eskom Security Supervisors</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Total responses</td>
<td>23</td>
<td>7</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>77</td>
<td>23</td>
</tr>
</tbody>
</table>
Table 4.20 above shows that, according to many of the respondents (77%), the number of rest days is a factor that contributes to disciplinary problems, although some of the respondents (33%) do not feel that the number of rest days contribute to disciplinary problems. Some of the respondents (23%) that answered “no” to this question were probed further as to why the number of rest days do not contribute to disciplinary problems. It was established that most of these respondents reside in the same area of the Eskom centres where they are deployed and so they are closer to the centre and live with their families. They, therefore, do not need to travel on their rest days to visit their families.

If the respondents answered “Yes” to the question in Table 4.20 above, a follow-up question was then asked: \textit{Indicate in which way the number of rest days contribute to disciplinary problems.}

The key issues highlighted by the respondents were fatigue, social responsibilities and the lack of contingency plans by their respective companies to manage the problem of shortages. One respondent explained that the first rest day begins when officers complete nightshift duty, making it difficult for them to go to their tribal homesteads to visit their families. The first rest day is utilised for sleeping. They are then sometimes called to work overtime for shortages on the second rest day. Another respondent explained that they had not been able to visit their families for long periods of time.

Two other respondents provided the following comments:

- “\textit{We are called in to work on some of these days due to shortages, then we are tired when we are back on shift}”
- “\textit{If the guards are not given enough days to rest, they will be ineffective because of fatigue}”.

According to Heriyati and Ramadhan (2012:192), employees with a high level of satisfaction will be motivated to be more enthusiastically engaged in every work process, along with having a high level of commitment in doing their job.
4.5.11 Frequency of site visits

The respondents were asked: What is the frequency of site visits by the supervisor?

Table 4.21: Respondents’ response to the frequency of site visits

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Security Officers</th>
<th>Industry Managers</th>
<th>ESKOM</th>
<th>Total</th>
<th>Frequency Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Once in 12 hours</td>
<td>3</td>
<td>2</td>
<td>0</td>
<td>5</td>
<td>17</td>
</tr>
<tr>
<td>Once in 24 hours</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>20</td>
</tr>
<tr>
<td>Once in 48 hours</td>
<td>7</td>
<td>0</td>
<td>0</td>
<td>7</td>
<td>23</td>
</tr>
<tr>
<td>Between 2 to 4 days</td>
<td>8</td>
<td>3</td>
<td>4</td>
<td>15</td>
<td>50</td>
</tr>
<tr>
<td>After 4 days</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

An examination of the results in Table 4.21 above shows that only 5 (17%) respondents were receiving site visits by an inspector once in 12 hours. The majority of respondents (50%) stated that visits were carried out at intervals of between 2 to 4 days. Three (20%) of respondents received site visits once in 24 hours, and seven (23%) once in 48 hours.

4.5.12 Contribution of frequency of site visits to disciplinary problems

The respondents were asked: Do you think the number of site visits contribute to disciplinary problems?

Table 4.22: Respondents’ results to site visits and contribution to disciplinary problems

<table>
<thead>
<tr>
<th>Respondents (30)</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Officers</td>
<td>20</td>
<td>0</td>
</tr>
<tr>
<td>Industry Security Manager</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Eskom Security Supervisors</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>100</td>
<td>0</td>
</tr>
</tbody>
</table>
All respondents were of the opinion that the number of site visits contribute to disciplinary problems.

If the respondents answered “Yes” to the question referred to in Table 4.22 above, a follow-up question was then asked: **Indicate in which way site visits contribute to disciplinary problems?**

The two key factors highlighted by the respondents were professionalism and management. A common theme raised by the respondents was the need for continual supervision to ensure effective management oversight by increasing the number of site visits. They further indicated that the outcome of increased site visits would improve the professionalism of the company towards the client. Documentary studies of non-conformance reports reveals the fact that security officers were often found deserting the site once the inspector had completed the site visit. The respondents mentioned that “If there is a lack of regular supervision, the guards tend to do their thing in their best interest by sleeping on duty and also leaving the site and bring friends”. Another respondent said that “Poor communication with the company, less time to voice out the grievances and work problems. Less time for onsite training. No time to develop interrelationships”. The most important responsibility of a security company is to keep their security guards accountable and to constantly coach them. That role normally falls to the field supervisors, who should be randomly and frequently visiting the site.

### 4.6 CAUSES RELATING TO DISCIPLINARY PROBLEMS

#### 4.6.1 Causes of relationship problems between security officers and Eskom employees

The respondents were asked: **What causes relationship problems between security officers and Eskom employees?**

The common point that respondents mentioned was the lack of understanding by Eskom employees of the security guard function and accordingly they disregard security instructions which the respondents cited as a cause for the relationship
problems between the security officers and Eskom employees. The respondents mentioned “Lack of understanding by Eskom employees to know what the guard duties are about” while others stated “Eskom employees must obey security instructions and if they are not in agreement they must take it up with Eskom management and not the guard”. Discipline problems can be defined as “disruptive behaviour that significantly affects fundamental rights to feel safe, to be treated with respect and to learn”, (Mabeba & Prinsloo, 2000:34). According to Sennewald (2011:52), the development of courtesy on the job starts with mutual respect for fellow security employees. The most important responsibility of a security company is to keep their security guards accountable and to constantly coach them.

4.6.2 Causes of relationship problems between security officers and company inspectors

The respondents were asked: What causes relationship problems between security officers and the company inspectors?

From the respondents’ comments, the problems cited were respect, cultural differences and lack of proper management skills by the inspectors as the cause for the relationship problems between the security officers and the inspectors. The respondents stated that the security officers are given preferential treatment by the inspector if they belong to the same culture or religion. The respondents mentioned, “The inspector is treating the guards differently because of the culture” while another said, “Unprofessional conduct, lack of management skills by supervisors”. The security officers’ indiscipline poses a great challenge to supervisors because they are saddled with how to motivate the security officers. This would impose an impossible burden upon them; but they should have a good working knowledge of the principle aspects of the job for which they are responsible (Iannore, 1987:05).

4.6.3 Disciplinary problems caused by low salaries paid to security officers

The respondents were asked: How does low salaries paid to security officers cause disciplinary problems?
The low salaries were described by the respondents as not amounting to a living wage. The respondents described the cost of living as being the same as, and in some cases in the rural areas higher than, that in the urban areas, yet according to the PSIRA sectorial determination, their rate of pay is lower compared to their counterparts in the urban areas. The respondents made the following comments:

- “It is a mind-set issue and the fact that he is paid a low salary and can’t make ends meet, frustration of not meeting financial obligations”,

- “Low salaries decrease morale of the staff because we cannot look after our families with this little money so we don’t work so hard or smart”.

According to Robbins and Judge (2012:62), envy is an emotion that occurs when you resent someone for having something you do not have but strongly desire. Applied in the context of low pay, an example of this desire is reflected in the wage disparity experienced by security officers working in the rural areas who continue to earn less than their counterparts working in the urban areas. Regrettably, the security industry in South Africa currently experiences a disparity in rural and urban remuneration, with rural employees continuing to earn less than their urban counterparts.

4.6.4 Disciplinary problems caused by insufficient training for security officers

The respondents were asked: **How does insufficient training for security officers cause disciplinary problems?**

Development and training of security personnel must be a continuing concern of management. The training function within the security organisation should be continuous and on-going (Sennewald, 2011:85). Indeed, the lack of adequate training in the past has been the major criticism levelled against private security, both within the industry and outside it. The common theme mentioned by the respondents was the lack of training that might cause them to work unprofessionally. Certain respondent comments are as follows:
• “Insufficient training does not provide for the essential information and skills transfer that is needed for the guards at Eskom to be effective”

• “Insufficient training will make the guard to look stupid because he will not know how to do the job”

4.6.5 Disciplinary problems caused by insufficient “rest days”

The respondents were asked: **How does the insufficient “rest days” cause disciplinary problems?**

The respondents explained that they were redeployed to the North Coast from other parts of KwaZulu-Natal because of the shortage of security officers in those areas. In this process, the security officers were relocated by the company without their families. Insufficient rest days do not allow them adequate time to go home to visit their families and as a result they become frustration and angry. Certain respondent comments are as follows:

• “**We cannot rest properly and also spend time with our families in the farm because of not enough days to rest**”

• “**Insufficient rest days will not allow the guards time to go home to spend with family. They will then become frustrated and angry and start doing the wrong things**”.

Job satisfaction is defined as a positive sensation about the work itself, which arises from an evaluation of its characteristics. Insufficient rest days can cause an increase in overall sickness absence, particularly frequent short periods of absence; poor health (depression, stress, and burn-out); and physical conditions (high blood pressure, heart disease, and sleeping disorders). Shift workers are rarely able to lead a stable social life, which in turn results in psychosocial problems and social marginalisation (Kantermann et al, 2010:95).
4.6.6 Disciplinary problems caused by insufficient site visits

The respondents were asked: How does insufficient site visits cause disciplinary problems?

A shared view among the respondents was that the security officers would resort to working unprofessionally and without responsibility if the site lacked adequate supervision visits.

Respondent comments were as follows:

- “We leave the site or sleep and do not patrol because no visits”
- “The pattern will quickly be realised by the guards and they will become negative and respond negatively”.

Job satisfaction relates not only to the physical work that someone performs: more than physical and mental activity is needed to achieve results, because jobs include interacting between people, the adhering to norms, organisational policies and standards which must be met, and having to experience varying working conditions. Supervisors should also be in constant contact with the client concerning the performance of the guards. That way he or she can positively reinforce good behaviour and coach on discipline issues. There is no need to be abrupt or overly forceful to get the job done, because employees will respect the supervisor who respects them, (Sennewald, 2011:90).

4.6.7 Identifying particular causes contributing to disciplinary problems

The respondents were asked: Name some of the causes that contribute to disciplinary problems at Eskom distribution centres in KwaZulu-Natal North Coast.

The respondents cited the lack of accountability by top management in their companies as being the primary cause of disciplinary problems by the security officers deployed at Eskom Centres KZN. The other causes included emotional
stress from being away from their families for long periods of time and the lack of job security. According to Sennewald (2011:52), the development of courtesy on the job starts with mutual respect for fellow security employees. The most important responsibility of a security company is to keep their security guards accountable and to constantly coach them. Berg (2007:14) uses the term “marketplace accountability” to indicate a means by which the private security industry may be held liable for its actions. She further states that, in theory, the client or consumer, through the contract may ensure that the private company lives up to its promise.

The following were the responses received:

- “Unprofessional management of the guards, long time to replace broken torches or dead batteries, torn uniforms make us look unprofessional, no leave pay”;

- “Stress because we live away from our homes and families, some of us are not healthy but we work because we need money, second hand uniforms are issued to us”;

- “No accountability by top management, poor leadership, guards have conflict with each other” and;

- “Alcohol abuse by the guards, no quality inspectors visit, sometimes the security guards are forced to buy their own uniforms to look neat and it us money”.

4.7 SOLUTIONS TO ADDRESS DISCIPLINARY PROBLEMS

4.7.1 Solutions to improve relationships between security officers and Eskom employees

The respondents were asked: Indicate the possible solutions to improve the relationship between security officers and Eskom employees.
The main recommendation made by the respondents for improving the relationship between security officers and Eskom employees was tolerance, respect and the improvement of communication. The following were the responses received from the respondents:

- “Tolerance towards each other and understanding of the duties of the guard”; and
- “Sharing information and regular interaction between Eskom and the guards and respect for each other”.

Job satisfaction means not only the work that someone performs, more than the physical or mental activity needed to achieve results, because jobs include the interactions between people, the completion of norms and organisational policies, standards that must be met and experiencing certain working conditions. People are an organisation’s most valuable resource: they want to do a good job, but they often do not know how. Not only does training result in improvements in products and service quality and organisational performance, it also adds to worker morale and demonstrates to workers that the company is dedicated to helping them and investing in their future (Evans, 2008:30).

4.7.2 Solutions to improve relationships between security officers and company inspectors

The respondents were asked: **Indicate possible solutions to improve the relationship between security officers and company inspectors.**

Respect, training and development for the inspector were some of the more prevalent recommendations made by the respondents to improve the relationship between the security officers and the company inspectors. The following were the responses received from the respondents:

- “Respect for each other, more training”; and
• “Inspectors must be trained on management skills to understand how to supervise and manage the guards”.

Attitudes are important for the behaviour component (Robbins & Judge, 2012:38). If the security officers believe that the supervisors are in conspiracy with their top management to make the security officers work harder and longer hours for the same money, it makes practical sense to understand how these attitudes are formed, their relationship to the actual job behaviour, and how they might be changed (Robbins & Judge, 2012:38).

4.7.3 Solutions to improve behaviour problems in society or the community

The respondents were asked: **Recommend solutions to improve the behavioural problems in society or the community that have an effect on disciplinary problems at the Eskom distribution centres in KwaZulu-Natal North Coast.**

The respondents recommended that the security companies should involve themselves in the community and participate in community projects. The respondents explained that their communities will acknowledge the good work done by the security companies and will respect the security officers better since they are representatives of these security companies. The following were the responses received from the respondents:

• “Security companies must involve themselves in the community”; and

• “Guards must show respect in the community and participate in community activities and advise community leaders of any issues they may have”.

According to a SASSETA (Safety and Security Sectoral Education and Training Authority) Sector Skills plan document (2011-2016) (SASSETA, [nd]: iii), the private security sector is plagued by several social factors that have an effect on the industry, the families and the communities.
4.7.4 Solutions to address disciplinary problems caused by low pay
The respondents were asked: Recommend solutions to address the disciplinary problems caused by low pay paid to the security officers at the Eskom distribution centres in KwaZulu-Natal North Coast.

The low pay in the security sector seems to be the most dominant issue influencing the low morale and increasing the disciplinary problems among security officers. The recommendation by the respondents is a clear indication that the PSIRA sectorial determination for the North Coast area is too low. The respondents have suggested that Eskom makes a pre-determination rate higher than the current PSIRA rates set for security companies. The following were the responses received from the respondents:

- “Eskom must insist that the guards are paid a certain amount. PSIRA rate is too low”; and

- “Increase the guards’ salaries to more than PSIRA rates”.

According to Cascio (2003), pay compression is certainly a difficult problem but not so difficult that it cannot be managed. Indeed, it must be managed if companies are to achieve their goal of providing pay that is perceived as fair. The problems of poor pay have contributed to what has been interpreted as endemic to dissatisfaction among security officers.

4.7.5 Solutions to address disciplinary problems caused by insufficient rest days
The respondents were asked: Recommend solutions to address the disciplinary problems caused by insufficient rest days provided to the security officers at the Eskom distribution centres in KwaZulu-Natal North Coast.

The recommendations made by the respondents give an indication that the security companies do not have adequate contingency plans in place to accommodate a shortage of security officers so as to meet the contractual requirements of a client.
Other respondents have stated that the current twelve (12) hour shifts are too long and should be reduced to eight (8) hours. The following were the responses received from the respondents:

- “Go to 8-hour shifts and increase the number of rest days”; and

- “Better planning and additional manpower must be in place by security companies”.

The security officers who are on rest days are often called back to work, which limits the number of rest days given to them to rest. According to Harvey and Dasborough (2006:145), positive emotional reactions have been linked to numerous desirable outcomes, such as increased productivity, job satisfaction and empowerment, and decreased stress and turnover. Conversely, negative emotional reactions have been shown to predict a wide array of undesirable outcomes, such as tension, turnover, decreased productivity and even workplace violence.

### 4.7.6 Solutions to improve site visits to Eskom distribution centres

The respondents were asked: **Recommend possible solutions to improve site visits to Eskom distribution centres in KwaZulu-Natal North Coast.**

The recommendations made by the respondents give an indication that more regular site visits are needed at Eskom centres. The respondents have recommended two visits per shift (12-hour shift), and have also recommended that smaller areas be given to security companies to make the site visits more manageable and which would ensure regular site visits. The following were the responses received from the respondents:

- “It must be stipulated in the contract that the site must be visited up to certain times per 24 hours as well as sanctions for failure to comply”; and

- “Companies should deploy more resources and to deploy more supervisors to a certain (small) ration of guards”.

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According to Heriyati and Ramadhan (2012:191), employees are an important part of any organisation. They play an important role as workforce providers and expertise in creating value and are one of the primary sources needed in every production process. Business needs are driven by intense, often global, competition, which is increasing the need for employees to be emotionally and cognitively committed to their company, their customers and their work (Rothmann & Rothmann, 2010:1).

4.7.7 Other possible solutions for mitigating disciplinary problems
The respondents were asked: Is there anything else that you can think of or feel is important or can be done in improving disciplinary problems at Eskom distribution centres in KwaZulu-Natal North Coast.

The respondents unanimously agreed that Eskom should contract with security companies that are professional and maintain a sense of responsibility towards its employees, with the salient items being respect, salaries and professionalism towards the management of the security officers. Job satisfaction is an effective or emotional response towards various facets of one’s job (Kreitner & Kinicki, 1998:206). Job satisfaction means not only the work that someone performs, more than the physical or mental activity needed to achieve results, because jobs include the interactions between people, the completion of norms and organisational policies, standards that must be met and experiencing certain working conditions. According to Pillay and Schutte (2004:123), the goal of each organisation is to function as effectively as possible so that organisational objectives in terms of productivity can be reached on time. The respondents mentioned the following recommendations:

- “Payslips are not accurate. We work as grade “C” but we are paid as grade “D”.

- Uniforms are not replaced immediately when it is torn, sometimes six months nothing. We also receive second hand uniform and it lowers our dignity. This must stop. Give us new uniforms. The security company top management
must come to site to see us so we can know who employ us and we tell them the problems that worry us. More interaction”.

- “The security companies must understand our problems. They must give us performance bonus and replace old uniforms when required. Lack of proper facilities provided by Eskom, e.g. Gun safes”.

- “Information sharing between security and inspectors and Eskom. Review low salaries. More visibility of the supervisors”.

- “Respect the guards. Eskom must put pressure of the security companies to treat the guards better”.

- “Eskom must look to more professional companies to secure the premises”.

4.8 CONCLUSION

It has become clear from this research study’s respondents’ responses that the security officers are fully aware of the reasons hampering them from providing a good quality service to Eskom. The respondents cited management as being the key problem by not providing them with better salaries, adequate rest days and proper supervision, among other complaints, all of which render them less able to meet the requirements of Eskom. The respondents were very adamant in saying that if there is a lack of support by top management and the fundamentals of a security officer is not met, then the problems of poor discipline becomes very difficult to manage. Chapter 5 presents the findings and recommendations.
Chapter 5
FINDINGS AND RECOMMENDATIONS

5.1 INTRODUCTION
The aim of this research was to establish the factors that contribute to disciplinary problems, to understand the causes of these factors, and to find what solutions can be used to address the factors contributing to disciplinary problems. The researcher reached a conclusion by obtaining data through a literature study, a documentary case study of non-conformance reports, interviews with security officers deployed to Eskom centres on the North Coast of KZN (hereinafter referred to as “Eskom KZN”), Eskom security managers, Eskom private security contract managers, and from the researcher’s own experience. The researcher has made the following findings and recommendations.

5.2 FINDINGS RELATING TO THE RESEARCH QUESTIONS
The first question was to establish “Which factors contribute to Eskom contract security staff disciplinary problems?” By means of this question, the researcher intended to establish the current situation concerning which factors cause contract security officers to become ill-disciplined whilst deployed at Eskom KZN.

The second question was to understand “What are the causal factors that contribute to these disciplinary problems?” By means of this question, the researcher intended to understand the nature and extent of the causes of these disciplinary problems experienced by security officers deployed to Eskom KZN.

The third question was to determine solutions to address the factors contributing to disciplinary problems. By means of this question, the researcher intended to find solutions to address the problems that cause the security officers posted at Eskom centres to become ill-disciplined.

The following findings are based on the responses received from the respondents in the semi-structured interviews and the documentary study conducted for the research. The research findings were evaluated in relation to the research questions of this study.
5.2.1 Findings relating to discipline problems at Eskom centres
During the study it became clear to the researcher that endeavouring to address these disciplinary problems will take much more than a shift in logistical procedures. In fact, the way in which security companies develop their solutions to address disciplinary problems will take a significant shift in thinking. The majority of the respondents that were interviewed during this research felt that the security officers deployed to Eskom centres were being demoralised by working long hours for low pay, by having insufficient rest days which caused fatigue and by frustration from being away from their families for long periods of time. Moreover, they felt that they were under-supported by their top management, and that they were treated with disrespect by their company inspectors.

During the study, the researcher asked the respondents if there was anything else which they thought was important or could be done in improving disciplinary problems at Eskom KZN. Nearly all of the respondents were able to offer more than just a single recommendation. This suggests that solutions to disciplinary problems require the company inspectors to listen to people’s concerns and the solutions they recommend during the site inspections and site meetings. Company inspectors should not only be encouraged to give their opinions to top management about how they should go about improving disciplinary problems, but time should also be set aside for the inspectors to connect with each other in order to learn from one another and improve their practices within the company as a whole.

5.2.2 Findings relating to improving relationships between security officers and Eskom employees
During the interview process, it was found that a small number of the respondents spoke about the relationship problems between security officers and Eskom employees. They referred to a lack of understanding by Eskom employees about the role of security officers deployed to Eskom centres which at times caused frustration between the parties and led to security officers becoming demoralised. Du Preez (1991:165) contends that emotional preparedness ensures that the officer will be able to deal with situations professionally. Security management must demand
exemplary conduct (Sennewald, 1998:61). In addition, Purpura (1998:127) explains that employees’ personal problems often affect their behaviour on the job. This suggests that any attempts to make progress in improving disciplinary problems will be frustrated if security officers are under the impression that Eskom employees will disrespect them. This is because there is a lack of communication by Eskom with its employees to advise them that security officers are placed at the Eskom centres to safeguard its assets. Any directive issued by Eskom to the security officers must be adhered to by Eskom employees. Any shortcomings or clarification on directives by Eskom employees must be followed up with the Eskom management or Eskom security management departments.

5.2.3 Findings relating to improving relationships between security officers and company inspectors

During the interview process, it was found that an overwhelming number of the respondents said that there are relationship problems between security officers and company inspectors, citing mainly the lack of respect for each other. It was disturbing to learn that certain security officers said that if a security officer belonged to the same culture as the inspector, then that guard received preferential treatment over the guards who did not belong to the same culture. The security officers were quick to point out that this preferential treatment given to guards belonging to the same culture as the company inspectors caused feud and tension amongst the security officers. It seems unlikely that any programmes will be successful if security officers are under the impression that their company inspectors do not have their best interests in mind. The majority of the respondents in the study believed that in order for any change to occur to improve the relationship problems, there needs to be a change in how the company inspectors perceive the security officers and the mutual respect that is required to improve the relationship problems. There needs to be an acceptance by management that their staff are overwhelmed with certain disciplinary problems, and that additional support is needed to help the company inspectors. Workers sense a supervisor’s attitude towards security in the same way that they sense his or her attitude towards absenteeism, lateness or any other area covered by company policy, and that is by what he or she does about it. Barefoot and Maxwell (1987:95) mention that the supervisor must set a moral tone. The security
companies’ culture is the promoter for how staff developments are designed and for the professional growth that takes place within the companies.

5.2.4 Findings relating to improving the behavioural problems in society or the community that have an effect on disciplinary problems

During the interview process, it was found that a large number of respondents said that social problems within communities where some of the security officers reside and work, or just work, have a profound effect on disciplinary problems of the security officers. A supportive company culture has a significant influence on the performance and social success of security officers. When a company demonstrates characteristics of a cooperative company culture, there are fewer threats made to security officers by criminals in the community, decreased absenteeism, higher employee morale and better relationships among security officers. Robbins and Judge (2012:174) contend that leaders establish direction by developing a vision for the future and that they then align people by communicating this vision and inspiring them to overcome hurdles.

5.2.5 Findings relating to improving disciplinary problems caused by low pay

The interview process was dominated by the issue of low pay in the security sector which seems to have influenced the low morale and increased the disciplinary problems of security officers. Most of the respondents interviewed believed that it was Eskom’s responsibility to make decisions and give directions to security companies on the payment structure for its security officers. Robbins and DeCenzo (2008:141) explain that it is important when organisations design their overall compensation packages that they look further than just an hourly wage or annual salary. The security officers said that they were frustrated by being paid a low salary, despite being required to work long hours and at times being deployed to high-risk sites. The problem is further compounded by the fact that they are away from their families for months without receiving enough rest days to go home to visit their families. In this study, most of the respondents mentioned multiple barriers caused by low salaries which they perceived as undermining any attempt they made at helping Eskom achieve better behaviour from them. In fact, the respondents listed
very many different barriers that influence disciplinary problems caused by low salaries.

Pillay (2001:73) explains that one needs to take cognisance, especially in South Africa with its alarming crime figures, of the fact that the security function is far too critical to be a minimum wage, short timer position.

5.2.6 Findings relating to improving disciplinary problems caused by insufficient training

During the interview process the respondents were united in their response that the security guards did not know the security requirements of Eskom when they were deployed to an Eskom centre. Some of the respondents noted that insufficient training made the guards look incompetent, with a lack knowledge of Eskom’s security requirements. In one case, the respondent went to the extent of saying that insufficient training makes a guard look stupid, furthermore citing incompetence to do the job as a reason for looking stupid. They would do what they felt was the right, when in fact it might be to the contrary and this would frustrate Eskom employees and visitors at Eskom KZN. From this, it appears that with regular training, Eskom could receive a quality service that it pays for.

5.2.7 Findings relating to improving disciplinary problems caused by work schedules and insufficient rest days

During the interview process the respondents were vocal in saying that the current shift system is not adequate and does not allow for sufficient rest periods. Security officers have to be alert at all times on the 12-hour shift cycle to prevent any breach in security that may arise. Shift-work seriously affects the health and well-being of millions of people worldwide, and the number of shift workers is constantly rising (currently approximately 20 % of the workforce) (Kantermann, Juda, Vetter & Roenneberg, 2010:95). A well-planned shift roster should allow for balanced distribution on all shifts with enough officers working each shift (Du Preez, 1991:145). The nature of the environment the security guards work in requires that they have to be consistently alert, especially with regard to suspicious-looking persons or vehicles (Kruger et al, 1996, as quoted by Pillay & Schutte, 2004:123).
5.2.8 Findings relating to improving site visits to Eskom centres

During the interview process the respondents were vocal in saying that more site visits are required by security company supervisors to Eskom sites. The respondents indicated that more than one visit per shift is required to maintain a disciplined workforce. Site inspections by company supervisors are put in place to ensure that the security guards are working according to Eskom’s requirements and the supervisors have to ensure that the security guards are dressed appropriately with the necessary functional equipment. Happy workers are more likely to be productive workers (Robbins & Judge, 2012:46).

5.3 RECOMMENDATIONS TO IMPROVE THE DISCIPLINARY PROBLEMS BY SECURITY OFFICERS WORKING AT ESKOM CENTRES ON THE NORTH COAST OF KZN

After exploring the disciplinary problems by security officers working at Eskom centres on the north coast of KZN, the following recommendations are proposed:

To improve the overall disciplinary problems at Eskom centres the following contractual stipulations should be considered before any new security contracts are put in place:

- Clearly defined responsibilities should be in place at security companies which cater for the recruitment process for security officers and supervisors that will be deployed at the Eskom centres. This process should describe how the security officers are to be managed. Which specific infractions are supervisors expected to handle and which instances are top management expected to handle? And if minor infractions are to be handled at the Eskom centres by security officers, how many repeated minor infractions are to be handled by a single security officer before the supervisor should request help?
- Induction programmes should be held for all employees employed at security companies contracted to provide security guarding services for Eskom. The induction programmes must define the responsibilities of the security officers
and the company inspectors. Furthermore, the responsibilities of top management should be defined to ensure that disciplinary problems are addressed as soon as they arise. The induction programme should specify the duties of the company trainers on the pre-deployment process and training of the security officers, the site training and orientation during deployment and the on-the-job training for security officers post deployment to an Eskom centre.

- Eskom security management should carry out regular site visits and inspections on those security officers who have been given warnings, or have complaints of disciplinary problems against them, in order to ensure that follow-through is taking place by the security companies and that improvements are being made to ensure a disciplined workforce is supplied to Eskom.

- Top management should be thoughtful about which responsibilities company inspectors are given and how these may detract from their primary responsibility of visiting security officers to ensure compliance with Eskom’s security requirements. Training must be provided to company inspectors to modify how they create solutions to manage disciplinary problems. Inferences are often drawn from what people say, but they can also just as easily be drawn from what is not said.

The majority of the respondents in the study believed that in order for any change to happen for improving the disciplinary problems at Eskom centres, there needs to be a change in how decisions are made. This suggests that decisions to appoint security contractors should be inclusive of all stakeholders, including the Eskom centre managers. Security contracts should be specific on the requirements of Eskom. The disruptions caused by disciplinary problems with security officers at Eskom centres directly influence the stability of security at these centres. These experiences impact upon the emotional state of the Eskom centre managers through the fear of financial losses caused by theft by security officers, or by non-performance of duties that allow theft, for example, no regular patrols, sleeping on
duty, etc. Security companies contracted to Eskom must be held financially liable for this breach in the security service contract and for losses caused by non-performance of duties or by theft caused by security officers.

No disciplinary improvement programme will develop in a perfectly linear method where positive results will immediately be noticeable when a new concept is introduced and applied according with specific directions. Certain concepts will work well and will be able to be integrated with the security officers, and other ideas will not. What is important for company inspectors and top management is to recognise that improving the disciplinary problems is an on-going process, and that even the most advanced, refined plan conceivable will not be applied exactly according to plan. However, the first step in beginning to formulate concepts to improve disciplinary problems is not to simply allow the situation to develop without direction: it will require company inspectors and top management to dedicate time for collaborating on possible ideas that could improve and better the disciplinary problems. An effective internal human resource department is important for managing, among others, the disciplinary processes, screening and vetting, recruitment, skills training and development planners for employees, communication to employees and duty rosters. For this professional service to take effect, security managers need to be able to set clear standards for the guards; to encourage the supervisors to provide skilled supervision to the guards; and to deal fairly and objectively with employees who cannot or will not work according to the standards. Top management, company inspectors and the security officers all need to be part of the process to ensure there is mutual respect, shared by all parties. Company inspectors should feel comfortable with discussing disciplinary issues, without the fear of consequences.

While improving company culture may be the key to change, trying to enact and implement change is often difficult if problems are influenced by the communities where the Eskom centres are situated. It is therefore important that community participation by Eskom and the security companies working for Eskom in local areas be evidenced by their participation in community projects and initiatives which will enhance the security profile of the security officers and the Eskom centres in those
areas. This suggests that recruitment and development of local labour in those areas will demonstrate positive attitudes and social responsibilities by security companies in those areas. In order to create a more collective environment, Eskom has to be willing to work more closely with the contracted security companies to ensure that they meet the highest standards of security and maintain the assurances of professionalism for the duration of their contractual period with Eskom. This will ensure that the contractors will adhere strictly to legislative requirements, including paying the security officers according to the PSIRA Sectoral Determination Act.

Eskom security management must develop and maintain a linear security training standard that must become part of the security contract. This standard should guide the security contractors on the type of training that is required before a security officer is deployed, the frequency of the training intervals that should be done per calendar year, and the curriculum that the training needs to cover to improve the quality of the security officers’ job performance during deployment at an Eskom centre.

To enable Eskom to have a more disciplined security workforce securing its assets, it requires a security officer to be vigilant, well-rested, with a balanced mind. Therefore, one option would be to reduce the 12-hour shifts to 8 hours and to employ the three-shift cycle (06h00 to 14h00, 14h00 to 22h00 and 22h00 to 06h00), and to allow for sufficient days off from work, in order to improve disciplinary problems. Another option would be to leave the current shift cycle as two (2) dayshifts, two (2) nightshifts, but instead of the current two (2) days’ time off, the rest period should increase to four (4) days’ time off.

The employment of local labour, with an adequate contingency of standby security officers for shortages, and the reduction of the companies’ areas of responsibility, will all ease the burden of transportation and logistical costs. In order to ensure compliance, a further finding suggested that security companies which are not located in areas of close proximity to the Eskom centres should give a written undertaking that security services will remain professional and they will adhere to the Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997).
despite them not being located in the areas where they provide a security service to the Eskom centres. This suggests that Eskom should contract with the local security companies that can provide two visits per shift at each Eskom centre. Furthermore, they have to ensure that there are no breaches of security at the Eskom centres, they have to attend to any complaints by Eskom management regarding the safety of the centre, and they have to do this at each site on a 12-hour shift.

In the last section of the questionnaire the respondents were asked the following open-ended question: “What solutions can be used to address the factors that contribute to disciplinary problems?” While the responses did not vary drastically, many solutions were recommended by the respondents to address the contributory factors.

The following are a few of the recommendations provided by the respondents to improve the disciplinary problems at Eskom centres:

- Eskom should educate its employees on the important role played by the security guards.

- If the company inspectors were to receive adequate training on management skills and then apply this skill consistently, this would significantly improve the relationship between the security officers and company inspectors.

  The security companies should involve themselves in the community they operate in by participating in community projects and employing local labour to gain recognition by the community.

- Eskom must influence the security companies contracted to Eskom to pay the security officers at rates higher than as set under the PSIRA Sectoral Determination Act.
• The security companies must have proper contingency plans in place and employ an adequate number of contingency guards to manage the problem of shortages, and then there would be no need for guards to work on their rest days.

• Staff morale could be improved with support from the top management structure of the security companies in carrying out regular checking to see whether correct discipline is being maintained.

5.4 RECOMMENDATION FOR SECURITY COMPANY DIRECTORS AND MANAGERS

Although leaders are not the only influence on individual and group creativity, they do influence many components of creative performance in workgroups. Leaders (directors/owners) from security companies should visit Eskom centres every quarter to evaluate progress and address complaints from security officers and Eskom centre managers. Directors should endeavour to influence their company’s management teams by taking a proactive stance in leadership, both regarding responsibilities and social working relationships. In the study, many of the security officers felt overwhelmed and not supported by the top structure within their respective companies. Abandoning the company inspectors to deal with security guard disciplinary problems with no support could not only cause a multitude of non-responsive problems, but it could also cause a security breach at Eskom centres. For example, guards might be tempted to steal if their pay queries are not resolved on time and guards might sleep on duty and not perform patrol functions if the company inspector does not conduct regular site inspections. The security companies’ managers must establish standards of ethics for their security officers and encourage adherence by their employees to these standards.

5.5 FURTHER RESEARCH

It is recommended that additional research be carried out on Eskom contract security officers at the various business units of Eskom. The research could be performed on a larger scale, covering all provinces in South Africa. This will allow for comparisons to be made between the Eskom centres in the various business units with regard to
the various disciplinary problems being experienced by Eskom contract security officers. This would provide for a more inclusive study where researchers can make further significant findings owing to the larger sample size.

5.6 CONCLUSION

The objectives of the study were to examine the factors that contribute to disciplinary problems, to determine what are the causes of these factors that contribute to disciplinary problems, and to identify solutions that can be used to address the factors contributing to disciplinary problems. The researcher made use of a qualitative approach whereby one-on-one interviews were conducted with 30 respondents working on the North Coast of KZN and 25 of this 30 respondents working at Eskom KZN. They were from both genders, with various years of security experience, and were generally qualified in the security environment.

The results indicated that disciplinary problems indeed existed at Eskom KZN. These were caused by factors related to relationship problems between security officers and Eskom employees, relationship problems between security officers and company inspectors, low pay, insufficient rest days, insufficient training, and inadequate support from management. The impact of lack of discipline on the security officers’ morale included anger, fatigue, emotional stress, job burn-out and the wish for a liveable salary. To successfully manage the disciplinary problems, it is vital that Eskom site managers and Eskom security departments start by collecting on a consistent basis as much information as possible regarding the factors that contribute to disciplinary problems facing the security officers at Eskom centres, and then identify the causes of those factors and find solutions to address the disciplinary problems.

The study has made recommendations on how to improve the situation to ensure that Eskom has disciplined security workforces deployed to its centres.
**LIST OF REFERENCES**


Prenzler, T. & Milroy, A. 2012. Recent inquiries into the private security industry in Australia: Implications for regulation. Australia research counsel centre of excellence in policing and security, Griffith University.


APPENDICES

A CASE STUDY OF FACTORS CONTRIBUTING TO DISCIPLINE PROBLEMS OF SECURITY OFFICERS: ESKOM DISTRIBUTION CENTRES, KWAZULU NATAL NORTH COAST REGION.

DOCUMENTARY STUDY CHECKLIST:

<table>
<thead>
<tr>
<th>Disciplinary investigation report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of the contravention</td>
</tr>
<tr>
<td>Time of the contravention</td>
</tr>
<tr>
<td>Name of centre where the contravention occurred</td>
</tr>
<tr>
<td>Day and shift on which the contravention occurred</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dayshift</td>
<td>Dayshift</td>
<td>Dayshift</td>
<td>Dayshift</td>
<td>Dayshift</td>
</tr>
<tr>
<td>Nightshift</td>
<td>Nightshift</td>
<td>Nightshift</td>
<td>Nightshift</td>
<td>Nightshift</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Saturday</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dayshift</td>
<td>Dayshift</td>
</tr>
<tr>
<td>Nightshift</td>
<td>Nightshift</td>
</tr>
</tbody>
</table>

Type of contravention

Reason/s for the contravention
<table>
<thead>
<tr>
<th>Cause/s of the contravention</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Solution/s to the contravention</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time period in which the contravention was managed by the security company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring systems put in place to manage future contraventions</td>
</tr>
<tr>
<td>Final report for contravention submitted by security company</td>
</tr>
<tr>
<td>Is this a frequent contravention at Eskom centres on the North Coast?</td>
</tr>
<tr>
<td>Is this a frequent contravention by the same person?</td>
</tr>
<tr>
<td>Is this a frequent contravention at this centre?</td>
</tr>
</tbody>
</table>
APPENDIX “B”: INTERVIEW SCHEDULE

INTERVIEW QUESTIONNAIRE

A CASE STUDY OF FACTORS CONTRIBUTING TO DISCIPLINE PROBLEMS OF SECURITY OFFICERS: ESKOM DISTRIBUTION CENTRES, KWAZULU NATAL NORTH COAST REGION.

Instructions:

Please answer all of the questions as honestly as possible. You do not need to identify yourself as there is no possibility of any respondent being identified or linked in any way to the research findings in the final research report. Where required please indicate your answer with a cross (X) in the appropriate box or write a response in the space provided, using a black ballpoint pen. For the open ended questions please write your responses clearly and legibly in the space provided. If there is not sufficient space for your response please number a blank sheet of paper with the question number and continue writing your response on the extra piece of paper. Thank You.

SECTION A: BIOGRAPHICAL DATA

1. Gender

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

2. Age Group

<table>
<thead>
<tr>
<th>Younger than 20</th>
<th>Between 20-30</th>
<th>Between 30-40</th>
<th>Between 40-50</th>
<th>Older than 50</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

3. Marital Status

<table>
<thead>
<tr>
<th>Married</th>
<th>Divorced</th>
<th>Single</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

4. What is your home language?

<table>
<thead>
<tr>
<th>English</th>
<th>Afrikaans</th>
<th>Zulu</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
5. What is your highest qualification?

<table>
<thead>
<tr>
<th>Std 6/ Grade 8</th>
<th>Std 7/ Grade 9</th>
<th>Std 8/ Grade 10</th>
<th>Std 9/ Grade 11</th>
<th>Std 10/ Grade 12</th>
<th>One-year certificate Diploma</th>
<th>Degree (University)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

6. Indicate your present employer:

<table>
<thead>
<tr>
<th>Security contractor</th>
<th>Eskom</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

7. What is your current position at your company?

<table>
<thead>
<tr>
<th>Guard</th>
<th>Supervisor</th>
<th>Manager</th>
<th>Eskom / Security Supervisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

8. How long have you been working in this position with your current company employer?

<table>
<thead>
<tr>
<th>Less than one year</th>
<th>One to two years</th>
<th>Between two and three years</th>
<th>More than three years but less than five years</th>
<th>More than five years</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

9. What duties do you perform at Eskom?

<table>
<thead>
<tr>
<th>Access Control</th>
<th>Patrol Duties</th>
<th>Guard Duties</th>
<th>Inspection of guards</th>
<th>Eskom /Security Supervisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
10. Have you undergone security related training pertaining to Eskom?

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

11. How often is training provided by your company?

<table>
<thead>
<tr>
<th>Daily</th>
<th>Weekly</th>
<th>Twice a week</th>
<th>Once a month</th>
<th>Once in three months</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

12. What type of security training have you undergone?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

SECTION B: FACTORS CONTRIBUTING TO DISCIPLINARY PROBLEMS

13. Are you aware of any factors that contribute to disciplinary problems of security officers deployed at the Eskom distribution centres in Kwazulu natal North Coast?

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

14. If your response to question 13 is yes, indicate the factors that contribute to the disciplinary problems?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
15. Does the relationship between security officers and Eskom employees contribute to disciplinary problems?

________________________________________________________________________
________________________________________________________________________

16. Does the relationship between security officers and the company inspectors contribute to disciplinary problems?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

17. Can you tell me if there are factors in society or the community that contribute to disciplinary problems at the Eskom distribution centres in Kwazulu Natal North Coast?

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

18. If your response to question 17 is yes, indicate some of the factors in society or the community that contribute to disciplinary problems at the Eskom distribution centres in Kwazulu Natal North Coast.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

19. Can low salary contribute to disciplinary problems?

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

20. If your response to question 19 is yes, in which way can low salaries contribute to disciplinary problems?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
21. Can insufficient training contribute to disciplinary problems?

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

22. If your response to question 21 is yes, indicate in which way it can contribute to disciplinary problems?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

23. Can you describe the work schedules for the security officers deployed at Eskom distribution centres in Kwazulu Natal North Coast?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

24. Does work schedules contribute to disciplinary problems for the security officers deployed to Eskom distribution centres in Kwazulu Natal North Coast?

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

25. If your response to question 24 is yes, how does it contribute to disciplinary problems?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

26. How many rest days do you receive in a calendar month?

<table>
<thead>
<tr>
<th>Less than 4 days</th>
<th>Between 4 – 8 days</th>
<th>Between 8-15 days</th>
<th>More than 15 days</th>
<th>Other:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
27. Does the number of rest days contribute to disciplinary problems?

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

28. If your response to question 27 is yes, indicate in which way the number of rest days contribute to disciplinary problems?

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________

29. What is the frequency of site visits by the supervisor?

<table>
<thead>
<tr>
<th>Once in 12 hours</th>
<th>Once in 24 hours</th>
<th>Once in 48 hours</th>
<th>Between 2 to 4 days</th>
<th>After 4 days</th>
</tr>
</thead>
</table>

30. Do you think the number of site visits contribute to disciplinary problems?

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

31. If your response to question 30 is yes, indicate in which way site visits contribute to disciplinary problems?

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________

SECTION C: CAUSES RELATING TO DISCIPLINARY PROBLEMS

32. What causes relationship problems between security officers and Eskom employees?
33. What causes relationship problems between security officers and the company inspectors?

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________

34. How does low salaries paid to security officers cause disciplinary problems?

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________

35. How does insufficient training for security officers cause disciplinary problems?

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________

36. How does insufficient rest days for security officers cause disciplinary problems?

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________

37. How does insufficient site visits cause disciplinary problems?

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________

38. Name some of the causes that contribute to disciplinary problems at Eskom distribution centres in KwaZulu Natal North Coast?

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________
SECTION D: SOLUTIONS TO ADDRESS DISCIPLINARY PROBLEMS

39. Indicate the possible solutions to improve the relationship between security officers and Eskom employees.

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________

40. Indicate the possible solutions to improve the relationship between security officers and the company inspectors.

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________

41. Recommend solutions to improve the behavioural problems in society or the community that have an effect on disciplinary problems at the Eskom distribution centres in Kwazulu Natal North Coast.

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________

42. Recommend solutions to address the disciplinary problems caused by low salaries paid to security officers at distribution centres in Kwazulu Natal North Coast.

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________

43. Recommend solutions to address the disciplinary problems caused by insufficient rest days provided to security officers at distribution centres in Kwazulu Natal North Coast.

_________________________________________________________________________
_________________________________________________________________________
_________________________________________________________________________
44. Recommend solutions to improve site visits to Eskom distribution centres in Kwazulu Natal North Coast.

45. Is there anything else that you can think of or feel is important or can be done in improving disciplinary problems at Eskom distribution centres in Kwazulu Natal North Coast.

SECTION E: CLOSING

I appreciate the time you took for this interview. Is there anything else you think would be helpful for me to know?

I should have all the information I need. Would it be all right to call you if I have any more questions?

Thank you for the opportunity to allow me to conduct this interview with you. Your cooperation is highly appreciated.

Date:..............................................
APPENDIX “C”: PERMISSION LETTER

SECURITY MANAGEMENT PROGRAMME
(Incorporating Security Risk Management)
DEPT. OF CRIMINOLOGY & SECURITY SCIENCE
SCHOOL OF CRIMINAL JUSTICE, COLLEGE OF LAW

Prof. Adel Al-Meera
Tel: (+27) (0)12-429 2160
Fax: (+27)(0)12-429 6069
E-mail: adelalmeera@unisa.ac.za

Muckleneuk Campus
Preller St
Muckleneuk Ridge, Pretoria
PO Box 392
UNISA 0003
City of Tshwane
Gauteng, South Africa

28 November 2011

Mr Sifiso Mazibuko
GM: KZN Operating Unit
ESKOM

Dear Mr Mazibuko

REQUEST FOR PERMISSION TO DO RESEARCH FOR MTECH DEGREE (SECURITY MANAGEMENT) ON KZN OPERATING UNIT OF ESKOM: MR R. GOVENDER

Mr Remone Govender, is currently a masters student at the University of South Africa (UNISA), busy with his research studies for a MTech in Security Management. His research title is “A CASE STUDY OF FACTORS CONTRIBUTION TO DISCIPLINE PROBLEMS OF SECURITY OFFICERS: ESKOM DISTRIBUTION CENTRES, KWAZULU NATAL NORTH COAST REGION”.

The primary aims of this research project include:

- To determine the main causes and reasons given for the poor discipline problems experienced by the security officers working on Eskom sites in the north coast region of Kwazulu Natal
- To establish if there is a problem with the management of the security officers and what can be done to resolve this problem.
- To establish if there are problems experienced with Eskom staff or management by the security officers and what can be done to resolve these problems.
- To ascertain what can be done to improve the morale of the security officers posted on Eskom sites in the north coast region of Kwazulu Natal

It is planned to administer research interviews with the use of an interview schedule (for Eskom employees, contract security guards working at Eskom centres and contract security managers managing the Eskom contract) at ten (10) selected Technical Service Centres: Stanger TSC, Empangeni TSC, Mandini TSC, Richards Bay TSC, Nongoma TSC, Josini TSC, Mtnamthatha TSC, Pongola TSC, Melmoth TSC and Eshowe TSC in the north coast region of Kwazulu Natal. These interviews will focus on the problems of poor discipline in order to establish the root cause (security management effectiveness, training and development strategies and whether they are effective) of poor discipline by security officers deployed to Eskom centres.
Follow-up interviews, if necessary, will be done at the selected (sampled ESKOM centres) research sites.

All the information that is received from the participants will be treated confidentially (e.g. respondents will remain anonymous and no reference will be made at which sites they are deployed).

The research will add value to ESKOM KZN operating unit and ESKOM as a company by understanding the factors that contribute to the lack of discipline by security officers deployed at ESKOM sites. This will allow for ESKOM security management to give input during tender negotiations and the drafting of security contracts to ensure security companies deal with the problem of discipline effectively and operate within the guidelines of the security contract. The research will also assist in identifying the criteria that security contractors need to meet before being awarded contracts to provide a security service to ESKOM.

A problem can only be dealt with once it has been acknowledged as a problem. This research will assist in identifying which discipline problems are persistent at the ESKOM TSC’s, and what are the most effective methods that can be implemented to managed the problem of poor discipline by the security officers.

The findings can be used by other corporate organisations and businesses as a guideline to deal with the problem of poor discipline in their environment and to make provisions for the causes of poor discipline.

Attached for your information is a detailed research proposal and the draft questionnaires (security officers, security managers managing ESKOM sites and ESKOM TSC supervisors).

A. de V. Minnaar
Programme Head: Security Science
Department of Criminology & Security Science
School of Criminal Justice, College of Law

Remone Govender
MTech Student
Programme: Security Management
Department of Criminology & Security Science
Student Number: 41339428
Tel: (031) 710 5203
APPENDIX “D”: APPROVAL LETTER

Date: 20th December 2011

Mr. Remone Govender
Area Officer: KZN Operation Unit
ESKOM
PO BOX 66
New Germany
3620

Dear Mr. Govender

Request for Permission to do research for Mtech Degree (Security Management) on KZN Operating Unit of Eskom: Mr. R. Govender

I Siliso Mazibuko hereby grant Remone Govender permission to conduct the above mentioned research.

Yours sincerely

Siliso Mazibuko
GM: KZN Operating Unit
APPENDIX “E”: CONSENT FORM

CONSENT FORM

AGREEMENT:

I hereby consent to:

- Be interviewed for the research project topic: “A case study of factors contributing to discipline problems of security officers: Eskom Distribution centres, Kwazulu Natal north coast region”.

- Follow-up interviews if necessary;

- The use of data derived from these interviews by the interviewer in a research report as he deems appropriate.

I also understand that:

- My participation in this study is voluntary and I can refuse to participate, or withdraw at any time without stating a reason;

- Anonymity is guaranteed by the researcher and data will under no circumstances be reported in such a way as to reveal my identity;

- No reimbursement will be made by the researcher for information rendered or for my participation in this project;

- By signing this agreement I undertake to give honest answers to reasonable questions and not to mislead the researcher; and
• I will in no way derive any personal benefit from taking part in this research project.

I hereby acknowledge that the researcher/interviewer:

• Discussed the objectives, aims and goals of this research project with me;

• Informed me about the contents of this agreement; and

• Explained the implications of my signing this agreement.

In co-signing this agreement the researcher undertakes to:

• Maintain confidentiality, anonymity and privacy regarding the identity of the subject and information rendered by the interviewee.

(Interviewee signature)                        (Interviewer signature)

____________________  ______________________

Date: _______________  Date: _______________

I, (interviewer signature)________________________ certify that I explained the contents of the above document.