

**AN EVALUATION OF CONFLICT RESOLUTION STYLES ADOPTED BY POLICE
OFFICERS AT A SELECTED POLICE STATION IN KWAZULU NATAL**

BY

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DECLARATION

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An Evaluation of Conflict Resolution Styles Adopted by Police Officers at a Selected Police Station in KwaZulu Natal

I declare that the above dissertation 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

__2020-09-08__

DATE

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ABSTRACT

The selected police station in Kwa-Zulu Natal is prone to conflict. The purpose of this study was to examine and evaluate the conflict resolution styles adopted by police officers and to ascertain whether the chosen conflict resolution styles were indeed effective. The study was conducted at South African Police Service (SAPS) Tongaat, Kwa-Zulu Natal (KZN) and is intended to be of use to police officers and management of various police departments to enhance the area of conflict resolution.

A Quantitative; non-experimental, descriptive survey design was used with a structured questionnaire as the data collection instrument. The sample included 100 police officers. The study revealed insight into the causes of conflict at the police station and a definite preference for certain conflict resolution styles over others. More significantly, the study revealed challenges regarding effective conflict resolution. Recommendations with regard to conflict resolution and further research were made.

ISISHWANKATHELO

Isikhululo samapolisa esikhethiweyo KwaZulu-Natal sithanda ukuba neengxabano. Injongo yesi sifundo yayikukuphonononga nokuvavanya iindlela zokusombulula iingxabano ezazisetyenziswa ngamapolisa, nokuqwalasela ukuba ingaba ezo ndlela zazisebenza na. Esi sifundo, nesiqhutywe kwiNkonzo Yamapolisa oMzantsi Afrika eTongaat kwiphondo iKwaZulu-Natal, senzelve ukuba luncedo kumapolisa nabaphathi bamasebe ahlukeneyo obupolisa, nafuna ukuqinisa imiba yokusombulula ingxabano.

Kwasetyenziswa indlela yophando yobuninzi apho kwaqulunqwa uluhlu lwemibuzo eqingqiweyo njengesixhobo sokuqokelela idatha. Isampulu yaquka amagosa obupolisa ali-100. Isifundo satyhila iimbono ezithile malunga nonobangela wengxabano kwesi sikhululo, sabonisa nokuba kukho iindlela ezithile ezithandwa ngaphezu kwezinye ekusombululeni ingxabano. Okubaluleke ngaphezulu, isifundo esi sadiza imingeni ekhoyo malunga nokusombulula ingxabano okusebenzayo. Kwenziwa iingcebiso malunga nokusombulula ingxabano nophando olulandelayo.

IQOQO LOKUBALULEKILE

Isiteshi samaphoyisa esikhethiwe esiKwaZulu-Natal sinokuzithola zisezingxabanweni. Inhloso yalolu cwaningo ngukuhlaziya nokuhlola izindlela zokuxazulula izingxabano ezakhethwa ngamaphoyisa ukuba azisebenzise, nokuthola ukuthi lezo zindlela ezikhethiwe zisebenza ngempela yini. Lolu cwaningo, olwenziwa oPhikweni Lamaphoyisa LwaseNingizimu Afrika, oThongathi, esifundazweni saKwaZulu-Natali, kuhloswe ukuba lusetshenziselwe yizikhulu

zamaphoyisa nabaphathi beminyango eyahlukene yamaphoyisa abafuna ukuthuthukisa okuphathelene nokuxazululwa kwezingxabano.

Kwasetshenziswa umklamo wenhlolovo yokulinganisa echazayo, engasebenzisi ukuhlola-kulinga, wasetshenziswa nephepha-mibuzo elihlelekile njengethuluzi lokuqoqa imininingwane. Isampula lalibandakanya izikhulu zamaphoyisa eziyi-100. Lolu cwaningo luveze ukuqonda ngezimbangela zezingxabano esiteshini samaphoyisa, kanye nezindlela ezithile zokuxazulula izingxabano ezincanyelwa ngokusobala uma kuqhathaniswa nezinye. Okuphawuleka kakhulu ukuthi lolu cwaningo luveze izingqinamba kokuphathelene nokuxazululwa kwezingxabano ngempumelelo. Kwenziwa izincomo maqondana nokuxazululwa kwezingxabano kanye nokuba kuqhutshekwe nocwaningo.

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Key Terms

Conflict

Constitution

Impact

Objectives

Management

Mediation

Police

Resolution

Significance

Styles

List of Acronyms

AIDS: Acquired Immunodeficiency Syndrome

ANC: African National Congress

CAS: Crime administration system

CBO'S: Community based organisations

CCI: Crime Combating and Investigation

CIAC: Crime information analysis centre

CID: Crime Investigation Department

CoC: The Code of Conduct

CPF: Community Policing Forum

CSC: Community service centre

DTP: Dube Trade Port

EC: Eastern Cape

EHW: Employee health and wellness

FS: Free-State

GT: Gauteng

GEAR: Growth Employment and Redistribution

HIV: Human Immunodeficiency Virus

HRD: Human Resource Development

IFP: Inkatha Freedom Party

IPID: Independent Police Investigative Directorate

ISS: Institute for Security Studies

KZN: Kwa-Zulu Natal

LP: Limpopo

LRA: Labour Relations Act

MEC: Member of the Executive Council

MP: Mpumalanga

MPNP: Multi-Party Negotiating Process

MPS: Municipal Police Service

NDP: National Development Plan

NGO's: Non-governmental organisations

NC: Northern Cape

NW: North West

OCOPS: The Office of Community Orientated Policing Services

RJ: Restorative Justice

SAPS: South African Police Service

SARPCCO: Southern African Region Police Chiefs Cooperation Organisation

SPSS: Statistical Package for Social Sciences Software

TPS: Tongaat Police Station

VISPOL: Visible policing

WC: Western Cape

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction

Conflict is an irrefutable realism. Regardless of whether news of radical attacks frightens individuals on a worldwide scale or whether they surreptitiously experience conflict in their home and workplace, it is an encounter they are faced with every day. However, frequently one does not give this widespread issue the thought it merits. Conflict and the resolution thereof, are multidimensional and dynamic issues with both impeding and advantageous impacts. In the distinctive police setting, serving a huge number of people, these impacts can be overstated and, in this way, require a profound comprehension of the topic. The motivation behind this study is to examine the sorts and reasons for conflict in a police station in Kwa-Zulu Natal (KZN) with the definitive objective of analyzing and assessing the styles embraced by police officers in resolving conflict at the said station and to learn whether the chosen resolution styles were in fact successful. From there on, sensible and viable resolutions will be prescribed to guarantee that the antagonistic and dispiriting effect of unresolved conflict is prevented in the time to come, thereby enhancing interpersonal relations amongst members and better delivery of services.

This chapter comprises of the background of the selected police station whereby the workings and nature of a police environment are discussed. The problem statement is formulated to indicate the conflict and conflict resolution styles in the police station. Three research hypotheses are formulated with its null hypothesis. The aim, purpose and significance of the study are discussed.

1.2 Background

Police stand out as one of the most pervasive organizations in the public eye. The police, thus, happens to be the most noticeable representatives of the administration (Lipksy, 2010:3). When a civilian is in trouble, has an emergency, or feels threatened and does not know what to do and whom to go to, the police station and police officer happen to be the most suitable and agreeable. The police are relied upon to be the most open, intuitive and dynamic organization of the general public. Their jobs, capacities and obligations in the public eye are normal, multifarious, complicated and complex (Phani, 2013:1).

The work of a police officer is frequently debilitating, hazardous and even disturbing. Police are for the most part at the less than desirable end of all public issues. Police are relied upon to realize lawfulness in exceptionally troublesome circumstances. Police are the individuals who put their lives in danger when they leave home each day (Marks, 1995:1). Every day individuals read and catch wind of the murders of police officers all through the nation. As

per The South African Police Service (SAPS) Crime Information Analysis Centre (CIAC), amid the period 1 January to 31 August 1994, an aggregate number of 872 attacks occurred on individuals of the SAPS. Of these attacks, 173 members were murdered whilst off duty and a further 114 were killed while on duty. This makes the job of police officers both unappreciated and tremendously risky (Marks, 1995:4). The Institute for Security Studies in Africa (ISS) (2018) states that during the 2017/2018 fiscal year, 28 individuals were killed whilst at work and 57 individuals were killed whilst not at work. ISS Africa (2018) additionally expresses that SAPS members are significantly less inclined to be killed today than they were three decades ago. Police killings have declined reasonably steadily for almost 30 years, regardless of the SAPS workforce expanding by 35% in a similar period. A correlation of police killings when officers were both on duty or enjoying some downtime demonstrates a substantial decrease. In 1993, the general rate of police killings was 326 for every 100 000. This dropped to 56 for every 100 000 in 2017/18. The pattern for killings on-duty demonstrates a comparable decrease. In 1993, police on-duty were murdered at a rate of 120 for every 100 000. By 2017/18 the proportion was 19 for every 100 000. Though statistics are very positive, the fact that officers are still being killed, whether on or off duty, is still of grave concern.

Certainly, conflict resolution in the police context is complicated and challenging, perhaps more so than experienced by interveners in any other setting. To illustrate how distinctly different, the police context is, imagine the following circumstances. Individuals who are engaged in a conflict as disputants or as observers can freely, and at their own discretion, call on police officers to respond at no cost, either during the course of the day or at night. Depending on location, officers are dispatched and expected to arrive quickly, sometimes within minutes. They come wearing uniforms and carrying weapons to situations where the individuals or groups are engaged in a potentially expressively emotional exchange, in some instances, with long histories of conflict. The parties may be surrounded by onlookers, some of whom may well be strong allies or strong adversaries of anyone in the conflict situation. Any person at the scene can easily record the police responses to such conflicts with a variety of readily available audio-visual recording devices and report to others or send information out electronically. In many communities, citizens who are unhappy or dissatisfied with police intervention can file civilian complaints against the officers (Volpe, 2014:1).

Police work can vary markedly from community to community depending on organizational structures, philosophical approaches, cultures, and leadership styles. Yet, despite all these variations, police work is very recognizable in configuration and operations. Typically, police work occurs within hierarchical, quasi-militaristic bureaucracies with a vast array of rules designed to carry out law enforcement functions. To control and contain situations, of utmost

importance to all police work, police officers have the authority to use force, even deadly force, if necessary. Non-compliance with their directions can result in severe consequences for individuals who ignore or defy them. In order to ensure that police operations are consistent with prevailing police practices, virtually all police training from the socialization of new officers to specialized and ongoing in-service professional development have traditionally been conducted in a context controlled by the police themselves, usually at police academies, local police stations and on-the-job training. This is not unexpected considering the unique nature of police effort aimed at controlling and containing a wide range of situations, some of which can be potentially destructive, violent, or threatening. In order to ensure that officials follow police protocols, a significant amount of conventional police preparation and training is devoted to traditional crime-fighting, management of investigations, enforcement of laws and regulations, effective use of weapons and innovative technologies, and management of the public, especially crowds, traffic, and activities during varied emergencies (Haberfeld, 2013a: 2).

The police are routinely requested to manage conflict circumstances. These contentions encompass standing in as an intermediary in a domestic disagreement, to re-establishing order in a bar fight. Every officer has significant freedom of choice in the practices they use to sort out these disagreements. Officers will hence diverge in their methodology or policing style contingent upon various factors, for example, character and capability. It is likely that from the extensive variety of conflict resolution styles demonstrated by police officers, when all is said and done, a few techniques will be more effective than others. What this in essence means is that some police officers will more adequately handle particular kinds of conflict than the other officers (Braithwaite, 1996:2). Besides, newcomers that are recruited into the police service have experienced rudimentary preparation, which is tremendously unique in relation to the training that some time-honoured police personal experienced in joining the police service. This implies that the police have to deal with co-workers who have a unique way to deal with policing. This is unpleasant both for longstanding officers and for newcomers who frequently have to stand up to old and deep-rooted methods of policing. Police on a national scale are being requested to practice community policing which requires the police and the community to cooperate in fighting and averting crime (Marks, 1995:25).

Unlike conflict resolvers in other contexts, who can be very deliberate in approaching their intermediations, the police are trained to react swiftly to incidents and depart to their next call. The norm of traditional policing characterized by quick responses sets the stage for how police address most matters, including conflict situations. The police response is designed to rapidly assess, contain, control and then move on regardless of who is there, whether a few individuals or large crowds. The police are not expected to explore how long the situation

has been going on. Hence, for conflicts where there are underlying issues that need to be addressed, police officers are not expected to belabour their response and delve into matters that may have been brewing for years. What this means is that police tend to deal with symptoms and leave the underlying issues untouched, perhaps to fester. Furthermore, they may even cause situations to escalate depending on how they approach the parties or the types of actions taken, which can range from leaving the parties to resolve the conflicts on their own to taking them away for further investigation and legal processing (Noesner, 2010:3).

The perceptions of police officers as anything but conflict resolvers often come from the media, movies, and the public's limited contact with them. The more popular image of police officers is that of individuals engaging in challenging and dangerous work, not the mundane interaction with citizens over their differences. Some of the matters that police handle does not readily lend them to constructive conflict resolution processes. Serious crimes involving murder, rape, and arson are usually excluded from any of the collaborative conflict resolution processes (Tullis, 2013:147). Despite the widespread popularly recognized images of police and the expectations of not entering the informal handling of serious criminal matters, a significant amount of police work involves providing an amazingly diverse array of services. These services are patrolling schools, neighbourhoods and business districts; helping pedestrians' cross streets; providing assistance at all kinds of gatherings like fairs, festivals, feast parties and parades; and responding to mundane calls for assistance where people have interpersonal differences. The massive bulk of cases that are probably going to be solved by police are matters involving family members, and neighbour to neighbour over non-violent misdemeanours, juvenile offences, and such matters as parking issues, barking dogs, and noise-related complaints. These are the kind of problems that have the potential to escalate if ignored and can consume substantial police time when repeated calls for assistance need to be responded to (Tullis, 2013:148).

Kramer (2007:78) explains that when handling a broad range of situations involving interactions with citizens or responding to routine conflict situations, police officers have an extensive variety of mediation choices available to them. These include communication skills and processes that are distinctive to police work. Depending on the circumstances, the approaches used can range from avoidance and giving advice to annihilation. Hence, at the one end of the continuum is the police officer on the scene who takes no action or provides quick advice or a warning and leaves within a few minutes. At the other end is the forceful removal of the parties or, even more extreme, the use of deadly force. Any of the options may be among the necessary and most relevant options to manage specific conflict situations. While the techniques used at both ends of the continuum can be, and sometimes

must be, used to resolve conflicts, they are not the techniques or processes typically considered constructive by conflict resolvers in other contexts. Between these two extremes is a variety of techniques and processes associated with problem-solving conflict resolution work, including listening, good communication, negotiation, conflict coaching, facilitation, and mediation. Since police officers often respond alone or with another officer and have to make a decision about how to proceed in a brief timeframe, the utilization of discretion is central to most police responses. As a result, it is safe to say that depending on which officers respond to a situation, the outcomes could be markedly different and unpredictable (Haberfield, 2013b:11).

Miller (2006:10) explains that like any expertise in police work, managing decisively and peacefully with the public whilst on a tour of duty takes preparation and training. Officers who can utilize these abilities practically normally find that their reverence in the public escalates. The community comprehends that the officer will not move away from the utilization of force if the need emerges. A study done by Braithwaite (1996:9) on Australian patrol police officers behaviour reveals that male officers were observed to be more coercive than female officers inclining toward strategies that included coercion, controlling reports, and physical conduct. This methodology leads to male officers being subjected to higher levels of civilian opposition while on their tour of duty. Female officers interestingly were more capable of guiding an interaction away from conflict by directing enquiries at civilians, inserting them in the situation of the data supplier, and thus applying authority over dealings. Female officers were likewise more compassionate of civilians than their male counterparts were, frequently providing positive responses to the individual they were communicating with. In addition, female officers favoured a discarding strategy, which rejected the civilians' explanation of happenings. Similarly, a study done by Euwema, Van de Vliert, and Bakker (2003:26) on Dutch police officers behaviour reveals that overwhelming conduct by the police is frequently required in conflict circumstances. Be that as it may, a showing of police authority, as a rule, has an increasing impact. Wrongdoers feel apprehensive by an authority. Police officers acting in an overwhelming manner builds the danger of raised feelings and animosity shifts from the public to the police. In this way, courteous conduct by police officers towards regular folk, whether they are guilty parties, exploited people or observers, is frequently observed as an important factor in getting a palatable result.

Four significant parallel developments have emerged since the 1970s to pave the way for constructive conflict resolution processes to gain traction in the policing environment which are, the promotion of community-orientated policing, the introduction of restorative justice, the accessibility of community programs to resolve disputes, as well as the widespread acceptance of mediation (see section 2.2) (Volpe, 2014:5).

A new police landscape is emerging that suggests a cultural shift in response to conflicts and crime in local communities. Ranging from structural changes due to new community policing approaches to the embracement of more collaborative processes by police officers themselves. The handling of conflict and crime situations that might otherwise rely on more traditional policing responses is being replaced by creative conflict resolution processes and skills. As important as it is to get the police to engage in different conflict resolution approaches, it is also significant for the public to understand these approaches. The larger public is still not familiar with how collaborative processes and techniques work, another important component of the big picture for police use of such processes (Volpe & Phillips, 2003:266).

One of the foremost challenges facing police trying to resolve conflicts is that police practices bump up against constructive conflict resolution practices particularly mediation. Police officers are expected to enforce the law and operate within a legal context. When intervening in a conflict, police officers may have to determine within seconds of approaching the parties if their behaviour is violating the law and what interventions are viable (Blanchfield, Blanchfield & Ladd, 2008:40). Mediators, in contrast, are typically accustomed to spending time getting ready for their sessions, selecting a venue to meet, preparing the seating arrangements, holding pre-mediation sessions if appropriate, and ensuring parties of self-determination. They consider themselves to be impartial and widely believe the process to be confidential. Parties are assumed to be participating voluntarily and assisted in reaching their own understandings.

Police are usually meeting the parties on the parties' turf whilst in the midst of emotionally charged conflicts in a setting where others may be present. The parties may not be ideal candidates for mediation since they may perhaps not be prepared, eager, or ready to participate in an intervention process that works best if the parties participate voluntarily. Even if they work through their differences with the assistance of a police officer, depending on the nature of the matter, a police officer could make a decision for them, including arresting them or using force if necessary. Officers might find it challenging to try telling the parties that they can determine their own outcomes or that their participation is voluntary. They also cannot ensure the parties of confidentiality since they are expected to report their interventions.

While mediation is promoted as quicker as and less tedious than more antagonistic procedures, spending protracted periods of time on the scene with disputing parties may be too time-consuming for police, especially if they are expected to respond to more urgent calls while handling a conflict situation. When they attempt to make referrals, not only do

they experience resistance from the parties, they can experience logistical difficulties, including the inconvenient location of centres and hours of operation, as well as lack of feedback (Volpe & Phillips, 2003:48).

From 1914 to 1994, the national police force and law enforcement agency in South Africa was The South African Police (SAP). The National Party in 1948 introduced the apartheid system. The apartheid system was a politically sanctioned racial segregation framework that was an arrangement of standardized bigotry in South Africa that guaranteed white South Africans would hold monetary political and social power. Though the majority of the black population in South Africa were marginalized by the apartheid government, a struggle movement began to ascend with the appearance of organizations such as Umkhonto we Sizwe, a soldierly division to the African National Congress (ANC) (Minnaar, 1992:15).

For one to understand the conflict in Kwa-Zulu Natal one has to understand the ethnicity of the blacks in KZN. For many years, struggle within the black community was portrayed in colonial terms as tribal conflict or faction fights. Group battles have at all times been a piece of the Zulu way of life. The motives for the fights are lost in ancient times, however, it is viewed as an honourable practice to carry on a dispute starting with one generation and going on to the next. Group battles begin without notice because of some incitement, activity, or comment. The struggle between the apartheid government and the opposition movement converted into the black on black violence. Vicious local battles over regional control were fought among the ANC and Inkatha Freedom Party (IFP) administering the native land of the blacks of KZN. Fighting broke out in the middle of the 1980s pertaining to the boycotting of schools (South African History Online, 2013). The fighting in KZN came with a multifaceted arrangement of political and customary power structures that were open to quick change. Conflicts relating to taxes, lease escalations, property disagreements, family quarrels, class conflict, and segment clashes were supplemented by trained structures of warlord systems, taxi warfare, adolescent criminals, and hit squad exercises. Black communities progressed toward becoming combat zones. For quite a while, black persons were slaughtered or harmed in an unabating wave of savagery. The fight was chiefly between two political associations, ANC and IFP, which resulted in the emergence of faction fights. Mob executions often took place in KZN. The strategy of necklacing in which a tyre was placed around the unfortunate casualty's neck and set on fire to burn an individual alive has turned into a style as well as a representation for mob justice in South Africa (Minnaar, 1992:12).

Amid South Africa's rule under the apartheid government, the SAP worked to subdue public disorder among the nation's marginalized non-white majority. At times of emergencies, the

police were helped by the military forces. In addition to the conventional police functions of maintaining order and solving crime, the SAP used counter-insurgency and threatening tactics against anti-apartheid protestors and opponents of the white minority government. Whilst trying to crush any continuing opposition to apartheid, the Government of the National Party brought about the Terrorism Act in 1967 that enabled the police to keep anybody whom they thought may jeopardize the preservation of law and order. In terms of this law, 27 activists were detained. During the period 1961 to 1990, an aggregate of 67 people demised in SAP custody as a result of hanging and torture in addition to normal causes. On 21 March 1990, in a community of Sharpeville in the Transvaal, SAP officers shot at a big group of anti-apartheid protestors outside the local police station killing 69 protestors and wounding 180 others (Monson & Arian, 2011:11).

The SAP compromised of the police reserve, set up in 1973, which enabled the government to recall previous police employees for active duty for thirty to ninety days every year and for supplementary services in the midst of crisis. Another voluntary reserve force was set up in 1966, which consisted of unpaid, generally white people to perform restricted police responsibilities. An adolescent division of this reserve force revealed it had enlisted more or less 3 000 scholars and youngsters to help the police in the course of the late 1980s. Alexander (2012:35) states that the police expanded the utilization of part-time, specialized employees, for instance, the special constables to assist in suppressing the growing brutality in the 1980s in Durban where businesses were looted. The atmosphere of ever-increasing viciousness in the early 1990s regularly presented more prominent difficulties to the police than they had experienced in the 1980s, as the brutality moved from anti-government action to a mosaic of political contentions and factional conflicts. In the meantime, numerous South Africans suspected that the police were causing a portion of the criminal and political viciousness and they requested prompt changes in the SAP to bring about an end to the apartheid-era prejudices. To address the new difficulties and bolster staff, the 91 000 active police personnel in 1991, which comprised also of administrative and support personnel, were expanded in excess of more than 110 000 by 1993 and 140 000 by 1995. As a major aspect of the general rearrangement of the police, the government amalgamated the Crime Investigation Department (CID) and the security branch of the police to form a Crime Combating and Investigation (CCI) Division. The new CCI, with obligations regarding the turning around of the escalating crime level, consolidated the intelligence and operating assets of the security police with the anti-crime abilities of the CID (De Haas, 2008:10).

In 1991, the Minister of Law and Order at the time Hernus Kriel also delegated an ombudsman to explore accusations of police wrongdoing. Minister Kriel expanded the enlistment of black police recruits, established a public order riot-control unit that was

detached from the SAP however worked with it, built up a code of police conduct settled upon by various political parties, the public and expanded police teaching facilities. In 1992, Minister Kriel started rebuilding the SAP into the three-layered force comprising of a National Police, fundamentally in charge of interior security and for serious crime; independent local forces in charge of crime prevention and for issues of general law enforcement; and city police, in charge of local law implementation and for minor criminal issues. Minister Kriel likewise implemented police-community forums in pretty much every policing precinct. In 1995, the SAP amalgamated the police forces of Bophuthatswana, Ciskei, Gazankulu, KaNgwane, KwaNdebele, KwaZulu, Lebowa, QwaQwa, Transkei, and Venda. The SAP was thereafter retitled the South African Police Service (Monson & Arian, 2011:12).

The continuity of violence prevails in KZN post-apartheid. In January 2012 a traditional healer in the Durban market area, where casual dealers pitch their products to individuals en-route to work, was murdered by a multitude of people while a gathering of 500 people were watching, on the grounds that the traditional healer gave incorrect facts on the location of a supposedly abducted adolescent. Around the same time, two criminals accused of stealing a cell phone were pelted with stones to the point of death in George Dale, KZN. Fierce demonstrations in KZN regularly take on the accompanying form: a group of young men assembles unexpectedly around a registered protest march that turns vicious at some point bringing about conflict with the police. There are also low-level types of savagery against individuals for example plundering, setting fire to tyres and wrecking property for long periods of time. A case in point of this was the ferocity of violence in Umlazi T-Section in February 2012, where a fierce crowd meandered through the area, seemingly beginning with a protest rally of 600 hostel residents and leaving two individuals dead. Also, in May 2012 the Durban taxi-drivers protest against provocation by strict and dishonest police controls which wound up with the central business district being a barricaded battle area for a considerable length of time, exchange of gunfire with law enforcement, and commuters being beaten and brutally hauled out of taxis. Another uninterrupted practice from the 1990s is the killings and the xenophobic masking of large attacks by groups. De Haas (2008:10) states that various killings of prominent government officials being part of both the ANC and IFP happened in KZN. Amisi, Bond, Cele and Ngwane (2010:11) affirm that brutality against foreign nationals broke out in the community of Alexandria in Johannesburg in 2003 and spread to all parts of the country. In KZN, particularly the urban parts around Durban were affected. Monson and Arian (2011:12) state that in a Cato Manor informal settlement in Durban, crowds of violent young men furnished with conventional weapons charged through the area to drive out foreign nationals. Numerous types of violence representative of KZN in the years prior to South Africa's first democratic elections in 1994

are to date still found in one way or another in the form of high crime levels such as crimes like group battles, mob justice, and in addition political killings.

The Constitution of the Republic of South Africa, 1996 dictates that the SAPS has an obligation to prevent, fight and examine crime, preserve public order and safeguard and protect the environment for all individuals of South Africa. The police additionally have an obligation to counteract anything that may undermine the wellbeing or security of any community, examine any crimes that compromise the wellbeing and security, and bring the offenders thereof to justice. They should likewise take an interest in endeavours to address the main causes of crime. Police are relied upon to uphold law and order in the general public. Be that as it may, the implications of these responsibilities are various, which result in making an expansive inventory of responsibilities, functions, powers, roles, and tasks of the police organization (SAPS, 2012).

How conflicts are handled by the police is often the subject of much public discourse and scrutiny. Since the police do their work in public places, most of their actions are closely observed and reviewed by others including other police personnel, criminal and civil justice systems officials, the public, the media, and political officials. Depending on the situation it sometimes seems as if everyone weighs in on whether the police overreacted, under-reacted, reacted appropriately, or inappropriately when responding to and managing conflict (Cloke & Goldsmith, 2000: 20). This is supported by the Marikana wage dispute in South Africa where 3000 miners went on strike due to a wage dispute that resulted in them becoming violent. Their violent behaviour led to the deaths of security guards and police officers that initially attended the scene. This led to a standoff between a large contingent of police and the striking mineworkers. The inability of the police to implement appropriate conflict resolution strategies eventually led to the deaths of 34 miners. This, in turn, led to a huge controversy between the community of Marikana and the SAPS because the incident tarnished the image of the police as a peace mediator (Anon, 2012).

While all aspects of police work have been systematically researched by criminal justice experts and there has been a rising interest in examining specific conflict resolution processes, skills, and techniques, particularly mediation by conflict resolution experts, the police context remains one of the least studied areas by conflict resolution scholars. Understanding which police conflict interventions work and under what conditions remains elusive. Data about citizen satisfaction, settlement rates, compliance, and all other measures that are now becoming increasingly available for conflict resolution processes in other contexts are virtually ignored when it comes to law enforcement (Brad, 2013:10). Conflict resolution by police officers has always been part of the police profession. Since the 1970s,

however, there has been both structural changes in policing, as evidenced by the increasing popularization of community policing, as well as extensive diffusion of conflict resolution processes and skills, particularly mediation. Collectively these developments have been setting the stage for a new and more collaborative way for police officers to handle conflict. Most important is the fact that the shift in policing is a worldwide phenomenon that coincides with global efforts to find more humanistic approaches for policing civil societies. Standing up to, confronting and management of conflicting circumstances of different sorts happen to be a fundamental part of police job execution and police work. Police officials need to confront various circumstances, where the opposing parties on different issues set up conditions before them, which in one way or the other acquire the shape of conflicts. In most cases handled by the police, whether during investigations or the maintenance of order, there are frequently two and more opposing persons, parties and problems that are anticipated to be fixed by police. Resolving conflict consequently becomes an indispensable part of general police functioning (Brad, 2013:10).

The crime rate for Tongaat Police Station (TPS) for the period 01/04/2012 to 31/03/2017 comprises of seventeen community reported serious crime and three police detected crimes.

Table 1.1 Reported crime at SAPS Tongaat for the period 2012/04/01 to 2017/03/31

1. SERIOUS REPORTED CRIME	2012/13	2013/14	2014/15	2015/16	2016/17	Total
MURDER	17	29	27	21	31	125
ATTEMPTED MURDER	35	55	27	40	41	198
SEXUAL OFFENCES	87	78	90	75	67	397
ASSAULT GBH	158	229	220	135	131	873
COMMON ASSAULT	297	308	287	247	231	1370
2. ROBBERY WITH AGGRAVATING CIRCUMSTANCES AND COMMON ROBBERY WITH SUB CATEGORIES SUCH AS THAT DEEMED AS TRIO CRIMES						
CARJACKING	13	29	25	11	15	93
ROBBERY AT RESIDENTIAL PREMISES	35	41	58	48	43	225
ROBBERY AT BUSINESS PREMISES	24	22	15	27	21	109
3. CONTACT RELATED CRIME						
ARSON	11	8	4	2	6	31
MALICIOUS DAMAGE TO PROPERTY	123	108	112	86	93	522
4. PROPERTY RELATED CRIME						

HOUSEBREAKING AT RESIDENTIAL PREMISES	412	420	357	303	328	1820
THEFT OF MOTOR VEHICLE/CYCLE	73	104	98	114	108	497
THEFT OUT OF/FROM MOTOR VEHICLE	130	102	120	126	120	598
STOCK THEFT	1	0	0	1	0	2
5. OTHER SERIOUS CRIME						
ORDINARY THEFT	399	423	331	295	292	1740
FRAUD	31	64	63	60	73	291
SHOPLIFTING	11	9	18	5	10	53
6. POLICE DETECTED CRIME						
UNLAWFUL POSSESSION OF FIRE-ARM AND AMMUNITION	33	44	35	14	31	157
DRIVING UNDER THE INFLUENCE OF ALCOHOL/DRUGS	90	109	115	110	95	519
UNLAWFUL POSSESSION/DEALING IN DRUGS	481	581	679	610	669	3020
Total	2461	2763	2681	2330	2405	12640

Adapted from: SAPS Tongaat reported crime for the period 2012 to 2017

With regard to serious crime, Tongaat had an average of two murders every month. The offence of assault with the intent to do grievous bodily harm was also high with common assault being the highest with an average of 23 cases reported every month. Robbery at residential premises tops the list of TRIO¹ crimes with an average of 31 cases reported per month which is very high considering the size of the policing area, followed by robbery at business premises and carjacking where an average of one vehicle was being taken every month. Contact related crimes were not very high with 25 cases of arson reported for the period 2012 to 2017 and an average of nine cases a month being reported for malicious damage to property for the same period. Housebreaking at residential premises topped the list of property-related crime with an average of 31 cases being reported every month whilst an average of eight cars a month were stolen. An average of five cases were reported for theft out of/from motor vehicle whilst there were only two reported cases of stock theft indicating that this is not a very prevalent crime in Tongaat. Shoplifting was the lowest reported crime for 'other serious crime' followed by fraud with an average of four cases reported every month and ordinary theft at an average of six cases every month. Unlawful possession/dealing in drugs is quite high in terms of police detected crime with an average of 49 drug-related cases registered every month, which indicates that Tongaat does have a

¹ The sub-category of armed robbery is house robbery, business robbery and carjacking referred to as trio crimes

drug problem. Driving under the influence of alcohol averaged eight cases per month whilst possession of firearm and ammunition came in at an average of two cases every month for the reporting period. The most prevalent crimes in Tongaat appear to be possession/dealing in drugs followed by housebreaking at residential premises, robbery at residential premises, and lastly common assault (see Table 1.1).

1.3 The Research Problem

South Africa consists of nine provinces namely, Kwa-Zulu Natal (KZN), Gauteng (GT), Free-State (FS), Western Cape (WC), North West (NW), Limpopo (LP), Mpumalanga (MP), Eastern Cape (EC) and Northern Cape (NC).

MAP 1.1 Map of South Africa indicating the nine provinces



Adapted from: www.google.com/maps 2017

Tongaat is a small town on the North Coast of KZN. The policing area is approximately 107 square kilometres and consists of 85 percent urban area and 15 percent rural area. The historical backdrop of Tongaat demonstrates that the current location of Tongaat was carefully chosen in 1846 by a government commission as one of the various towns, which it was hoped, would be built up through relocation. The town was at first named Victoria. It developed into a town in the 19th Century on account of the effective development of sugar cane in the region. Tongaat is one of eight monetary zones in the eThekweni region falling inside the northern area that is confined by the Umgeni River in the south, the Tongaat River in the north, and the rustic ancestral area of Ndwedwe in the west. Geologically, Tongaat is encompassed by the following areas: Ballito and Stranger in the North, Pietermaritzburg in West, Durban in the South, and the Indian Ocean in the East (see Map 1.2) (KZN Department of Economic Development, 2005).

Tongaat is situated in one of the most astounding development potential regions in KZN, as it is located between the Durban and Richards Bay corridor development. This vital position

combined with its closeness to the Dube Trade Port (DTP), implies that Tongaat is facing extraordinary growth and advancement over the following 20 years and requires a principal survey of its current spatial structure. The DTP development, situated 6km from Tongaat will provide many job opportunities estimated at thousands. Approximately 156,747 new sustainable jobs with an expected 16,268 direct and 140,479 indirect in the rest of the economy will be provided by 2025. DTP is probably going to be a significant economic boost to the greater Tongaat area. The greater Tongaat area also provides road and rail access for the rural communities to the Durban Metropolitan region. It is likewise the first and most accessible area for other surrounding rural communities. Tongaat is in this way an imperative business travel hub for a large number of the general population living past the metro periphery (KZN Department of Economic Development, 2005).

Map 1.2 Map of Kwa-Zulu Natal indicating Tongaat



Adapted from: www.google.com/maps 2017

Given the historical backdrop of Tongaat, it is not unexpected that Indians are the predominant race group, speaking to 51% of the aggregate population. The Black population pursues at 46%. The southern area houses the most noteworthy populace of Indians. The most noteworthy number of black individuals is found in the northern area, which comprises predominantly low-income lodging settlements. Most of the white populace is to be found in Tongaat Beach and the majority of the Coloured populace is to be found in Tongaat South. Coloureds and Whites speak to only 0.6% and 1.9% of the total populace of Tongaat individually. The sexual orientation profile of Tongaat mirrors those of South Africa and KZN by and large, with a higher proportion of females. As far as education levels are concerned,

just about 27% of individuals have Grade 12, followed by 17.3 % with Grade 10 and 11. The job loss profile of the territory demonstrates Hambanathi and Wewe at 49.6%, Emona and Buffelsdale, 47.6%, and Greylands with 39.6%, have the most elevated level of unemployment in relation to their economically active population when equated with other areas. The most elevated levels of unemployment are in the black residential areas, to a great extent, because of the absence of education and aptitude development, which came about as a result of the past political period. Approximately 32% of the financially dynamic populace of Tongaat is employed in some type of monetary activities. There are presently local jobs for just over 47% of the region's populace. This needs to grow to somewhere in the range of 60% and 80%. A projected 15 000 people must venture out outside Tongaat on a daily basis to their places of work. Significant parts of Tongaat are being influenced by the existing problems being experienced in the fashion, footwear, fabrics, and baggage sectors because of low priced imports from China. The sugar business is also encountering low world sugar costs, so the local economy is battling and its movement level is well beneath the development periods of the past (Stats SA, 2007).

The policing area is subdivided into four sectors that are sector one which comprises the coastal or east sector, sector two which is the central sector, central business district and the surrounding area, sector three which covers the south sector and sector four which is the north sector. The TPS is located at 302 Gopalall Hurbans Road, Tongaat. Of great significance is that TPS serves a catchment population of approximately 74825 people and covers a policing area of 107 square kilometres. It stretches from Verulam in the south to Compensation in the north and all areas in between. The problem at TPS in KZN, as with similar police stations, is that the nature of the working atmosphere itself brings about conflict circumstances. The TPS has a shortage of police officers owing to members going on transfer, ill health, deaths, and retirement. This requires officers to multi-task leading to conflict and burnout. The shortage of vehicles requires departments to share the available resources and this also contributes to conflict. The station experiences a shortage of office space resulting in officers and non-commissioned officers sharing an office, which at times leads to a breakdown in discipline and respect and ultimately leads to conflict. Officers in various departments also experience conflict with each other due to the nature of their duties.

Dealing with conflict situations daily is both emotionally and physically exhausting for police officers. Unavoidably, the astounding, distressing, and challenging conditions of working in a police domain add to conflict situations. Every one of these variables, together with the reasons for conflict, put a huge weight on the shoulders of police officers at TPS.

Subsequently, TPS is tremendously busy. The TPS is operational 24 hours a day to meet the requirements of the public that it serves. A large number of conflict situations are also handled after hours. Conflict was foreseeable due to the high population that demands constant personal intervention between police officers and citizens. Thus, the problem that begs to be addressed was whether this conflict was viably attended to.

The main building of the TPS including the holding cells, kitchen, and conference room are constructed of brick. The main building consists of the community service centre (CSC), office of the Visible Policing (Vispol) commander, the office of the operational commander, the office of the station commander, information management centre, crime information management analysis centre, finance, station commander's secretary and the designated fire-arm officer. Prefabricated buildings were later added to accommodate the detective crime office, supply chain management, exhibit clerk, docket clerk, administration and supply chain commander, filing room for dockets, office for the sector commanders, and an office for crime prevention members.

The latter part of the station comprises the kitchen and conference room, the human resource management, and a trauma and victim support centre. The holding cells, two of which are adjacent to the main building and two that are adjacent to the prefabrication buildings, can hold about 24 prisoners. The TPS consists of both human and physical resources. The human resource aspect consists of 122 police officers, which are subdivided into 95 functional members, five support officers, and 22 public service personnel (see section 5.2.1). The physical resources consist of 51 computers, 34 vehicles, 133 bullet-resistant vests, and 149 firearms.

Although the original building was extended to oblige the developing requirements of the public, the number of members at the station has also grown. This has resulted in commissioned and non-commissioned officers sharing office space which inadvertently leads to a breakdown in discipline and respect and ultimately to conflict between officers and members. There is also no holding facility for suspects for whom paperwork needs to be done before detention and they end up waiting in the CSC. This at times leads to conflict between the arresting officer and the CSC personnel as the suspect may sometimes be rowdy and not comply with instructions thus interfering with the duties of the officers in the CSC. A shortage of office space for the different departments also contributes to conflict as departments share office space and resources.

Iglesias and De Bengoa Vallejo (2012:75) affirm that supervisors, inclusive of those in the police environment, invest quite a bit of their energy tending to employee conflict. Louw and Viviers (2010:3) bolster this statement by asserting that while conflict is an everyday,

regularly hourly experience for most authorities, it is seldom recognized and what's more, is that it is even more rarely managed.

The researcher in his ability as a police officer at TPS station has witnessed that the police employees at TPS experienced conflict at different levels. It was noted that conflict occurred with management, supervisors, between co-workers and the general population. Complaints lodged by the public against the police from the period 2012 to 2017 at TPS total approximately 68 (SAPS, 2018).

Table 1.2 Complaints lodged by the community against members at SAPS Tongaat for the period 2012 to 2017

Adapted from: SAPS Tongaat section 101(5) complaints against police at SAPS Tongaat for the period 2012 to 2017

NATURE OF COMPLAINTS	2012	2013	2014	2015	2016	2017	TOTAL
Poor service delivery	5	3	5	4	3	4	24
Complaints about bad administration	0	0	0	0	1	2	3
Police being abusive	0	0	1	0	0	1	2
Bad conduct	4	2	1	9	9	1	26
Reckless and negligent driving	0	1	0	0	0	0	1
Assault	0	0	1	0	0	0	1
Theft	0	0	0	0	1	1	2
Unlawful arrest	0	0	0	0	1	0	1
Neglect of duty	0	2	1	3	1	1	8
TOTAL	9	8	9	16	16	10	68

The majority of complaints by the community emanated from bad conduct with 26 complaints being brought against police officers over the period 2012 to 2017. This is cause for concern, as this is an indication that police officers are not complying with the code of conduct as set out by the SAPS. Police have a responsibility to make sure South Africans are safe and to

enforce the law. They also have a duty to uphold the constitutional rights of citizens. To be successful in these important responsibilities the police must enjoy the trust of the public. Nothing is of further detriment to public confidence in the police than instances of police corruption and other abuses of power. This could also be a major contributor to conflict between police officers at TPS and the community.

Poor service delivery was the second-highest complaint wherein the community was not satisfied with services rendered by police officers from TPS. Poor delivery of services could be the consequence of a number of things ranging from non-attendance of a complaint, late attendance of a complaint, or not attending to a complaint in the required manner, leaving the complainant very dissatisfied. Police officers have a constitutional duty and are also bound by the SAPS Code of Conduct to provide a service that meets the required standard. The high number of complaints is indicative that officers at TPS are acting contrary to this. There were only eight complaints regarding neglect of duty, which shows that TPS, for the most part, is providing the required services to the community of Tongaat. There were minimal complaints regarding criminal offences by police officers for the five-year period.

The Independent Police Investigative Directorate (IPID) Act No. 1 of 2011 gives effect to the provision of section 206(6) of the Constitution of the Republic of South Africa, 1996 guaranteeing autonomous oversight of Municipal Police Services (MPS) and the SAPS. The IPID exists under the Ministry of Police and operates autonomously of the SAPS. The mandate of IPID is to conduct independent and unbiased investigations of specified criminal offences committed by members of the SAPS and MPS.

Table 1.3 Total complaints lodged with IPID for the period 2012 to 2017 in KZN

Offences	2012-2013	2014-2015	2015-2016	2016-2017	Total
Deaths in police custody	55	50	77	74	256
Deaths as a result of police custody	358	103	266	110	837
Discharge of official fire-arm	0	65	282	314	661

Rape by police officials	13	26	35	16	90
Rape in police custody	1	1	0	3	5
Torture	0	2	62	80	144
Assault	130	368	926	501	1925
Corruption	6	36	84	80	206
Other criminal offences	395	11	38	46	490
Systemic corruption	0	0	1	1	2
Misconduct	83	3	20	46	152
Non-compliance with IPID Act	3	6	9	3	21
Total	1044	671	1800	1274	4789

Adapted from: IPID statistics for KZN for the period 2012 to 2017

A formal interview conducted between the researcher, Vispol commander (Msomi, 2017) and the Human Resources commander (Ntenza, 2017), revealed that an alarming number of complaints were lodged by the public against the police and by the police employees against colleagues and supervisors. Sometimes, the supervisors were not aware that a conflict situation had occurred in the sections that they supervise. In other instances, the Vispol commander or the station commander was called on to arbitrate.

Information gathered from the Vispol commander and the Human Resources commander indicated that an extensive number of conflict circumstances emerged among staff and supervisors, management, and among colleagues. The motives, in the view of both commanders, were varying, ranging from ineffectual communication to perceived partiality for certain individuals, poor resources, and ineffective leadership. Officials were also dissatisfied with the manner in which the conflict was resolved. Conflict, if left unresolved carries searing ramifications. Friedman (2004:32) cautions that in the police setting, conflict

among police workers is turning into a critical issue bringing about job unhappiness and non-attendance to duty.

1.4 Aim and Objectives of the Research

Thomson and Rarr (2014:10) state that the aim of a research study is what you hope to achieve, your general goal in the venture. It signals what and where you try to be by the end of the study. It is what you need to know. It is the purpose of doing the research. An aim is hence by and large expansive. It is aspiring, yet not past plausibility. Anon (2018b) explains that aims are wide proclamations of desired results, or the general intentions of the examination, which portrays what your research project is about. It accentuates what is to be achieved and not how it is to be achieved. The aims additionally address the long-term project results, that is, they ought to mirror the goals and projections of the research topic. Researchgate (2018) explains that aims are general articulations concerning the overall goals, ends, or expectations of teaching.

The aim of this research is to assess the conflict resolution styles embraced by the police officers at TPS. Primary data will be acquired through the administering of written questionnaires among a selection of arbitrary police officers at the TPS. From the discoveries, fitting proposals will be recommended to address the issue of effective conflict resolution.

Objectives, as stated by Researchgate (2018) are the individual stages that learners must accomplish on the way in order to achieve those goals set out by the aims. Anon (2018b) explains that objectives are secondary to aims and are the stages one must go through to answer the research questions or a particular list of undertakings needed to achieve the goals of the venture. It will underline how aims are to be achieved and must be profoundly focused and realistic. The objective must address the more immediate project results and make precise use of theories. It must be sensible and unequivocally depicted and should read as an individual explanation to pass on the researchers' intentions. Thomson and Rarr (2014:10) indicate that the objectives, and there are typically more than one, are the particular stages one will follow to accomplish ones' aim. It is here where the researcher will make the research perceptible by explaining how they are going to achieve the research objectives.

The research objectives are as follows:

- To explore the types of conflict at TPS.
- To conclude what the causes of conflict are at TPS.
- To evaluate the conflict resolution styles embraced by police officials at TPS.
- To make commendations to other police stations on effective styles of conflict resolution.

The reason for this study was to investigate the different types and reasons of conflict in a police domain with the definitive objective of looking at and assessing the conflict resolution styles embraced by police workers and to establish whether the chosen styles of resolving conflict were actually viable. From that point, sensible and practical solutions would be recommended in chapter six to ensure that the negative and demoralizing impact of unresolved conflict is averted later on.

1.5 Significance of the Study

The significance of the study as indicated by (Anon:2018a) has a very definite role when associated with research. Significance speaks of the level of assurance in the outcomes of a study. One would then be able to express that there is a distinction in the populace means at the 95% significance level or at the 99% significance level if the statistics bolster this statement. Navigating the Dissertation (2018:6) states that the significance of the study refers to what influence the study will have to the wide-ranging literature or set of broad scholastic issues when completed. In this activity, the significance of the study will be drafted by the researcher by figuring out, what is expected, will benefit other individuals, and how readers will profit or gain knowledge from the study. The importance of the significance of the study is reiterated by Anon (2016) which states that the significance of the study is written so that the reader knows the importance of the study. It is proof that the study is really beneficial and worth it for the effort and time. It illustrates the contribution of the study to society. It also provides information on how the project or research will contribute to the present generation and how to expand its related literature.

This research is intended to be of use to police officers of similar type police stations in South Africa. The different styles of conflict resolution to be utilized by police officers at TPS to address conflict may be used by other police officers when going up against conflict situations. Public citizens will gain from effective conflict resolution as well and, resolved conflict may improve the delivery of services and operational excellence. It is additionally expected that this research may actually be advantageous to managers in the police domain. A reasonable comprehension of conflict and examination of the various styles of conflict resolution in such institutions will offer important information as conflict resolution can be an exceedingly tedious and costly exercise. It is envisaged that based on the findings and recommendations, this study might enhance the police officer's knowledge about conflict and the various resolution styles that can be adopted to resolve conflict effectively. It will also enhance the police officer's ability to deal with conflict situations in the public domain thereby enhancing and strengthening the relationships between the police and civilians. This study will also add to the academic body of knowledge as limited empirical studies have been carried out on this topic.

1.6 Format of the Study

This dissertation will span six chapters investigating the various kinds and reasons for conflict together with an examination of conflict resolution styles and the assessment of these adopted conflict resolution styles in the police environment. The format of the study summaries the chapters of the dissertation.

Chapter 1 outlines the background to the problem, which will be followed by the problem statement. Subsequently, the aim of the study, the objectives, the research questions and significance of the study will be clarified.

Chapter 2 discusses an in-depth literature review including relevant and contemporary writing regarding the numerous dimensions of conflict. A preliminary review will be formulated to define conflict, types of conflict, causes of conflict, conflict resolution styles and the consequences of conflict.

Chapter 3 provides with the legislative framework for dealing with regulations and policies in the SAPS. This chapter will look at policies and legislative framework for dealing with conflict in the SAPS and how the SAPS is governed by this.

Chapter 4 discusses research methodology in general by addressing various processes that followed for collection and analysis of data under this study. This chapter begins with a discussion on the research approach and design used in this study. Then it speaks about the research methods followed in this study beginning with various methods of collecting primary and secondary data, construction of the questionnaire, a brief description of the target population and sampling method adopted in this study. This is then followed by a description of various hypotheses proposed in this study followed by details of various statistical tools used to test these hypotheses.

Chapter 5 presents the outcomes of the study. Thereafter, the analysis and discussion of outcomes will follow.

Finally, in chapter 6, the summary, recommendations and conclusion will be drawn which are aimed to fulfil the objectives and questions of the research.

1.7 Summary

This study aspires to highlight the significant part that conflict plays in our everyday lives particularly in the lives of police officers as their distinctive working environment makes them susceptible to conflict situations on various levels. Issues pertaining to the allocation of

resources and manpower, promotions, deployments, poor working conditions and a host of other issues will without a doubt, increase sources of disagreement and conflict. Moreover, police officers are held to a higher level of tolerance and sympathy and may in this manner not be permitted to confront conflict circumstances, as they should, frequently to the impairment of their own wellbeing.

With a more comprehensive knowledge and understanding of conflict resolution styles, the management of conflict can be a formalised skill, which will enfranchise police officers. In this way, regardless of the pervasiveness of conflict, an appropriate outcome is continuously a likelihood when the applicable style of conflict resolution is embraced. Conflict can be accepted as a source of development and an opportunity for change. Chapter two presents an analysis of the literature.

CHAPTER TWO

AN OVERVIEW OF CONFLICT IN THE WORKPLACE

2.1 Introduction

Conflict and the resolution thereof are everyday challenges with both positive and negative outcomes. In particular, conflict among police officers has been recognized as a critical issue in policing environments around the world. Within police establishments, unsuccessful management of conflict is a prime reason for stressful work environments, civilian and employee unhappiness, a low quality of service delivery, power games and expanded expenses. Police officers have internal conflict every day both petty and serious, yet many may be essential to their development as police officers and for law enforcement organisations.

This chapter will deal with the definition of conflict, the types of conflict that occur within the police environment and the conflict resolution styles that can be adopted by police officers to resolve conflict. The consequences of conflict, moreover unresolved conflict will be looked at and finally, how conflict affects the police environment.

2.2 Definition of Conflict

In the course of the 1960s, social scientists started to perceive the degree to which police are engaged in interpersonal conflicts. The research demonstrated that many police injuries happen when they intercede in interpersonal conflicts between people who are familiar with one another (Zacker & Bard, 1973:202). Similarly, as psychological institutions started to release their patients in vast numbers, police are called upon like never before to deal with complex mental issues. Furthermore, changes in many societies place substantial strains on police-community relations and numerous individuals thought that the absence of skills in managing interpersonal conflict with respect to the police, either instigated or aggravated such strain. All of these tendencies prompted a developing enthusiasm for training police on how to resolve interpersonal conflict all the more viably. One of the initial endeavours to assist police officers to become more efficient in handling interpersonal conflict was a programme created by Morton Boral at the City University of New York. Teaching techniques included group discussions, realistic re-enactments of interpersonal conflict, role plays and discourses. This programme concentrated on genuine conflict circumstances that police are probably going to experience in their day to day work, with the objective of showing them the social and poignant abilities that would assist them to solve such conflict successfully (Zacker & Bard, 1973:202).

Police officers may find that they are incapable of employing conflict resolution techniques because of their occupation. The job effectiveness of the police fundamentally relies upon

the manner in which they work together with civilians. The police are specially tested when conflicts happen with and among regular citizens. There appears to be an increasing measure of such conflict as citizens become increasingly demanding and emphatic. Handling these circumstances effectively is, subsequently, an essential element of the professional conduct of the police. Undoubtedly, the police are at a comparatively high danger of occupational stress and burnout. Burnout of policemen leads to a callous attitude towards civilians, use of verbal and physical force in interaction with civilians which inevitably leads to conflict between police and civilians (Bakker, Demerouti & Euwema, 2005:40).

The implementation of community- based policing and efforts to demilitarise has sparked better interactions between the police and the public. With transition and change in the police service, come conflict and a rejuvenated enthusiasm for conflict resolution styles and abilities. Every one of these elements adds to making the police environment especially inclined to conflict (Blanchfield et al, 2008:53).

Four significant parallel developments have emerged since the 1970s to pave the way for constructive conflict resolution processes to gain traction in the policing environment namely, the popularization of community policing, the introduction of restorative justice, the availability of community dispute resolution programmes, and the widespread acceptance of mediation (Volpe, 2014:5).

Although each of these developments has its own genesis and is often described exclusively, a closer look shows that they are related. Most important, whether viewed independently or in interaction with each other, each of these developments has influenced the expansion of policing beyond traditional crime-fighting and law enforcement techniques. However, the situation in South Africa was vastly different during this period. The increased levels of public order protests and the high levels of interpersonal crime complicated the SAPS's functioning in terms of conflict management (Volpe, 2014:6).

Beginning in the 1960s, police practices in the United States of America became the subject of increasing scrutiny, with much attention directed at enhancing the role of the police in the community. Police and government officials searched for methods to enhance public well-being and the quality of life for citizens. The outcome consistently emphasized building partnerships and solving problems with the community (Kappeler & Gaines, 2011:22). To do so, police focused on finding creative ways to form better relationships with local citizens and a proactive approach to address the needs they identified.

By the 1980's a variety of new initiatives began to surface that were deliberately intended to combine problem-solving and close contact with citizens. Among the best known was

community policing, with much overlap with a variety of other types of policing known as neighbourhood policing, team policing, problem-orientated policing, and quality-of-life policing. The Office of Community Orientated Policing Services (OCOPS) (2012:3) states that community policing is a theory that advances organizational procedures that help the methodical utilization of partnerships and problem-solving strategies. It also proactively addresses the current conditions that give rise to public safety issues such as criminality, social chaos, and being apprehensive of crime. While community policing can vary markedly from locale to locale subject to the police department, its policies, procedures and practices consist of three major components: public alliances, organizational change and critical thinking (OCOPS, 2012).

Generally speaking, community policing shifted the thinking about how to engage and collaborate with members of the community (Bayley, 1994:10). Police officers were expected to partner with people and different groups of individuals and identify means to assist those who work, live, revere, and play in their districts. Rather than responding quickly, community policing provided the framework for police to address problems, even those that were ostensibly complicated and intractable. Police officers were expected to be proactive, creative, and resourceful. The emphasis was not on moving on to the next call but to deliberately connect with members of the community, get to know them, understand their concerns, and engage them as problem solvers. What is unique about the contemporary community policing movement is its emphasis on creating a deeper and more complex proactive relationship with the individuals in the communities served. It is seen as a clear departure from the pervasive reactive response approaches that dominated past police practices, whether police officers responded slowly as foot patrol officers or rapidly by car. From the perspective of conflict resolvers, community policing laid the foundation for police officers to manage conflicts differently. Overall, community policing has come to mean different things in different communities. In some, it amounts to a series of community policing projects rather than a guiding philosophy embraced by the police departments. At a minimum, community policing sets the stage for police officers to embrace more protracted approaches to conflict resolution (Ratzburg, 2013:23).

The notion of Community Policing in South Africa was only introduced after the advent of democracy in 1994 with the adoption of the Constitution. This was an endeavour to address a practice of responsive policing that prompted the detachment of the police from the larger community. It is believed that proactive approaches and closer relations with community legislative bodies are valuable on a practical level since the solution to the formation of suitable crime control policies is the constant exchange of information from people in general to the police. On the other hand, community police forums have been categorized by a lack

of interest, a lack of resources, dubious representivity, and a persistent suspicion of police personnel, who are unsuitably qualified to deal with this type of policing (Mengistu, Pindur & Leibold, 2000:12). It is a prerequisite, by law, for the police in South Africa, to consult with the public (Brogden, 1995:27). The association between the police and the public has experienced substantial change. The police service has come to be more approachable and closer to its inhabitants, specifically through the establishment of Community Policing Forums (CPFs), and afterwards through the expansion of sector policing (Steinberg, 2004:18). On the other hand, Burger (2007:20) reports that community policing has been a failure in South Africa. Some sceptics, including Altbeker (2007:19), see community policing as a model that is too comprehensive and unpredictable for nations battling with fundamental governance problems. Internationally it has also been shown that misinformed communities and politics negatively affect the viability of community policing (Lyons, 1999:275-280). Similarly, poor relationships between the police and communities are a major obstacle to effective community policing (Delsol & Shiner, 2006:241). On the other hand, some successes have been achieved in community policing, especially when public-private partnerships were instituted to fight crime in hot spot areas (Braga, 2005:317). Yet, even though some forms of crime have decreased in certain areas, overall crime, and in particular violent crime, remains at extremely high levels in South Africa in comparison with other countries (Theunissen, 2007:10).

The second significant development has been elusive and slowly accepted, but increasingly recognized practice of Restorative Justice (RJ). RJ is generally understood to be a theoretical context or a way of life that embraces participatory, inclusive models of bringing people together when some harm has occurred (Zehr, 2002:25). Central to all restorative justice work is an enlarged set of stakeholders. With regard to the criminal justice system where attention has traditionally been more narrowly defined to respond to the offender, RJ has expanded the scope of the official response to crime to include victims and even the larger communities (Zehr, 2002:27).

The best-known RJ efforts are those that focus on responses to crime where victims, offenders, and the communities are involved in addressing the harm that has resulted from criminal violations, the emotions about what occurred, and the manner in which to hold guilty parties responsible (Johnstone & Van Ness, 2007:67 & Zehr, 2002:85). The primary method for doing so consists of face-to-face meetings for all stakeholders to share their perspectives, discuss options, and consider ways to determine outcomes and move on. These efforts are classified and known by different names in different contexts. For instance, McCold (2006:30) identifies three of the best-known RJ practice models since the 1970s as victim-offender mediation, conferencing, and circles. Some of the more popular

developments have been victim-offender mediation sessions or victim-offender conferencing initially used in Kitchener, Ontario, Canada (Peachey, 2003:35), the peace-making circles used in Canada (Pranis, Stuart & Wedge, 2003:178), and family group consultations formerly established in New Zealand (Morris & Maxwell, 1998:100).

While the role of police in RJ processes is less well known, there is growing evidence that some police presence is associated with this process in a variety of ways, and more so in some communities than others. Police can refer and encourage individuals to participate in restorative sessions and participate in the process themselves (Hines & Bazemore, 2003:411). In some instances, police are trained to serve as facilitators of the sessions that have come to be known as police-led restorative conferences or police-based family group conferences. The democratic era in South Africa gave rise to the Truth and Reconciliation Commission (TRC) to contend with criminal actions and human violations during apartheid in a more participative and reconciliatory way. Such practice brought about the re-emergence of the RJ Philosophy (Fullard & Rousseau, 2008:10). Conventionally, the reaction to an increase in crime has been to dedicate more resources to crime-fighting, and present harsher punishments with the expectation of discouraging criminals from carrying out more violations. The focus has only recently moved from the activities and intentions of criminals towards those of the unfortunate casualties (Camerer & Nel, 1996:8).

A third development that is relevant to conflict resolution and policing has been the availability of local community dispute resolution programmes since the 1970s. With approximately 400 programmes in the United States known by a variety of names, including community mediation centres or programmes and neighbourhood justice centres, these local initiatives have trained thousands of individuals from all walks of life in conflict resolution skills and processes (Corbett & Corbett, 2012:556). For the most part, most of the centres offer mediation as a process, and the mediators are local residents who are volunteers trained to provide mediation or related conflict resolution services. As a result, local community dispute resolution programmes have made access to processes like mediation very accessible, usually for free or very nominal fees.

In addition to providing mediation and related conflict resolution services directly to the community, these local dispute resolution programmes have developed relationships with the police departments in their communities, all which have the potential to help the police manage and reduce crime (Glensor & Stern, 1995:87). Since the programmes provide readily available free mediation services, police can refer individuals who need additional assistance in sorting through their issues (Corbett & Corbett, 2012:557). Such services have become invaluable in handling the kinds of calls where the police themselves cannot devote

the time to resolve underlying issues. When repeat calls are likely to occur, referring cases to the local centres has reduced the number of calls (Charkoudian, 2005:87).

Another significant service provided by local dispute resolution programmes is conflict resolution training for officers. In their study on police, Volpe and Phillips (2003:265) distinguished between mediation skills training and mediation awareness. They found that most of the training consisted of awareness sessions conducted during roll call, academy programmes, or in-service sessions. In such instances, the local programme personnel usually go to the local precinct or academy and provide information about mediation and how officers can refer participants. As part of their outreach efforts to the officers, some of the community dispute resolution programmes have prepared information cards to ease the referrals for the police. Overall, more intensive mediation training of officers has been uncommon, with very few police departments reporting that officers were trained as mediators (Volpe & Phillips, 2003:263).

Although this may be the case in America, the situation in South Africa is vastly different. During the 1970s, '80s and even the early '90s, political turmoil, faction fighting and protest action was the order of the day. The historical backdrop of South Africa and the responsibility of the former SAP in the carrying out of apartheid has brought about a great level of suspicion between the police and the public that they serve. This suspicion, combined with poor levels of service delivery, has resulted in self-appointed groups of people dealing with criminal elements themselves and privatization of justice with an expansion in private security, kangaroo courts and other unlawful reactions to crime.

Potentially, the most worrying after-effects of this fragile public assurance in the police are the drop both in police confidence and in the tendency to provide a quality service. An absence of a culture of keeping fit and constant education amongst individuals of the police service adds to the issues of the demoralized and divided organization. This has resulted in the need to establish associations and create discussions and forums for deliberation amongst police and the public. Only after 1994 did the SAPS receive training in conflict management and the introduction of Community Policing allowed for greater interaction between police and the communities they served (Anon:2000).

The fourth significant development is the growing global popularization of mediation. Around the world, evidence is mounting that mediation has been flourishing and is increasingly embedded in policies, procedures, practices used, and institutional operations (Kressel, 2006:2). While police have always done some form of informal intervention where their role as go-between parties is recognizable as mediation, the expansion of interest in mediation means that the interface between police and mediation will increase in both subtle and overt

ways. There will be officers who will have gained knowledge about mediation as part of their education and others who will become aware of mediation and formally trained in how to proceed as mediators once they are officers. Police agencies are also likely to be approached by mediators' eager to work with them. With the expansion of community policing, the stage is set for police to be more receptive to mediation. Community Policing shifts the focus from control tactics to using gentler, more collaborative approaches in their interventions. Moreover, the presence of Community Policing dispute resolution programmes in countless communities provides opportunities for programme personnel to seek police agencies to partner with them in serving the community. Police are often the first responders to conflict situations and likely to be a source of potential cases that could be of significant benefit to the police and the community programme alike. For the police, mediation may decrease annoying and time-consuming repeat calls. For the community programmes, it increases their caseload, something that is particularly important for funding purposes. In addition, the community dispute resolution programmes are able to share useful information about how police can use mediation on the scene or in referring cases to those who specialize in mediation. Mediation by the police can be quite varied. Police can serve as mediators on the scene, referrers to mediators or participants in processes as parties. The role of police as a mediator is most challenging. Certainly, police who find themselves having to get in the middle of disputing parties can benefit from the skills essential to any good mediator. They can engage in active listening, paraphrasing, summarising, brainstorming, using I messages, paying attention to nonverbal communication, and caucusing. Depending on their skill sets, they may use techniques or as a result of training.

Globally mediation appears to be successful in community dispute resolution, however, it has not been as successful in the South African setting. The Marikana incident where 34 miners were killed after a long standoff with police, is evidence enough that the SAPS is inadequately trained to effectively mediate in conflict situations (Anon: 2012).

Of all the conflict resolution roles that police officers assume, perhaps the most complicated and challenging is that of mediating on the scene. It is a process that can be viewed as normal and inconceivable, or both (Volpe, 2014:35). There are those who wonder how police could ever mediate since they can use force, make decisions and must report their activities to their respective police organizations. The very thought of police officers mediating cases raises all kinds of ethical concerns and conflicts of interest. As a result, one can argue that at best, police mediation is an oxymoron, but there are those who would argue that police mediation is totally unimaginable. Perhaps a parallel to police mediation could be workplace contexts where supervisors mediate among subordinates but also have the power to make decisions about their subordinates' employment.

Booyens (2009:192) characterizes conflict as a holistic and aggressive collaboration in which one group endeavours to hinder the expectations and objectives of the other. This explanation is reinforced by Smit and Cronje (2002:281) who define conflict as the collaboration of independent individuals who see the resistance of objectives, intentions, values and who see the other party as possibly meddling with the realisation of objectives. Brown (2011:317) clarifies that the potential for conflict relies upon how unsuited the goals are, the degree to which essential resources, limited and shared are and the level of association of job activities. The more associated the tasks, the greater the possibility for conflict. Bellafiore (2007:3) explains that conflict occurs when parties differ about the dissemination of material, representational resources, or an issue and act based on their apparent unsuitability which may likewise turn into the topic of a conflict incident. Police officers should see the conflict in its entirety for its fitting resolve. The University of Oklahoma (2011:1) defines conflict as a state of disharmony between opposing parties threatening their wellbeing.

2.3 Types of Conflict

There are different sorts of conflict that happen inside the police station and it is, in this way, vital to distinguish the kind of conflict with the end goal of effectively managing it. Booyens (2009:192) asserts that there are four kinds of conflict, each requiring an alternate strategy of resolution in particular, intrapersonal, interpersonal, intergroup and personal group conflict. This is supported by Rahim (2011:7) and Brad (2013:1) who are in agreement about the number and types of conflict (see Section 5.5.1).

2.3.1 Intrapersonal Conflict

Brad (2013:2) elaborates that conflict may be intrapersonal which means that it happens inside a person. The experience happens in the individual's mind and is psychosomatic, concerning the person's views, beliefs, ideologies and feelings. Rahim (2011:1) explains that intrapersonal conflict occurs when an individual in the organization is expected to execute specific undertakings and functions that do not go with his/her aptitude, interests, objectives and beliefs, then an internal or intra-psychic conflict occurs inside the person. Booyens (2009:192) explains that conflict may be intrapersonal, inside the person, because of settling on a decision between two things of by and large equivalent worth, when one does not live in agreement with one's morals and standards, when values and points of view are compromised because of uneasiness from fear of the obscure or absence of achievement. Thomas (2011:4) states that a frequently occurring intrapersonal conflict is when staff are repeatedly away from work on the grounds that they are the only individuals who can deal with a sick relative. The member of staff has a conflict which is the necessity to be at work versus the necessity to remain at home. The police commander of a shift will likewise

encounter intrapersonal conflict since sick leave, even when reasonable, turns into a staffing issue. The intrapersonal conflict can undoubtedly convert into interpersonal conflict subject to the conflict resolution style the police officer embraces. The police officer can maintain a strategic distance from the conflict totally and eliminate themselves from the situation by saying 'sorry' and not replicating the conduct or decide on the dominating conflict resolution style and confront the shift commander.

2.3.2 Interpersonal Conflict

Rahim (2011:2) explains that interpersonal conflict occurs between two individuals' because of the way that two people are not the same as each other and have diverse perspectives. Two individuals have varied personalities, choices and opinions that give rise to conflict. A story of interpersonal conflict related by Tjosvold and Johnson (2004:1) in an American police station from a police officer friend revealed that an argument between the police officer friend and his colleague occurred regarding the best possible way of training police recruits. Their commander had listened to the altercation yet neglected to effectively follow up on the circumstance. Interpersonal conflicts are those that emerge between two people: these are the most regular sort, as individuals continually work together and are probably going to differ, as a result, overviews, objectives and principles (Booyens, 2009:192).

Zacker and Bard (1973:202) provide various examples of interpersonal conflict that were recognized from the 1960s. For example, police injuries happen when police interceded in interpersonal conflicts between people who know each other, similarly, as mental institutions released their patients in huge numbers, police were requested like never before to manage complex psychosomatic difficulties. Moreover, changes in numerous inner-city communities put overwhelming strains on police-community interactions, and numerous individuals assumed that the absence of aptitude in handling interpersonal conflict with respect to the police either instigated or aggravated such strain. The authority who is possibly most frequently faced with interpersonal conflict is the police officers. Police officers have to deal with conflicts when citizens disregard policies and protocols and they have to preserve order by frequently mediating in conflicts between citizens.

2.3.3 Intra-group Conflict

Tjosvold and Johnson (2004:1) explain that intra-group conflict is the sort of conflict that occurs among people inside a group. The contrary qualities and disagreements among these people prompt intra-group conflict. Tjosvold and Johnson (2004:1) elaborate that numerous internal conflicts in law enforcement originate from differences over guidelines, the course of action and strategies. Police officers and supervisors personalise these issues resulting in intra-group conflict. Conflicts between a person and a group happen when the

person is in disagreement with the group. This is referred to as personal-group conflict (Booyens, 2009:193). An instance of this kind of conflict is police officers who do not perform their duties when it is expected therefore involving the whole group. The expert test in these contentious circumstances is two-fold. From one perspective, it is critical to avoid intensification of emotions as much as can reasonably be expected, including hostility, and then again, it is essential to accomplish one's personal objectives, preserving or reestablishing harmony (De Dreu & Van de Vliert, 1999:35).

2.3.4 Inter-group Conflict

Bellafiore (2007:4) asserts that inter-group conflict happens when a misconception takes place among various groups inside an association. Tjosvold (1991:7) explains that inter-group conflicts occur daily among colleagues in stations, offices, change rooms, roll calls and between officers in different patrol cars. Booyens (2009:193) clarifies that inter-group conflicts can happen between groups of various sizes. Irrespective of the magnitude of the groups concerned, inter-group conflicts have certain anticipated outcomes. Inside each group, cohesiveness expands, individuals turn out to be more task orientated as a group and less worried about individual needs. Barnard and Walsh cited in Booyens (2009:193) additionally affirm that group governance will in general turn out to be more imperious and the groups are exceptionally organized so that a homogeneous front will be displayed to the opponent. Inter-group conflict can likewise be found in the police service for example when the detective component has complaints in terms of how cases are attended to by members of the visible policing component.

These four types of conflict are indicative of how conflict arises within the police work environment between management, supervisors, colleagues and the public. It is, therefore, imperative to ascertain the reasons for such conflict in an attempt to effectively manage it.

2.4 Reasons for Conflict

There are various reasons for conflict in police stations stemming from stress, power struggles, dominant behaviour, economic values, disagreements over policies, low consciousness, disrespected citizens, burnout and assertive citizens. Friedman (2004:24) asserts that the job effectiveness of human service professionals like the police to a great extent relies upon the manner in which the police collaborate with the citizens. The police are defied when clashes happen among and with citizens as citizens become more assertive.

A study among Scottish police officers conducted by Biggam, Power, MacDonald, Carcary and Moodie (1997:4) in Scotland law enforcement revealed that police have both a stress and conflict-prone profession. Similarly, De Klerk and Mostert (2010:4) confirm that police

law enforcement is amongst the most demanding jobs in South Africa. The occupation is filled with hazards that expose police to conflict with civilians. The police are granted negligible regard from the public they serve. Police are considered with mistrust and notwithstanding when they do great work, are not sufficiently acknowledged by the public. Daily attacks by members of the community occur (see Section 1.2).

Post-1994, the SAPS has been on a yearly recruitment drive in an attempt to increase numbers. This has, however, been hampered by the fact that on a regular basis, police officers are killed either on or off duty. Hines and Bazemore (2003:15) assert that the SAPS has also suffered a brain drain owing to skilled officers not being promoted or overlooked. Like any other organization, the SAPS also loses personal as a result of deaths, retirement and discharges, either voluntarily or as a result of criminal involvement. Coupled with difficult economic conditions experienced by the country, which also place constraints on recruitment, the SAPS finds itself in a predicament trying to meet the policing needs of its citizens.

Marslach and Letter (1997:24) confirm that burnout is a severe drawback for human service professionals such as the police. Burnout is a state of emotional, physical, and mental weariness caused by unwarranted and drawn out pressure. It happens when one feels overpowered, emotionally drained, and incapable of accomplishing continual requests. Burnout among police leads to an uncaring and contemptuous approach towards civilians contributing to conflict. Schaufeli and Enzmann (1998:24) agree that abnormal amounts of burnout are associated with negative consequences, for example, diminished responsibility, nonattendance, and reduced job execution performance among police. Bakker et al. (2005:3) assert that burnout among police affects the working relations of police with co-workers and civilians. Work turns out to be less satisfying as emotional fatigue brings out a negative state of mind towards colleagues and civilians leading to conflict. An observational study done by Kop (2007:25) among Dutch police revealed that police utilizing vocal and brute strength in exchanges with citizens was due to burnout as the cause of conflict.

In the interaction between a professional service provider and a customer, it is likely that the expert steps up and is the prominent party who therefore demonstrates a degree of dominance. This holds especially true for authorities with an imposing character towards their customers, for example, the police. Assertive conduct by the police is regularly required including in conflict circumstances. Nonetheless, an exhibition of police power usually has increasing impacts. Criminals feel threatened or even aggravated by authority. For instance, officers touching base at a scene where they need to interface with regular citizens, inclining out of the vehicle window, bluntly ordering youngsters, or moving toward individuals with

their hands on their weapons, come across as very overwhelming, upsetting and provocative. Acting in an overbearing manner amplifies the danger of raised feelings and hostility shifting from the initial groups towards the police (Shusta, Levine, Harns & Wang, 1995:10).

Haberfeld (2013a:99) asserts that the precarious police service environment also propagates conflict. The higher psychosomatic occupational burdens, more elevated amounts of task obscurity, the existence of physical burdens, higher musculoskeletal requests, a poorer physical work atmosphere and shift work fundamentally anticipated the beginning of both co-worker and manager conflict.

Cameron and Spreitzer (2011:4) assert that the level of conscientiousness of a police officer leads itself to conflict. Low conscientious means that a police officer is not dutiful, not competent, not disciplined, not cautious, not orderly and poor job performance is the cause of conflict among police and civilians. All these factors stress, low conscientious, burnout, disagreements among police over policies, limited resources and power struggle are causes of conflict in policing.

Confronting, facing and handling circumstances of different types are a vital element of police functioning and police vocation. Effectively identifying the causes of conflict in these situations assist the police in dealing with such issues to amicably resolve them. In order to achieve this, appropriate conflict resolution styles must be adopted.

2.5 Conflict Resolution Styles

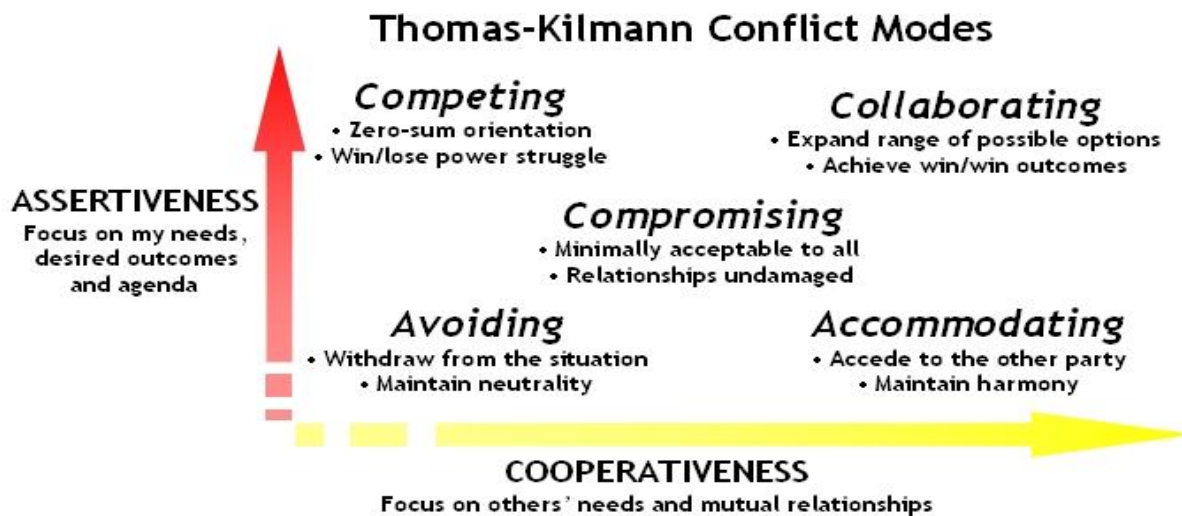
Conflict resolution is a culmination which has been achieved by conflict management. It is viewed as a diplomatic answer for people and groups that are experiencing conflict. There is a considerable measure of methods and approaches associated with managing conflict, and the majority of this is intent on developing a solution to it (Brad, 2013:10). Conflict styles speak to the decisions one makes when dealing with the dispute. Croacher, Holroyd, Hicks, Oomen and De Maris (2011:16) explain that a conflict style is a conventional pattern of reaction to conflict in an assortment of aggressive collaborative circumstances.

There are a number of models to depict methods of dealing with conflict, most of them being two and three-dimensional models. Furlong's Model of Circle of Conflict (Furlong, 2005:1) focuses on six mode drivers of conflict namely: Values which allude to a person's conviction systems, concepts of moral versus immoral. Secondly, interactions which allude to generalisations, poor communications and tedious undesirable behaviour. Thirdly, external modes which refer to factors not pertinent to conflict, psychosomatic and physical concerns of groups in conflict, Fourthly, information which refers to the absence of data, fabrication, an excess of data and information accumulation issues. The fifth driver is interests, which refer

to each parties wishes, desires, longings, reservations and worries. Lastly, structure-impediments on assets like time and cash, land constraints, hierarchical structure and expert issues. In contrast, Rahim's Model of Conflict (Rahim, 2011:1) focuses on five conflict-handling styles to manage conflict. The five conflict-handling styles are the problem-solving style which shows high trepidation for self as well as other people. The obliging style which indicates a low trepidation for self and high trepidation for other people whilst the dominating style which shows a high trepidation for self and low trepidation for other people. The suppression style which shows a low trepidation for self and other people and the compromising style which shows intermediate trepidation for self and other people. Furlong's Model of Circle of Conflict deals with the reasons for conflict and not the resolution of conflict. Rahim's model of conflict deals with concerns for the persons involved in the conflict and not how to effectively deal with it creating a win-win situation. Thus, these two models are not suitable for this research. The Thomas-Kilmann Model of Conflict is suitable for this research as it maintains harmony with the accommodating style, achieves a win-win outcome with the collaborating style, allows for neutrality with the avoiding style and helps maintain relationships with compromising style. It also allows for a win-lose power struggle with the competing style and focuses on desired outcomes and agendas with the assertiveness style (Altmae et al, 2013:12).

The Thomas-Kilmann Model will be used for this research. This model stands out as one of the most well-known models utilized internationally for reviewing conduct in organizational struggle situations (Rahim, 2011:4). Jandt and Gillette (1985:58) and Altmae et al. (2013:12) also support this model and its effectiveness in conflict resolution. The Thomas-Kilmann model was created by two psychologists, Kenneth Thomas and Ralph Kilmann, to represent the alternatives one has when managing conflict. The model has two measurements, the first measurement, the vertical pivot, deals with reactions to conflict dependent on an endeavour to get what one wants. Thomas and Kilmann refer to these as the assertiveness options. The other measurement, the horizontal pivot, deals with reactions dependent on helping other people get what they need. Thomas and Kilmann refer to these as the cooperativeness options. This makes five rudimentary kinds of reactions which include: avoiding, accommodating, competing, compromising and collaborating. All these styles from the Thomas-Kilmann Model of Conflict will be most effective in assisting the police in addressing various issues of conflict that they may be confronted with.

Figure 2.1 Thomas-Kilmann Model



Adapted from: www.google.com images.com

The Thomas-Kilmann Model is specifically applicable to a police station because the different conflict styles of managing conflict can be utilized to manage various circumstances successfully. Furlong's Model of Circle of Conflict and Rahim's Model of Conflict does not effectively address all the issues pertaining to conflict compared to Kilmann's Model of Conflict that utilizes seven different approaches to resolve conflict. The avoiding style is appropriate in an altercation with other parties in spite of the fact that the negative impact on the bonds between the parties surpasses the advantages of solving the conflict. The avoiding style is useful when a problem to solve is trivial. Jandt and Gillette (1985:58) state that the accommodating style is helpful when the party is not acquainted with the issues concerning the conflict.

The competing style is useful when an immediate action is needed, also utilized by supervisors managing subordinates who lack technical skills to settle on choices and when the execution of a disagreeable strategy is required. The compromising style is beneficial when the objectives of parties in conflict are totally unrelated and when an impasse happens amid parties just as influential like management during the negotiation process. The compromising style is also utilized when it is challenging to attain an accord and when parties require an impermanent answer to an intricate issue. The collaborating style is utilized for viably managing conflicts concerning intricate issues, tactical issues and when resolutions cannot be made by an individual person. The importance of contrasts in aptitudes, knowledge and know-how of both parties involved can be utilized to characterize the issue and recognize successful substitute resolutions (Rahim, 2011:4).

Several models are used to handle conflicts such as Rahim's Model of Conflict and Furlong's Model of Circle of Conflict, however, the Thomas-Kilmann Conflict modes will be adopted to resolve conflict within TPS as it is most effective in addressing different conflict situations. In addressing the causes of conflict, it is also important to address the consequences thereof to create a desirable outcome.

2.6 Consequences of Conflict

Conflict, all the more particularly unsettled conflict, has serious ramifications for the police domain. Conflict, as cautioned by Iglesias and de Bengoa Vallejo (2012:77), if not taken care of appropriately, may considerably influence employee confidence, decrease revenue and even lead to legal action, in the long run influencing the general interests of the organisation. Of greater significance is that conflict among police officers will have a negative adverse effect on the quality of services delivered to the public.

Friedman (2004:22) affirms that the different ways of resolving conflict are solid indicators of the levels of confidence, burnout and work fulfilment of the police profession. The utilization of negative methods for dealing with stress, for instance, a war of words and avoiding the conflict situation, result in greater negative results, more burnout and work-related stress.

It must be recognised that tension and conflict in the police domain are responsible for superfluous diversions which take management's attention off vital issues relating to the safety and well-being of civilians. Kop (2001:631) asserts that constructive working interactions with the police significantly affect the safety and efficiency of services provided to citizens. Police emerge as fundamental elements contributing to civilians receiving safety and protection. Although conflict is inevitable, the way in which conflict is managed will decide the worth of our interactions and long-standing emotional suffering (Tatum & Eberlin, 2008:278).

Moderately uncomplicated techniques, for example, successful communication and positive joint efforts can be utilized to enhance the confidence and job fulfilment of the police which will eventually enhance public results. A more profound comprehension of the issues encompassing conflict and the different styles utilized to resolve conflict will motivate the quest for useful and appropriate management tactics.

Moreover, the effective use of conflict resolution techniques will safeguard such establishments from being helpless to human resources unpredictability. In the end, the citizen's rights to safety and safety will be respected. Thus, in spite of the predominance of conflict, the desired result is at all times a plausibility when the appropriate style of conflict

resolution is embraced. With formalised procedures for conflict resolution, conflict can be accepted as a foundation for development and a chance for change.

2.7 Conflict in the Police Environment

Conflict is inevitable in the police environment because of the different goals, skills, attitudes, values, personalities, and interdependency of tasks. Conflict may arise over a number of issues varying in importance. Police officers have conflict every day between co-workers in police stations, workplaces, change rooms, roll calls and with officers in other patrol cars whilst on patrol. A portion of the differences are trivial, some are excessively severe, however, a lot of these may be critical to our development as police officers and law enforcement organisations (Tjosvold & Johnson, 2004:1).

The interdependency of responsibilities contributes to making conflict within the police domain more predominant. From the analyst's perception at the TPS, most tasks of all police officers are interdependent for example, the crime prevention officer arrests a suspect who is then brought to the community service centre. The service office commanding officer has to make certain that the docket is registered by the crime administration system (CAS) operator, the suspect is charged and all the necessary paperwork is done so that the suspect can be placed in the cells. The docket is then handed to the detective for further investigation. If anyone of these individuals fails to execute their duties, then conflict is an inevitable consequence. This is supported by Brown (2011:317) who highlighted that in the law enforcement environment no one can do their job without the input of someone else. The more mutually dependent the responsibilities, the greater the potential for conflict. This mutual dependency of police professionals nurtures the advancement of conflict.

Intensifying the matter is the reality that even though police officers are subject to mutually dependent tasks, their resources, which are limited, must be shared. Brown (2011:137) clarifies that the possibility for conflict relies upon the degree to which the required resources are limited and pooled. Bellafiore (2007:3) explains that a contention emerges when parties differ about the dissemination of goods and representative assets. From the researcher's observation at TPS, a scarce resource is the police vehicles which have to be shared by different departments within the station to perform various duties.

In addition, even though the eventual objective of acceptable delivery of services might be agreed on, the strategy on the best way to accomplish this objective might be inconsistent. Yet again, Tjosvold and Johnson (2004:1) concur by expressing that in the police domain, the capacity to achieve objectives and goals is reliant on the cooperation and assistance of others, which enhances the prospect for conflict. Brown (2011:137) clarifies that the possibility for conflict relies upon how contrary the objectives are. This is supported by Smit

and Cronje (2002:281) who characterize conflict as the collaboration of free-thinking individuals who recognize obstruction of objectives, goals, principles and who see the other party as conceivably meddling in the attainment of objectives.

Numerous in-house conflicts in law enforcement originate from contradictions over guiding principles and methodology. Regrettably, what transpires is that police officers and supervisors individualize these issues and all of sudden what ought to be an educational encounter and a chance to enhance oneself turns into a disagreement that takes on its very own existence (Tjosvold & Johnson, 2004:1). This is supported by Tjosvold (1993:1) whereby a friend related a story to Tjosvold about an issue of contention the friend had with a co-worker pertaining to the appropriate instruction of police trainees. Their commanding officer had listened in on the altercation but yet neglected to act appropriately in the circumstances and the two officers, who worked a similar shift, seldom conversed with each other for quite a long time thereafter. Dissimilarities among workers and managers' characters are often the reason for disputes. Individuals are at some point in time irritated by one each other basically as a result of their behaviour. An individual's intrinsic predispositions are frequently interjecting aspects to conflict (Hiemer, 2013:3).

In addition, conflict has both adverse effects on the workplace, if out of control, as well as benefits to the workplace if conflict is managed appropriately. Stevens and Moore (2006:3) assert that uncontrolled conflict harms relations and hinders teamwork, results in defensiveness and unknown agendas, is a waste of time, capital and human resources. It centres around finding blame and making accusations, makes adversaries and creates unpleasant emotions, is annoying, a source of stress and is strenuous and frequently boisterous, intimidating and disordered. Conflict that is supervised reinforces interactions and develops co-operation, supports open communiqué and mutual critical thinking. It settles differences speedily and enhances efficiency, handles tangible concerns and focuses on a mutually beneficial solution. It creates partnerships and diffuses antagonism and takes a holistic view of a matter in a positive, understanding atmosphere toward positive outcomes.

2.8 Summary

Conflict is an inescapable way of existence with an assortment of types, causes and resolution styles. The police background lends itself to exceptional conditions with respect to conflict. Police officers are especially susceptible to conflict owing to the fact that their workplace itself instigates conflict. Even though conflict has unfavourable implications, selecting a compelling and fitting conflict resolution technique enhances working relations between fellow employees, superiors, bosses and the public.

CHAPTER THREE

REGULATIONS AND POLICIES FOR DEALING WITH CONFLICT IN THE SAPS

3.1 Introduction

The SAPS as an authorized institution in charge of policing in the republic needs to guarantee that all undertakings are limited to the prescripts of the law. Most importantly, the SAPS has to ensure that all commands, directives, instructions and procedures strive to maintain the highest law of the country which is The Constitution of the Republic of South Africa, 1996. The SAPS must also be guided in the performance of their duties by the Code of Conduct which outlines the manner in which the police must conduct themselves. The Batho Pele Principles also guide the SAPS in terms of the service they must render to the public and SAPS training which is provided to new recruits on how to deal with conflict situations effectively must be adhered to. This will, in turn, assist the SAPS to mould the workforce to forge forward for the commitment and building of confidence and trust between the police and the public for the rendering of a professional service to the people, thus dealing with conflict effectively. There is ample evidence to support the fact that organizations spend much time and money, and suffer lost opportunities and lives through unresolved conflict. The systemic part of the solution to these problems is to rethink the organization, retrain and ultimately redo the way that the SAPS deals with conflict on a day-to-day basis. Rethink involves focusing everyone in the organization to recognize and resolve conflict. Any effort at change in the SAPS has to start by looking at how unresolved conflict jeopardises the organization's mission: To build a safe and protected atmosphere for the citizens of South Africa. To what degree do interpersonal and group conflicts affect this goal? There is a tendency to shift blame and responsibility from one division, unit, department and level to another. It is therefore imperative that managers make changes and take control of situations in the immediate environment to make a difference.

This chapter will deal with the policy and legislative framework of the SAPS, and the Constitution of the Republic of South Africa, 1996 and how it regulates policing in South Africa. It will look at the National Development Plan (NDP) set out by the Government and its recommendations for the SAPS to help achieve the goals of the NDP for 2030. The chapter will also outline the Batho Pele Principles and its role in the SAPS and The Code of Conduct of the SAPS and how conflict affects the policy process. Finally, it will look at dealing with difficult people in the SAPS and the various avenues of dealing with conflict in the SAPS.

3.2 Policy and Legislative Framework of the SAPS

Legislation is another area of potential conflict, where the SAPS is expected to apply the terms of inadequate and highly controversial legislation. Even though police officers may not agree with certain pieces of legislation they have to be seen to act impartially and within

the confines of legislation. External factors that may be a political source of conflict may arise from political, social, economic, technological or cultural elements of the external environment of the SAPS. For example, the practical results of new policies, such as those related to Community Policing, may lead to conflict within the organization and with agencies that form part of its external environment.

The examination of policing needs to incorporate all elements of police science that characterize the police as a state organization, while on the opposite side needs to truly consider community opinions that impact police actions. The thought that policing is an activity by an organ of state to ensure that its inhabitants and possessions are protected, must be plainly outlined to completely recognize its obligation dependent on the obligatory legislative framework.

In the context of the SAPS, the management of conflict resolution speaks to the degree to which a police supervisor restricts junior members from being aggressive and quarrelling, urges them to sort out conflicts in a beneficial way and assists to resolve conflicts and differences among junior members. It also includes those activities and techniques involved in encouraging conflict where the level of conflict is inadequate to encourage excellent judgements, to encourage originality and inventiveness and to cultivate change. Finally, it involves resolving external conflict resulting from action and inaction by individuals, groups, communities, governments, society and international agencies in matters concerning the SAPS (Blanchfield et al, 2008:32). There are also sources of potential conflict in the social environment, for example, strikes, domestic violence and accusations of misconduct by SAPS members in sensitive cultural areas.

Police training in human rights is essential in that it provides trainees with the expertise and information to manage the communities they serve in a manner that does not violate their rights and thus prevents unnecessary conflict. Human rights infringements by police officers have prompted various protests throughout the years, which has resulted in disapproval by global organizations such as Amnesty International. To make certain that Community Policing turns into a reality, the matter of human rights must be dealt with in the SAPS. This will build better police-community relations and decrease conflict. The draft national policy paper recognises the need to establish a human rights culture among police officers. It expresses that the strength of a nation and the strength and endurance of democratic principles is reliant on policing which is continually occupied with preserving the delicate harmony between collective security and individual free will. It by no means concedes to the impulse to give up principles by utilizing unlawful techniques with the end goal of achieving success. It further states that Community Policing strives to develop a culture of reverence

for human rights and to encourage police officers to successfully handle conflict, principally through peaceful means (Marks,1995:21).

The economic system represents the ways and means society adapts to create and distribute wealth. Sources of conflict may include inadequate funding for SAPS needs. This could lead to internal conflict where groups and individuals lay claim to portions of available funds and when the SAPS cannot meet all of its obligations towards a community as a result of a lack of funds (Cloke & Goldsmith, 2000:35).

There are various policies and a legal framework which directs and guides the handling of conflict within the SAPS. Gildenhuys (1991:60) states that inadequate and uncertain policy statements with respect to moral concerns in the political and governmental systems can possibly create conflict. Gildenhuys (1991:60) additionally contends that if the powers that be do not have a clear and unambiguous policy statement about which actions are suitable and which ones are not, together with the sentences or punishment for nonconformity to the set criteria, the possibility exists that the number of conflict incidents will increase. The White Paper for the Transformation of Public Service Delivery, 1997, also known as Batho Pele, recognises significant principles which inform all services provided by public institutions. These comprise, among others, discussions with the general society, advancement of clear administration benchmarks, guaranteeing public access to services, and giving precise information to the general public concerning the delivery of public services.

With regard to this dissertation, the policy and the legislative framework include the Constitution of the Republic of South Africa,1996, the SAPS Act (Act 68 of 1995), the SAPS Code of Conduct 1997, the Public Service Act, 1994, Act 35 of 1994, and in addition pertinent national and provincial orders and instructions. The Constitution of the Republic of South Africa,1996 is the highest law of the country and no other law ought to be conflicting with its requirements.

3.3 The Constitution of the Republic of South Africa,1996

The Constitution of the Republic of South Africa,1996 is the highest law of the country of South Africa. It gives legitimate establishment to the presence of the Republic, sets out the rights and obligations of its residents, and characterizes the structure of the administration, The present constitution was drawn up by the Parliament elected in 1994 in the first non-racial elections. It was promulgated by President Nelson Mandela on 18th December 1996 and came into effect on 4 February 1997, replacing the Interim Constitution of South Africa,1993.

Since 1996, the Constitution has been amended by 17 amendment acts. The Constitution is formally entitled the "Constitution of the Republic of South Africa, 1996." It was previously also numbered as if it were an Act of Parliament, Act No. 108 of 1996 but, since the passage of the Citation of Constitutional Laws Act, neither it nor the acts amending it are allocated act numbers.

Section 205 (1) of the Constitution of the Republic of South Africa, 1996 is responsible for the foundation of the SAPS. Promptly after its foundation, the main concern of the SAPS was to establish its legitimacy among individuals of the public, in light of the fact that until 1994, they served to uphold and impose apartheid. The most important policy and legislative transformation in a democratic South Africa was the passing of the Constitution of the Republic of South Africa, 1996 which is supreme and mandatory in an outright way on the SAPS. Section 207 (2) of the Constitution of the Republic of South Africa, 1996 specifies that the National Commissioner must exercise control and deal with the SAPS as per national policing policy and the supervision of the cabinet member in charge policing. This suggests that the Constitution of the Republic of South Africa, 1996 assumes an important role in the development of the execution of an ethical framework in the SAPS by stopping police officers from going about as a law unto themselves (South African Government, 1995).

The sovereignty of the Constitution of the Republic of South Africa, 1996 inhibits the government or any person from utilizing the state organs, inclusive of the SAPS, to accomplish individual goals. Inherent in this situation is the necessity that individual police officers should only obey legitimate directions while utilizing negligible force every time. Gildenhuys (1991:60) states that the policy and legislative framework incorporate principles, code of practice and acts of parliament to be conformed to by the state's employees so as to function within suitable principles and standards. SAPS Regulation 18 of 1997 distinctly expresses that national instructions and guidelines are national orders issued in the form of an information note by the National Police Commissioner with the intent to address or clear up concerns in the SAPS. Police officers must abide by the requirements of the Constitution by means of the rules, regulations and acts to avoid needless conflict and to manage it effectively.

The SAPS Act (Act 68 of 1995) (as amended) controls policing in South Africa and all national and regional procedures, instructions and guidelines ought to be consistent with its requirements. SAPS Code of Conduct 1997 (CoC) is mandatory only to functional police officers employed through the SAPS Act (Act 68 of 1995) (see Appendix F). It guides individual police officers with respect to distinguishing suitable from unsuitable practices thereby assisting to eliminate grounds for conflict. The Minister for Police has, in terms of section 24(1) of the SAP Act (Act 68 of 1995), set forth disciplinary guidelines that stipulate

how various forms of conflict should be handled within the SAPS. Gazette 40389, Notice R1361 of the SAP's 2016 regulation on discipline creates new forms of misconduct, most of which may be thought of as measures that protect the SAPS from its employees.

The Labour Relations Act (LRA), 1995 Act 66 of 1995 intends to encourage financial improvement, social integrity, work harmony and equality in a place of work. It is intended to make available a framework to manage the affiliation between personnel and their representatives on the one hand, and companies and their organisations on the other hand.

3.4 The National Development Plan

In August 2012, the month in which SAPS officers killed 34 striking mineworkers at Marikana outside Johannesburg (Anon, 2012), South Africa's National Planning Commission (NPC) announced the implementation of the NDP (NPC,2012). The NDP is a complex, all-encompassing policy report expected to assist all government workers in an attempt to accomplish a variety of developmental objectives by 2030. These incorporate eradicating poverty, decreasing inequality and growing a comprehensive economy. Chapter 12 of the NDP, titled Building Safer Communities, recommends particular targets be presented to the SAPS. It proposes that the SAPS demilitarise and that it sign up and train officers to be proficient and impartial, receptive to the needs of the public and knowledgeable in the execution of their duties. It recommends that the acknowledgement of these objectives will motivate public trust in the police and decrease conflict. To achieve this, the NDP necessitates that the SAPS combine its CoC and what the NDP calls a code of professional police practice to disciplinary regulations and promotions. It is of importance to note that these two are not the same (NPC,2012). The CoC has been in place since 1997, while a code of professional police practice, it would seem, has never been drafted. What the SAPS does have, in addition to the CoC, is a code of ethics and an official set of values, but it is unclear how the three relate to each other, or to the hypothetical code of professional police practice, were one drafted. The NDP proposes that the SAPS ought to create indicators through which organisational and individual behaviour can be assessed, with clear disciplinary and profession ramifications for those whose behaviour is thought to be unethical or offensive (The African Policing Civilian Oversight Forum (APCOF): 2017). The realisation of the NDP's vision by 2030 will ensure that the SAPS is adequately resourced and proficient, run by extremely accomplished officers who value their work, work for the public, defend lives and property without prejudice, defend the nonviolent against brutality, and respect the rights to impartiality and justice.

The NDP recommendations that relate to the existing CoC are that the SAPS CoC be incorporated with its human resource structures. Non-compliance to the CoC must have consequences for individual members. This will ensure compliance by police officers with the

CoC. The CoC ought to be incorporated in disciplinary procedures and performance appraisals. Police officers will thus be wary of the fact that disciplinary action will be taken for non-compliance and if targets are not met in terms of performance appraisals, it will have financial implications for the member concerned. The CoC is displayed on large posters in every CSC of the SAPS and at the entrance of SAPS buildings as a constant reminder to members to adhere to the CoC. This will ensure that members are compliant with the CoC and any shortfalls and misunderstandings can be addressed and rectified. Disciplinary circumstances which involve a contravention of the CoC must be handled as a matter of urgency and employees accused of such behaviour ought to be required to vacate their station with immediate effect until the accusations are confirmed and cases are settled (APCOF:2017).

3.5 Batho Pele Principles and its role in the SAPS

Gravity-lounge.com (2013) states that The Batho Pele principles offer a structure about how public services ought to be delivered for enhancing the proficiency and viability of the Public Service. Obedience to these standards will ensure the delivery of exceptional services that address the needs and expectations of the general population, improve customer gratification while maintaining the government's assurance that access to better than average public services is not only a privilege to be enjoyed by a few but the legitimate desire of all residents. Better-quality public service delivery is contingent on numerous facets extending from Human Resource Development (HRD) to performance capacity and responsibility. The necessity for enhancing productivity and efficiency of the Public Service is highlighted throughout the different portions of the legislation. Batho Pele principles ought to be integrated into the performance agreements of all personnel in the department so that intermittent assessments can be done for them and eventually all personnel will become Batho Pele advocates.

Du Toit, Knipe, van Niekerk, van der Walt and Doyle (2002:109) contend that the purpose of changing the delivery of public services in South Africa is to make delivery of services more customer-friendly and to address the essential requirements of all South Africans. Moreover, the Batho Pele Principles present a new viewpoint of public service delivery, which incorporates the following three aspects: Government's commitment to productivity, viably and cost-effectively provide services, secondly, the public has a genuine right to request quality services if measures decline and lastly, the public has a genuine right to get proficient, valuable and cost-effective services.

The White Paper on Transformation of Public Service Delivery No.18340 of 1997 otherwise called Batho Pele² is a South African political initiative (Department of Public Service and Administration, 2014) (see Appendix G). The initiative was first presented by the Mandela Administration on October 1, 1997, to stand for the better conveyance of goods and services to the community. The initiative identified eight principles for changing public service delivery. These are communicated in expansive terms to allow for national and provincial departments to put them into use in accordance with their own needs and environments. The Batho Pele principles are namely:

- Consultation where people ought to be referred to about the level and worth of the public services that are rendered and, wherever feasible, ought to be given an option about the services that are accessible;
- Service Standards prescribe that people should be informed of what level and quality of public services they will be given so that they know what to anticipate;
- Access necessitates that all people ought to have equal access to the public services to which they are entitled;
- Courtesy proposes that people should be treated with politeness and thoughtfulness;
- Information necessitates that people ought to be given complete, precise information pertaining to the public services they are permitted to obtain;
- Openness and transparency specifies that people ought to be informed about how national and provincial departments function, the operating costs for those departments, and who is in control;
- Redress necessitates that If the suggested standard of service fails to be delivered, people should be given an apology, a full clarification and an expedient and helpful solution; and when grievances are lodged, people ought to get a compassionate, encouraging reaction;
- Value for money expresses that public services ought to be delivered in a cost-effective and well-organized manner in order to provide people with the best possible value for money.

The Batho Pele principles state that the departmental code of conduct should establish benchmarks for politeness that incorporate acknowledgements, attending of clients, the recognition of employees by names through the sporting of official name tags when managing clients, whether face to face, via telephone or in writing. In addition, the Batho

² **Batho Pele** (Sotho: "People First") is a South African political initiative. The initiative was first introduced by the Mandela Administration on October 1, 1997 to stand for the better delivery of goods and services to the public.

Pele Principles require every component to set a maximum reaction time within which enquiries should be attended to. A complete set of accepted rules should set effective policies, for example, taking of statements and for managing grievances in agreement with special needs, for instance, the ageing or frail, and needs such as sexual orientation and dialect.

In the SAPS, the accomplishment of a viable and proficient service delivery requires the individual police officers to obtain constant instruction and training so that they obtain the applicable abilities for keeping pace with the new advances in the work environment and to adequately deal with conflict circumstances. This suggests that individual police officers specifically would view such preparation as a significant part of staying informed concerning new regulations, and requirements and acts of parliament. The Batho Pele principles mention that the functioning of employees who deal with clients has to be frequently observed and the performance which falls lower than specified guidelines should not be without consequences. The White Paper accentuates the significance of learning, enhancement of service delivery and client care as important components of future training programmes which will help in significantly diminishing conflict circumstances between police officers and the client. On the other hand, this suggested learning and training programme does not require the infusion of substantial amounts of extra resources but needs the re-orientation of the current resources to issues of conflict and the resolution thereof. The successful acclimatisation of the new police trainees on issues of conflict and conflict management is vital for the continuing improvement of positive work ethics and ethos and successful conflict resolution in the SAPS (Department of Public Service and Administration: 2005).

The Batho Pele principles state that the government is focused on consistently enhancing the lives of the general population of South Africa by a transformed public service which is representative, articulate, understandable, well-organized, efficient, accountable and receptive to the needs of all through the establishment of a people-centred and people-driven public service, which is distinguished by equity, quality, time and a strong code of ethics. The accomplishment of a public service that is portrayed by a strong code of ethics is dependent on the adoption of a thorough ethics education and training program. The importance of ethics education and training is to teach and inform individual police officers on what is moral or unscrupulous amid their delivery of safety and security to members of the public.

Enhancing public service delivery is not exclusive to individual users of services, but also to the entire community. Enhanced service delivery from national and provincial departments,

as well as from institutions such as hospitals and tax offices, is important for the future economic success and social advancement of the nation as set out in the Government's growth, employment and redistribution (GEAR) strategy. Nonetheless, the Public Service cannot build a truly service-oriented society without the dynamic contribution of the broader community, including the private sector and residents themselves. Batho Pele will consequently look to create relationships with the broader community in which business and industry, non-governmental organizations (NGO's), community-based organizations (CBO's), scholarly organizations and different groups all through society would all be able to have an influence (Public Service Commission: 2000).

3.6 Code of Conduct for the SAPS

In actual fact, a code of conduct is a multidimensional model, a few refer to it as credo; while others consider it an affirmation of business standards; a value statement; a measure of behaviour or code of morals. With regard to this dissertation, a code of conduct is a document or a contract which unmistakably sets out the ethically suitable conduct for every police officer in the SAPS (Rossouw, 2002:125). It outlines the rules or procedures that should be regarded by every police officer who comes into contact with both organizational clients, for example, managers, personnel and co-workers and external clients, for example, individuals from the community, service providers and other government organizations. It could be determined, consequently, that a code of conduct is a set of accepted rules and desires that are viewed as obligatory for any individual who is a member of a specific group, for example, the SAPS Code of Conduct 1997(CoC) is restricting only to functional police officers employed through the SAPS Act (Act 68 of 1995) (see Appendix F). The code of conduct is an essential element which can possibly viably add to the improvement of the moral labour practices and constructive conflict management in the SAPS. For that reason, it could be presumed that a code of conduct has an essential task to perform in so far as providing individual police officers with guidance pertaining to distinguishing moral from immoral practices thereby assisting to eliminate grounds for conflict.

The CoC introduced by the SAPS were part of sweeping reforms in the wake of South Africa's first democratic elections in 1994 and the formation of the SAPS through a merger of apartheid's eleven police forces in 1995 (De Dreu & Van de Vliert, 1999:35). The CoC stipulates that each police officer be duty-bound to try and address the main causes of crime within their communities, prevent any activity which may compromise the safety or security of any community, investigate criminal behaviour which can possibly lead to endangering the safety or wellbeing of the community and bring the offenders thereof to justice. While trying to improve constructive working relationships between police officers and the community, the CoC urges each police officer to maintain the Constitution of the Republic of South

Africa, 1996 and the laws they are governed by whilst being guided by the needs of the people. While trying to distinguish difficult police officers and issues of conflict, the SAPS' National Instruction on Disciplinary Regulations (1996:16) stipulates that the conduct sheet pertaining to every police officer must be kept and maintained in the manner and form determined by the National Commissioner. All findings and sanctions relating to matters of misconduct and disciplinary actions against every police officer must be documented in the conduct sheet. This will assist management and commanders in identifying areas of conflict and addressing it so as to bring the officer back to an acceptable standard of performance (Faull, 2017:13).

The CoC was intended to aid the new organisation's shift from authoritarian to democratic policing and has remained in place ever since. The SAPS CoC offers what appears to be a good normative guide to democratic policing, and yet the organization has been plagued by complaints of corruption, numerous issues of conflict both internally and externally, abuse of force, political capture and other undemocratic and unprofessional practices since its founding (Hines & Bazemore, 2003:42).

Iglesias and de Bengoa Vallejo (2012:73) state that the approach towards understanding and managing conflict among police officers should begin by investigating the environment in which every police officer works. Police officers are influenced by both the external and internal environment, which has the potential to influence their conduct. The most discerning point of view on how the environment could prompt conflict in the SAPS is the placement of police officers in criminal environments, for example, drug markets. This event places police officers at the invitational threshold of corruption. The most important point of contention facing the SAPS is that each police officer has a lot of discretionary authority which they frequently practice in environments in which close supervision is not probable. Since police officers are engaged in a wide assortment of duties, both the external and internal environmental factors have a bearing on them in exceptional ways. The police officers' duties incorporate politically driven riot control, traffic control, handling complaints of assault, investigating murders, arbitrating in domestic and community fights, arresting criminals, saving people's lives, making drug-related arrests, engaging in shoot-outs with armed robbers and handling complaints of fraud which leaves them open to countless conflict circumstances. As a result, it is vital to assess the environmental circumstances in which police officers work, with the end goal of creating wide-ranging approaches for the application of conflict management strategies within the SAPS.

In spite of the aforementioned, police officers have diverse duties which also consist of the utilization of strong-arm tactics. They additionally also have to enforce the law in connection

with offences that have already occurred. Their duties not only include the investigation of offences to establish how it was committed, but in addition, they also have the obligation to capture the wrongdoers and have them brought before the courts so that the offenders can be put on trial and, if convicted of the offence, be punished accordingly. Yet, these same officers of the law have imperative preventive and community work functions. Even though each police station might have its own distinctive cultural, political, socio-economic, technical and administrative working atmospheres, they regularly deal with conflict circumstances that are similar in nature and their reaction to their handling of the conflict demonstrates shared attributes (Iglesias & de Bengoa Vallejo, 2012:74).

A directional code is a more comprehensive record which makes available particular guidelines about what is envisaged of individuals of an organization in certain situations (Rosenthal & Rosenow 1973:60). It may be an avenue that the SAPS can consider to assist in addressing conflict and for conflict management as it has a recognized guiding rationale, which explains in no uncertain terms how individuals within an organization must conduct themselves. The strong point of a directional code is that, it is precise, it provides distinct direction to each person in an organization and generally rules out confusion; it is not difficult to carry out, as it explains the end result should someone be in breach of the code. The strong point of a directional code is at the same time its weaknesses. Since it is unambiguous, it has the tendency to be lengthy and this makes it hard to recall. It moreover does not permit much room for circumspection and this can encourage a state of mind that fosters what Rosenthal and Rosenow (1973:60) have referred to as the eleventh commandment, thou shalt not be caught out. Rossouw (2002:125) contends that a few codes of conduct are incredible mechanisms that influence the activities of organizations while others have absolutely no effect. This implies that an extraordinary endeavour must be made to draw up or plan a compelling set of principles that will contribute to the successful application of a proper set of codes and constructive conflict management in the SAPS.

There have been efforts at international, national and local levels to set up normative structures and course of action for democratic policing. The various codes of conduct that guide police action are extensive, unclear and ambitious proclamations proposed to assist in the interpretation of commitments to laws, rights and treaties into well-defined codes that influence the behaviour of the police and streamline the supervision of them. Due to the fact that few civilians and police ever engage with the details of laws and treaties informing normative frameworks, institution-specific codes help contextualise and interpret them in ways that make them easily understood and actionable to police officers. Police codes of conduct can shape individual officers' attitudes and police organizational culture more

broadly especially when properly managed. This can significantly contribute to fewer conflict situations both internally and externally. However, for this to happen, easily understood standards of behaviour drawn from the code should be complemented by monitoring and evaluation systems that hold police organizations and individual officers accountable for their actions (APCOF:2017).

Bruce and Neild (2005:25) state that codes of conduct should provide SAPS officers with a cheat sheet through which to guide their work, ensuring that they always abide by the normative framework and inculcate its values into their work. It is, therefore, in the SAPS's interest to significantly simplify its CoC, along the lines of the Southern African Region Police Chiefs Cooperation Organisation(SARPCCO) code of conduct, and to provide clear guidance to managers regarding the suitable disciplinary options available to them when specific articles and standards are violated. Of course, these do not need to be punitive but rather can be corrective. For example, an official who unnecessarily and irrationally points their firearm at a member of the public could face disciplinary action that sees them first spoken to, then tested on their knowledge of the Firearms Control Act and the relevant SAPS standing orders, and sent on a firearm refresher course, before more obviously punitive steps are taken against them. Where managers are aware of such options they will be better empowered to provide corrective interventions that ensure professional police conduct while minimising negative consequences to their relationships with the officers they manage. Formally recording such disciplinary steps would help the SAPS monitor the types of intervention that produce the desired behavioural change in officers, which could be fed back into the indicators through which the SAPS monitors adherence to the code of conduct.

Dowling (1999:18) argues that the CoC alludes to the recognized standards, strategies and procedures that are expected to guide a person as far as good and bad behaviour is concerned. This suggests that an ethical course of action will enable individual police officers to make a decision whether or not to accept or dismiss a specific principle or practice as being an ethically correct or incorrect way of behaving. Be that as it may, the essence of the issue remains in the lack of application of the CoC.

3.7 Conflict and the Policy Process

Miewald (1978:31) contends that Public Administration developed as an independent part of political activity and behaviour. He additionally maintains that Woodrow Wilson and Frank Goodnow supported the division of administration from politics. Miewald (1978:31) likewise expresses that Wilson, in his paper entitled the study of Administration, maintains that administration falls outside the circle of governmental issues. Woodrow Wilson (as cited in Miewald 1978:31) states that politics makes a decision and administration executes those

decisions. Miewald (1978:31) additionally expresses that Public Administration is partitioned into two classifications; namely, Public Administration as a discipline and Public administration as a procedure. This infers that Public Administration as a discipline is the investigation of Public administration as a procedure.

Sangweni and Balia (1999:56) express that Public Administration as a discipline make certain that public officials gain theoretical know-how with the end goal of making available goods and services to the public in a considerably more compelling and proficient way. In a mission to improve the usage of proper conduct and decrease conflict in public administration and strengthen constitutional provision, the Public Service Code of Conduct of 1997 was created, and thereafter, the SAPS Code of Conduct of 1997. Public administration as a practice ought to be governed by democratic values and principles in every sphere of government as indicated by Section 195 (1) of the Constitution of the Republic of South Africa, 1996.

Public administration alludes to an aggregate of six non-specific elements of which the intention is realising the objective in any established group activity, however, does not include all the activities of all the individuals nor specific activities of a particular group of individuals, but specific activities of all the individuals whose work gives direction to other individuals (Cloete 1994:150). The six non-specific elements consist of formulating policy, coordinating, funding, human resources, labour practices and supervision. Botes (1994:297) contends that human resources have the ability to assume an important responsibility for the improvement of the successful delivery of services and the successful management of conflict. The adoption of positive work principles and moral beliefs by individual police officers has the potential to improve the effective delivery of services and reduce conflict within the SAPS.

Ethics, in relation to public administration, assists in establishing what is correct, legitimate and in just settling on choices and undertaking activities that affect members of the public (Hosmer 1987:32). This implies that ethical policing will improve and inspire honest and virtuous conduct among individual police officers of the SAPS, reduce conflict with the community and strengthen police-community relations. Police officers in the SAPS are required to act in a suitable and impartial way in the execution of their official obligations. This position is dependent on the conviction that in any given circumstance there is either a correct or an incorrect manner of acting that represents a society's moral values. With regard to this study, public administration alludes to the execution of the responsibilities allocated to police officers of safety and security. In public administration, conflict is often resolved within the framework of policy-making. Government action regarding specific problems results in policy and, as it has a substantial impact on groups, affects the distribution of values and

interests within a given society. Whatever the outcome of the intensely political and stylised process of interaction associated with policy-making, it yields social implications and consequences, and implies a significant potential for conflict and confrontation. Conflict and confrontation also characterise the institutional mechanism for public action. Government acts through complex organizations such as the SAPS and policy carries with it identifiable implication mechanisms for the institutions who develop and carry it out. The inter-governmental and inter-organizational framework through which national action is undertaken tends to heighten the potential for misunderstanding, misperception, misinterpretation and disagreement (Fox, Schwella & Wissink, 1991:50).

Every stage of the policy formulation and implementation process contains elements that could lead to dysfunctional conflict, for example, in developing programmes to implement policy, the functions of formulation, legitimisation and budgeting are performed. This could lead to conflict in areas such as resource allocation, mixed values, technical and procedural issues. Throughout the policy-making process, there are areas of potential conflict that have to be managed in a proactive way to ensure that conflict is maintained at levels that do not influence performance detrimentally (Tjosvold, 1991:61).

3.8 Dealing with Difficult Personalities in the SAPS

All organizations have people of differing degrees of difficultness and the SAPS is no exception. Within the SAPS, there are specific stereotypes of difficult personalities that can be easily understood and managed namely the analyser, the entertainer and the relater (Brinkman & Kirschner, 1994:7).

3.8.1 The Analyser

The analyser is always an expert in a particular field and can always give reasons why something cannot be done. Analysers are always well prepared with documentation and have information to prove whatever they state. They are not dominating and can seem rather introvert or distant at work.

The dominant need of an analyser is to 'get it right'. It is, therefore, more important to get the job done correctly than to get it done on time. Process and method are overriding factors in anything they do and they will stick to rules and regulations. It is pointless being irritated by, or showing anger to, an analyser, as he or she is not emotionally driven. He or she is task focused and to try and do things quickly or in a rush will only cause the analyser to slow down and become more resistant.

To maintain a positive working relationship with an analyser, you need to slow down and give them the opportunity to speak and explain his or her point of view or reactions. Ask questions to ensure that everyone understands everything. Analysers usually have the

answers or solutions to the problems they identify. They are experts in their field of work and, given the opportunity in a safe and understanding environment, they can be good planners and will offer support to team members (Brinkman & Kirschner, 1994:71).

3.8.2 The Entertainer

There is an entertainer in every office, someone who is popular with everyone. They have lots to talk about, but this is usually not work-related. It is often difficult for an entertainer to focus on a task and they appear to have mastered the art of swinging the conversation or attention away from pressurised situations at work. The dominant need of an entertainer is to be appreciated. All the entertainer wants to do is look good in front of his or her colleagues and be liked by all.

To deal effectively with the entertainer personalities in the SAPS environment, focus on their dominant need for being in the limelight. If they are sure they will receive positive recognition for their actions, they will follow instructions. By showing through your behaviour, and not just by telling them, that they are playing a pivotal role, or fulfilling an important task for the team and not just for individuals, they will almost always be ready to work. Entertainers demand a little more energy and some extra attention in groups, but they are huge assets to the teams in which they work (Brinkman & Kirschner, 1994:72).

3.8.3 The Relater

Relaters are often soft-spoken, introvert, quiet people who are extremely loyal and hard-working. They do not complain and never say no to any work that is given. The problem is that they take on too much and often end up presenting work that is incomplete or rushing work that is urgent. They do not take discipline or harsh words well and always feel threatened if they are 'in trouble'. The dominant need of the relater is to get along with others. They do not want to be disliked by anyone or disappoint any team.

To deal effectively with a relater, they must be spoken to quietly and slowly, explaining tasks and timelines clearly and firmly. Most important perhaps, managers will have to help them manage their time and task load at work. It is advisable to tell others not to give them any labour to perform unless it goes through the section commander or their direct supervisor. The supervisor can then guide the workload. The relater must be provided with a sense of security in the work environment and feel secure in the supervisor's appreciation of them (Brinkman & Kirschner, 1994: 74).

It is important that managers within the SAPS understand these personalities in relation to the work environment or life context, and learn specifically what to do and say to get along with them and to bring out their best. There is always a choice in dealing with people, one can do nothing, leave, change their attitude or change their behaviour. If a manager chooses

to do something different such as changing their behaviour as a manager, police officers will have to change their ways to continue being difficult. There are four elements to note when dealing with difficult people and they are: be specific about what you want, pay close attention to behaviour, be flexible and have options available and, lastly, make a commitment to doing something about it. Every difficult personality type has a need. If managers in the SAPS can master the art of identifying that need, then they will master the art of dealing with difficult people quickly. The most common needs are: to get things done, to get it done right, to get along and to be appreciated (Krebs-Hirsh, 1996:152).

3.9 Dealing with Conflict in the SAPS

The SAPS as an organization has put various measures in place to try and effectively deal with conflict and conflict management such as conflict management and assertiveness training for new recruits. It has also developed disciplinary regulations to address various forms of conflict in order to bring officers up to the required standard in terms of service delivery. The Employee Health and Wellness (EHW) department has people from various facets such as social workers, psychologists, psychometrists and chaplains to assist members with conflict and conflict management.

3.9.1 Training of Recruits

The recruits in the present day do not just speak to the employees of the SAPS of the future, but are also, in addition, an investment of significant amounts of taxpayers' money. It is for that reason, very important, that they should be trained to operate efficiently as police officers and as individuals and that this training process ought to be conducted in an economical fashion. The training process ought to incorporate endeavours to empower them to efficiently handle interpersonal conflict and to act in a confident way. For this reason, two content-specific sections were incorporated into their basic training, the first for effectively handling conflict and the second, how to act in a confident manner. An examination into the impact of the modules demonstrated that it had a feasible meaningful temporary impact on the recruits' understanding, way of thinking and anticipated conduct, that this impact went on for no less than half the year after beginning training and that the modules not only functioned as an occupational training tool but in addition also enhanced the trainee's private lives (Weyers, Williams & Huisamen, 2006:121-132). The new conflict management module for trainees outlines the term conflict, explains the different conflict management styles, differentiates between positive and negative conflict and outlines different types of conflict. These modules overlap with the previous curriculum in that they address much of the same aspects of conflict and handling of conflict.

The objective of the conflict management section is to make trainees aware of the fact that there are distinctive styles of handling conflict, to enable them to distinguish which style they

ordinarily utilize makes them mindful of its points of interest and its drawbacks. It is also aimed at helping trainees pick out and make use of the styles that would be most fitting to the various circumstances that they may face up to in the course of their duties (Arendse, 2001:10). One of the fundamental points of departure is that conflict creates a chance for the person to develop and to gain knowledge about themselves as well as other people (Cloke & Goldsmith, 2000:32). Training can transform the moral belief of individual police officers. Thus, in the South African setting, training turns out to be tremendously vital.

3.9.2 Disciplinary Regulations as a Tool for Handling Conflict

The SAPS disciplinary framework is similar to all public sector processes and procedures as it emanates from legislative requirements. The SAPS disciplinary regulations were gazetted toward the end of 1996 and were created in line with applicable public service and labour laws and with the constitution in mind. Section 24 (1) (g) of the SAPS Act (Act 68 of 1995) sets out the regulatory framework for discipline in the SAPS. It lays down disciplinary guidelines that specify how different types of conflict must be dealt with within the SAPS. There was a period of more than a year, however, after the adoption of this Act, before new disciplinary regulations were gazetted into law. In the interceding time frame, the old regulations were still applicable and had to be utilised by managers. There were, in this way, circumstances where station commissioners had to put into effect diverse sets of standing orders as there were individuals from four previously different police forces in a single station. The nature of the new disciplinary procedure for the SAPS was considerably influenced by the transformation in the national legal situation.

The framework for the Public Service Labour Relations Act of 1994 was provided for by the Interim Constitution and allowed for government officials to establish their own unions. There was a noticeable effect on the relationships between managers and employees within the SAPS with the unionisation of the police after the democratic elections. Previously, members could not question instructions from senior management. The unionisation of the police brought about noteworthy cases which begin to come to light where shop stewards would take confrontational attitudes against commanders and question their orders. This was seen by police management as adding to the breakdown of authority and discipline. Much of the time this happened on the grounds that managers were uncertain about the substance of the laws administering labour relations. A few police officers at the national and provincial level are of the view that unions can play a vital role in the preservation of discipline in the police. One contention was that a more profound agreement is achievable on the guidelines surrounding disciplinary procedures all through the police as unions are key role-players of the central bargaining council where such settlements are reached. It was also debated at a lower level that occasionally the unions have been instrumental in bringing cases of

misconduct to the attention of senior police management. What's more, the unions can act as a go-between in guaranteeing that the disciplinary framework is applied with consistency and fairness all through the police service (SAPS Policy Document, 1996:5).

The Public Service Act of 1994 preceded this which advanced the ideas of administrative justice in connection with choices made within the SAPS that could impact negatively on the civil liberties of a member or the public at large. In addition, the final Constitution implemented in 1996, including a Bill of Rights, made available the structure for the Labour Relations Act that resulted in all work-related issues being aligned to global norms. The existence of these legislative structures necessitated that noteworthy changes in the manner in which police members were managed, had to be affected. Previously, being employed by the state was considered as at "will employment", which implied that individuals working for the state could be employed, dismissed, reassigned to other departments or units and moved up the ranks without adhering to consistent methods (SAPS Policy Document, 1996:6).

Nonetheless, with the updated legal structure in place, resolutions in regard to state workers had to be taken whilst adhering to a strict course of action which was aimed at encouraging impartiality. The new methodology was referred to as progressive discipline which started to centre essentially around enhancing a member's behaviour instead of utilising chastisement. This new methodology suggests that the relationship between a boss and their employees should be managed in a novel and somewhat more refined way. As opposed to the past practice of overwhelming dependence on absolute compliance, the updated methodology calls for an ethos of dependability and corporation (Van Vuuren, 1997:5). There must be a belief by the member that the manager has an enthusiasm for and will add to an enhancement in the standard of his or her conduct. This attitude as expressed by Van Vuuren (1997:8), requires that the commander and the employee engage in participative decision-making. Even though the commander determines the final outcome, resolutions taken ought to be reached with the help and acceptance of the staff member. This collaborative attitude among commanders and their subordinates has the capacity of making certain that better choices are made and conflict is settled in a more adequate manner. Whisenand and Ferguson (1989:246) emphasise nevertheless, that this does not happen without problems. Long periods of non-inclusion and opposition must be dealt with.

The disciplinary regulations are designed to provide for beneficial labour relations within the SAPS, encourage mutual regard among employees and among employees and the employer and make sure that supervisors and employees both have a mutual comprehension of misconduct and discipline. The regulations centre around the following ideologies, in particular, discipline is a remedial measure and not meant to punish the

individual. Discipline must be utilised without delay, be reasonable, uniform and be applied in an on-going way. Discipline is a line management task and it is vital in ensuring employees are fairly treated by making certain that they receive an impartial trial in both the formal and informal procedures. Employees must be informed within a reasonable period of accusations of wrongdoing made against them and also be informed in writing of the reasons behind the justification for any decision taken. They have the privilege to respond to any ruling of wrongdoing or punishment imposed on them at a disciplinary trial. An employee who is unbiased and not at all connected to the alleged wrongdoing must act on behalf of the employer at, take charge of the disciplinary trial or look into alleged wrongdoing against an employee. To a feasible extent, the disciplinary trial must occur in the work environment and ought to be comprehensible to every employee. The disciplinary trial must be set up and concluded despite the fact that the act of wrongdoing is likewise a crime punishable by law (SAPS, 1996).

Disciplinary procedures ought not to copy court procedures. The employee that is selected to investigate the supposed wrongdoing must be equivalent to or of a higher rank than the employee under investigation and in every disciplinary procedure, the employee is entitled to representation by a union representative or a colleague. If the employee chooses to refute an accusation of serious wrongdoing, a formal disciplinary trial must be set up and a person decided on as a chairperson. The chairperson must act equitably and be fair and protect the wellbeing of both parties and at no stage should they take on the role of or represent either of the parties concerned. The investigation into an alleged misconduct must be done independently and separate from any other investigation. Disciplinary officers are to be designated by the national and provincial commissioners. In response to less serious misconduct, the member can be issued firstly with corrective counselling followed by a verbal warning then a written warning and eventually a final written warning can be utilised. An employee served with a notice to attend a disciplinary hearing is regarded to be on duty. Conduct sheets are to be kept for all employees and every one of the judgements, penalties and punitive actions carried out on a member must be recorded in the sheet (SAPS, 1996).

A general awareness of discipline all through the police service is dependent on specific prerequisites from police managers. Police managers need to build up this comprehension by way of hands-on management and supervision. Employees must be furnished with a clear warning with respect to when and how their conduct or job performance goes against the regulations and standards that govern their occupation. When there is an obvious resistance to these values or regulations, then the disciplinary framework needs to become effective. Employees are cautioned, given the chance to express their circumstances and after that look for some kind of help with the end goal of correcting their conduct to meet the

required standard. The basic rights and freedoms fundamental in the new constitution implies that more significant weight is attributed to the ethical qualities and capacity of workers to practice decision making. Subsequently, characteristics, for instance, dependability, trustworthiness, self-restraint and balance assume an imperative function in interactions in the workplace (Van Vuuren, 1997:5). It is these characteristics then that ought to be benchmark standards regarding how choices are made for police managers with the purpose of additionally advancing these qualities through the service. There was a general concern, nevertheless, that not all managers and senior officers of the police service would have the capacity to accept the new standards that give support to police discipline. In labour consultations, it was clarified by the police unions that they believed that line managers were inadequately trained for the new discipline framework. For the successful implementation of the new methodology by managers, a strong comprehension of the new laws and techniques identifying with labour would be required. On the off chance that these methods were not entirely complied with, employees would have solid arguments for unjustifiable discharge against the police (Rauch, 2000:20).

The SAPS's 2016 regulation on discipline, Gazette 40389, Notice R1361 creates new forms of misconduct, most of which may be thought of as measures that protect the SAPS from its employees. An important but subtle change in the new regulations is that the offence, commits any common law or statutory offence in the 2006 regulations has been changed to Is convicted of any common law or statutory offence. This is significant because in disciplinary matters only a balance of probability is required for a guilty finding against an accused, while in court an offence must be proved beyond a reasonable doubt, making conviction very difficult (SAPS, 2016).

While both 2006 and 2016 regulations are clear on what constitutes misconduct, neither dictates appropriate disciplinary action by type of misconduct, other than by providing some guidance for disciplinary officers overseeing allegations of criminal offences. Rather, both use the ambiguous terms less serious misconduct and more serious misconduct in 2006, or serious misconduct in 2016. The difference between the two is that a supervisor can directly discipline an accused who admits to what the supervisor deems less serious misconduct, while more serious misconduct must be expediently investigated and followed up with a disciplinary hearing if necessary. Once again, the regulations allow for significant variance in interpretation. While this may be necessary to protect employee rights and appears standard in other police organizations, it may not need to be so vague. The NDP calls for any SAPS official accused of a breach of the CoC to be immediately suspended pending an investigation. This is probably unreasonable in terms of labour law and untenable for an organization as big and busy as the SAPS. The unintended consequence of such a policy

might be that some members of the public or SAPS make false accusations against officers who embody the CoC (SAPS, 2016).

3.9.3 The Role of Employee Health and Wellness Services

The Police profession is service-orientated, with the principal purpose of maintaining law and order in a regularly changing and different atmosphere (Dar, Alam & Lone, 2011:47). Police officers are consistently faced with distressing and sensitive circumstances as they execute their functions. As a result, suitable emotional reactions, especially amid profoundly unpleasant circumstances, may gain spectacular benefits, of saving lives and improving the impression of the police service (Burnette, 2006:100).

Dar et al. (2011:48) state that the accomplishments of a police agency are dependent to an expansive degree on individual police officers' identity, qualities and happiness. They recognise certain attribute sensitive intelligence aptitudes such as better than expected relational abilities, the capacity to effectively resolve disagreements and to respond fittingly in testing circumstances as attractive qualities for police individuals to possess. They established that there is a significant positive relationship between emotional intellect and mental health. Police officers do not work in seclusion and consequently have a need for social-emotionally supportive networks inside the policing structure, and in addition in a social setting to lessen the impacts of pressure (Louw & Viviers, 2010:15). The SAPS recognise social workers' commitment to enhancing the psychological and social functioning and work performance of employees (Anon, 2002). The SAP Act (Act 68 of 1995) makes provisions for social and psychological services within the SAPS known currently as EHW.

The incidents of conflict, tormenting, harassment, verbal maltreatment and sex and race-based badgering in the working environment and community, which can occasionally deteriorate into physical violent behaviour, has frequently been overlooked, this despite the high cost in human affliction and lost profitability. The role of EHW in the SAPS is aimed at trying to eliminate these issues by striking at the two underlying reasons of conflict which is, an absence of suitable conflict management and, confidence aptitudes (Anon, 2002). One of the ways they are achieving this is by the introduction of the conflict management and assertiveness modules introduced to trainees which will help them to manage conflict circumstances in both their job and personal setting all the more adequately. Personnel capacity building programs were additionally created in 1999 which concentrated on handling stress, conquering substance abuse, advising members on the fundamentals of living well, the importance of compassion for colleagues, becoming moneywise and dealing with Human Immunodeficiency Virus (HIV)/Acquired Immunodeficiency Syndrome (AIDS) (Weyers, Williams & Huisamen, 2006:81).

EHW plays an integral part in the SAPS by assisting in the essential development areas of police officers. Their intervention helps prepare police officers to manage their feelings, deal with their work and individual lives more efficiently and in addition manage pressure more adequately. The reality is that although there are social workers within the police environment, they are frequently over-burdened as they are few in number. Police officers may also be of the opinion that because social workers are mostly from the civilian environment, they do not identify with their problems. In the police service, going for therapy is viewed as a shortcoming and has generally been regarded as an open issue, and not one of privacy. The police need to make certain that social workers are appropriately used in accordance with their requirements. A belief needs to be developed within the police service which expresses that looking for help and seeking guidance is, in reality, an indication of strength and not a shortcoming. By seeking help in dealing with everyday stresses, this will, in turn, improve the efficiency of the police service with regard to safety and security of the general population (Weyers et al, 2006:85).

3.10 Summary

The SAPS is a large and complex organisation and as such demands effective regulations and policies for dealing with conflict and for conflict management. The Constitution of the Republic of South Africa, 1996 which is the highest law in the country, is binding in an unconditional manner on the SAPS and provides legislation in terms of the powers conferred on them and how they should go about executing those powers. The NDP prescribes that SAPS transform from a force to a service and that it employs and educates members to be proficient and fair-minded, receptive to the needs of the general public and skilled in the execution of their duties. The accomplishment of the NDP's vision by 2030 will ensure that the SAPS is well-resourced and professional and able to effectively deal with conflict and deliver the required services. The Batho Pele Principles and the Code of Conduct strive to set quality standards within which police officers must act in order to deliver an acceptable service whilst being considered responsible for their activities. With the implementation of conflict management and assertiveness courses offered to new recruits and the impressing on police officers to utilise the various conflict resolution options offered within the SAPS, conflict and conflict management should be dealt with more effectively in the future.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 Introduction

The contents of this chapter will deal with the research design and methodology, research philosophy, research strategies, the target population, the research instrument, data collection, data analysis, validity and reliability, the limitations of the study and ethical considerations. The researcher was able to accomplish the motivation behind the objectives of this study through the selected research design. The nature of this study was guaranteed through approaches, which preserved the reliability and validity. The reason for the study was to evaluate the conflict resolution styles of police officers in a police environment. The raw information was evaluated utilizing a computer program known as the Statistical Package for Social Sciences Software (SPSS) by a statistician with a master's degree in social science (Appendix H) and the meaningful outcomes were taken out and depicted using tables and graphs and fundamentally dissected. The researcher acknowledged the restrictions and suggestions of the study.

4.2 The Research Approach and Design

A research design is characterized by Burns and Grove as cited in De Langen (2009:53) as an outline for carrying out a study with utmost influence over variables that may interface with the validity of the findings. A quantitative, non-experimental, descriptive study was conducted to assess the conflict resolution styles of police officers in a police environment. The research procedure fell within the parameters of a positivist research methodology. Nightingale (2012:1) states that the positivist approach to research depends on understanding acquired from 'positive' corroboration of recognisable experience where methodical techniques or trial testing are the most ideal method of attaining this information. Positivist approaches depend a great deal on investigational and manipulative techniques. The researcher chose the positive approach to allow for the use of a research instrument, such as a questionnaire to collect statistics. Also, the positivist research approach allows for the utilization of measurable methods which allowed for the possibility to evaluate the pertinence and generalisability of the outcomes to the greater populace. This will be useful in making suggestions to comparative organizations. Quantitative techniques are commonly utilized in positivist research.

4.2.1 Quantitative Research

Sagepub (2010:4) clarifies that quantitative research is basically about gathering numerical information to clarify a specific occurrence. With regard to qualitative research, this is not applicable. Sagepub (2010:4) additionally clarifies that qualitative data is not essentially or typically numerical and hence cannot be examined by utilizing measurements. Different

information that does not normally show up in qualitative methods can be gathered quantitatively by drawing up research instruments particularly directed at changing occurrences that do not normally exist in qualitative methods into quantitative information, which can be examined factually. The researcher assessed the various kinds of conflict, the reasons and methods of conflict resolution utilised by police officers at the TPS and if the issues of contention were agreeably settled. For that reason, quantitative research was the most appropriate alternative for the end goal of this research. The information was gathered in numerical form through the utilization of sample sizes to be incorporated. Furthermore, by utilizing quantitative methods, broad views could be deduced from the sample of the populace.

4.2.2 Non-experimental Research

Non-experimental research as asserted by De Langen (2009:51), is utilized in investigations where the objective is description and where influencing the independent variable is improper. hence, it was appropriate to use non-experimental research for this study since it included an examination of the options of police officers which ought not to be open to influence. Furthermore, De Langen (2009:51) asserts that non-experimental research is made more achievable with research limitations such as time, person and the type of participants. A hypothesis is a prediction of what will happen and a null hypothesis is an alternative outcome (Trochim, 2006:3). The hypothesis for this study will be three hypotheses and three null hypotheses.

Hypothesis 1: Implementation of the most appropriate conflict resolution style by police personnel will ensure the effective resolution of the conflict.

Null hypothesis: Implementation of the most appropriate conflict resolution style by the police personnel will result in ineffective resolution of the conflict.

Hypothesis 2: Police personnel perception of the causes of conflict will lead to effective conflict resolution.

Null hypothesis: Police personnel perception of the causes of conflict will lead to ineffective conflict resolution.

Hypothesis 3: Police personnel perception of the types of conflict will lead to effective conflict resolution.

Null hypothesis: Police personnel understanding the types of conflict will lead to ineffective conflict resolution.

The intention is to give the researcher a social explanation that is specifically tried in a research examination. They, in addition, give guidance to the research. The null hypothesis is, for the most part, indicated as H₀. It expresses the direct opposite of what the researcher predicts or otherwise expects.

4.2.3 Descriptive Research

Descriptive research is conveyed by Burns and Grove as referred to in De Langen (2009:54) as that which is intended to accommodate a circumstance as it normally occurs. It might be utilized to legitimise present-day practices and formulate a judgement and furthermore to create hypotheses. Descriptive research was utilized for the end goal of this study, to assess the styles used by police officers to resolve conflict in a police environment by means of a survey. Cherry (2013:1) characterizes a survey as an apparatus for the accumulation of information about people. A self-administrated survey determined the options, states of mind, inclinations and insights of the sample populace. A survey can be carried out by the process of a well-planned interview or questionnaire and for this study, the researcher utilized a questionnaire. Subsection 4.4 of the dissertation will deliberate the benefits of utilizing a questionnaire as a research instrument.

4.3 Population and Sampling

A population is an all-inclusive arrangement of individuals with a particular set of qualities, and a sample is a subgroup of the population. The population used in the study is the subgroup of the target population accessible for study. The study sample is the sample selected from the study population.

4.3.1 Population and Sampling Strategy

Burns and Grove (2003:42) clarify that the population alludes to all components, people, articles, or substances, that meet particular standards of insertion in a study. The population (see section 1.3), is a specific kind of person or component which is the focal point of the research. The target population is the whole arrangement of people or components that meet the sampling criteria specifically, police officers employed at TPS.

The target population was all the police officers at TPS. Due to the nature of duties performed at TPS, officials being off sick, or on service arrangements to other stations, only 104 respondents were available for the study. As a result, there was no possibility of including all the individuals of the target population. Burns and Grove (2003:43) affirm that a sample is a subgroup of the populace which is chosen for a specific study, and the individuals of a sample are the participants. Sampling outlines the method of choosing an

assortment of individuals, happenings, conducts, or additional components with which to carry out a study.

4.3.2 Sampling Criteria

Sampling techniques were taken into account as the outcomes from the sample could be generalized to the target population. Non-probability and probability sampling are the two sampling methods. Jooste (2009:464) clarifies that in probability samples, which are for the most part used in quantitative research, each individual of the population has a known non-zero probability of being chosen. Probability sampling depends on the theory of random selection, a technique of choice which guarantees that each component of the population is given a known opportunity of being chosen. The sample acquired was representative and unsystematically chosen from the population from which it is drawn. Each component or individual of the population has an equivalent likelihood of being selected once they are incorporated into the sampling frame and it is conceivable to take a broad view of the outcomes from the sample to the population. Probability sampling, as a consequence, is present within the positivist paradigm as it depends on logical suppositions of creating generalized knowledge about types and attributes of the real world and not on the individual and the distinctive.

Non-probability sampling incorporates various types such as convenience, judgement, quota, and maximum variation. This study utilized the probability sampling method. Utts (2005:60) refer to probability sampling as a method guaranteeing that each individual of the population has an equivalent opportunity for incorporation in the sample. The procedure ascertains the sampling error, evaluating the difference between sample conclusions and genuine population values, probability sampling incorporates simple random sampling, cluster, and systemic sampling (Utts, 2005:64).

4.3.3 Sample Size

De Langen (2009:130) asserts that in simple random sampling, every component within the populace has an equivalent and autonomous possibility of being chosen as a major aspect of the sample. There is no predisposition or prearrangement. The procedure of simple random sampling comprises of four fundamental stages to be exact, the exact meaning of the populace, cataloging every one of the individuals from the populace, numbering the components of the populace, and lastly choosing the sample, utilizing a methodology that ensures unpredictability. The factual sample might be chosen utilizing a table of irregular numbers or a computer-generated software package to create arbitrary samples. With the utilization of simple random probability sampling, every police officer was requested to, of their own free will, partake in the study. Every one of the police officers in the target

population was provided with a number. From there on, 104 numbers were unsystematically chosen and the police officers displaying a similar number were requested to take part. One benefit of simple random sampling is that it was effortless to put into practice. The other benefit of probability sampling is that sampling inaccuracy can be worked out. De Langen (2009:130) clarifies that representativeness is best accomplished by utilizing probability sampling instead of non-probability sampling. The target population was the entire populace of 122 police officers at TPS. However, taking into account that some officers were on sick leave, vacation leave, incapacity leave and on service arrangement to other stations, only 104 police officers were available for the research. A sum of 104 surveys were handed out and 100 were completed and given back. Four questionnaires were spoilt as these respondents started the questionnaire and later decided to opt-out of the study. As the process is voluntary, they could not be compelled to complete the questionnaire. As a result, 100 was the sample size.

4.4 The Research Instrument

For the purpose of this study, an investigation was completed by the utilization of a self-administered questionnaire (see Appendix A) which was exclusively intended to remove data that effectively fulfilled the objectives. The questionnaire comprised of five parts. Section A investigated the demographics of the sample population, Section B investigated the types of conflict at TPS, Section C explored the causes of conflict at TPS, Section D determined the favoured conflict resolution styles of the police officers and lastly, Section E assessed how successful conflict resolution is at TPS. The questionnaire consisted of a total of 27 items. The questionnaire was made up of open-ended, closed-ended, and Likert scale questions. Sections B, C, and D of the questionnaire were made up of Likert scale questions which could determine the level of the reaction to the questions.

Benefits and shortcomings of questionnaires as expressed by Cherry (2013:3) emphasize that questionnaires enable researchers to gather a lot of information in a generally brief time frame. Questionnaires are more affordable than numerous other information gathering methods and can be generated rapidly and managed effectively. Lastly, questionnaires can be utilized to gather data on an extensive variety of things, including individual details, mindsets, past practices, and sentiments. In contrast, Cherry (2013:3) emphasizes the drawbacks of utilizing a questionnaire. Poor questionnaire structure and organization can undermine generally well-planned investigations. Furthermore, the response selections given on a questionnaire may not be a precise impression of how the respondents genuinely feel, while random sampling is, for the most part, utilized to choose respondents, reaction rates can prejudice the outcomes of the investigation.

4.4.1 Pilot Study

Polit and Beck (2008:762) explain pre-test as the probationary handing out of a recently created instrument to distinguish defects or utilizes time constraints. It was essential to test the questionnaire on a couple of individuals to recognize and deal with any uncertainties, questions that are not obviously comprehended and deciphered as the researcher intended it to be and to dispense with any befuddling viewpoints. On 20th January 2018, the questionnaire was handed out to five arbitrarily chosen police officers at a venue arranged at King Shaka International Airport SAPS. These police officers were not any part of the research sample. The questionnaire and its purpose were explained to the respondents who then proceeded to answer the questionnaire. The respondents started at 09:40 and the last respondent concluded answering the questionnaire at 10:15 which was timed. After the conclusion of the process, the questionnaires were collected and a feedback session was held to establish if there were any flaws in the questionnaire that could be addressed. The respondents stated on the positive side, they found the questions easy to answer as they were self-explanatory. They also understood what was required of the questions asked. However, they identified issues with the first question in section B which refers to conflict in the workplace and respondents felt it should be expanded to indicate that it refers to the public as well and not just to police personnel as perceived.

Secondly, Question five refers to different types of conflict but does not include conflict between more than two individuals, for example, a police officer and a group of people. They also pointed out that Question 5.3 in relation to gender, does not make allowance for members of the public but only refers to conflict in the department. It also does not have an option for both genders as police officers may encounter issues with a group of people of different genders or more than one individual comprising both genders. Lastly, they suggested that with regard to Section E recommendations, should be aimed not only at conflict at the police station but also include the public. The pilot test was forwarded to the research supervisor who concurred that changes be made to the original questionnaire in order to obtain richer data. The questionnaire was then amended after the feedback session to include the changes suggested by the respondents in the pilot test. No problems were experienced in the actual field data collection.

4.4.2 Administration and Collection of Questionnaires

The handing out and gathering of the questionnaires were made possible by the researcher. The police officers who were arbitrarily distinguished were made to assemble in the predetermined location at the TPS. Due to the nature of duties performed, all respondents were not available at the same time. The questionnaire was administered to groups of individuals in terms of their availability. For police officers working shifts, the questionnaire

could only be administered on their off days. For police officers working office hours, this was not an issue. The venue that was utilized is a boardroom with sufficient space and furnishing for all the available respondents. The venue is well ventilated and secluded so the noise levels were minimal and did not cause any distraction to the respondents. The composition of the study was clarified in an introductory letter that all respondents were obliged to read. Subsequently, all enquiries were tended to. The willing respondents were obliged to sign an informed consent form. Four respondents opted out of answering the questionnaire after they had started. As this was a voluntary process they could not be compelled to complete the questionnaire. The four questionnaires were regarded as spoilt and were not submitted for data analysis. The informed consent form was separated from the questionnaire by the respondent so that the privacy of the questionnaire was preserved. The informed consent forms were deposited independently into a container which was fastened. The respondents were then granted sufficient time to answer the questionnaire. When the respondents had finished, they were requested to set down the finished questionnaires in a container that was made available, face down as they left the predetermined location.

4.5 Data Analysis

Data analysis was directed at escalating the validity of the outcomes in the study. Since the study was a quantitative one, information was examined using the Statistical Package for Social Sciences Software (SPSS). The important outcomes were taken out and depicted utilizing tables and graphs and analytically scrutinized. Restrictions and suggestions were acknowledged.

4.5.1 Descriptive Statistics

Descriptive statistics encapsulated the gathered information. Eysenck (1998:2) states that descriptive statistics incorporate measures of central tendency and measures of dispersion. Descriptive statistics as characterised by Staff (2018), are short descriptive coefficients that condense a given information index, which can be either a portrayal of the whole or a sample of a population. Descriptive statistics are separated into measures of central tendency and measures of variability. Measures of central tendency incorporate the mean, median, and mode, whereas measures of variability incorporate the standard deviation, variance, the minimum and maximum variables, and the kurtosis and skewness. Onlinestatbook.com (2018) refer to descriptive statistics as numbers that are utilized to condense and portray information. "Data" alludes to the information that has been gathered from an investigation, an assessment, a previous record, etc.

4.5.2 Measures of Central Tendency

Eysenck (1998:8) explains that measures of central tendency portray how the information crowd together around the main issue. The three fundamental yardsticks of central tendency include the mean, the median and the mode. The median, utilized in this investigation, can be characterized as the centre score in a set of values. The median is simpler to figure out than the mean (Eysenck, 1998:9).

4.5.3 Measures of dispersion

Measures of dispersion demonstrate whether the values in a given condition are like one another or whether they are spread out. Measures of dispersion incorporate the range, interquartile range, variation ratio and standard deviation (Eysenck, 1998:9). The standard deviation utilized in this investigation is, for the most part, the most valuable measure of dispersion and offers an exact measure of the spread of estimates (Eysenck, 1998:11).

4.6 Reliability and Validity

Reliability and validity are essential to research as reliability has to do with the outcomes of the research and identifies with the reliability of the outcomes. In deciding if the research outcomes are trustworthy, it begs the question, will the facts and deductions take on rigorous inspection (Raimond, 1993:55). Validity is the degree to which the research outcomes precisely speak to what is truly occurring in the circumstances. An effect or test is legitimate in the event that it exhibits or measures what the researcher considers or asserts it accomplishes (Coolican, 1992:35).

Shaughnessy, Zechmeister and Zechmister (2002:141) declare that reliability alludes to the consistency of measurement. Reliability is amplified by including numerous comparable things on a measure, by examining a varied sample of people and by utilizing identical testing techniques. The researcher guaranteed reliability by standardizing the questionnaire. A similar questionnaire was administered to gather information from all respondents under similar circumstances.

Shaughnessy et al. (2002:141) affirm that validity alludes to the reliability of a measure and whether it gauges what it means to quantify. Jooste (2009:469) portrays the four kinds of validity namely face validity, content validity, criterion validity and construct validity. Face validity calls for the research instrument to be appropriate to respondents in the study. Content validity is like face validity aside from the fact that the researcher must look for the view of experts in the field on the suitability of the research instrument. Standards associated with validity (predictive and concurrent) examine whether the instrument quantifies what it should gauge by contrasting it to another measure which is known to be legitimate. Lastly,

construct validity mirrors the instrument that really measures. The research instrument was created after a careful survey of the writings encompassing conflict, the quantification thereof and the researcher's individual perceptions. The keywords from the writings were utilized as the main ideas on the questionnaires.

4.7 Limitations of the Study

A few impediments were present in the existing study and ought to be attended to in forthcoming investigations. In spite of the fact that the sample size used was adequate, police officers from just a single police station were spoken to. In this way, broad views of all police workers ought to be carried out with cautiousness. Moreover, the views of police officers at the TPS may possibly not really speak to the emotions and convictions of police officers at different stations. A second restriction was the sensitivity of the questions. Croacher et al. (2011:29) caution that in view of the type of questions, respondents may tend to respond to questions in a manner to make them seem agreeable. It would be exceptionally difficult, however, to change the delicate nature of the investigation as conflict is an individual matter and changing the nature of the questions would get in the way of the research objectives.

4.8 Ethical Consideration

The main beliefs fundamental to research ethics are common and involve matters, for instance, righteousness, and regard for the rights of the individual. Most institutions of higher education currently have a code of ethics prescribed by ethics boards, which must sanction all research ventures concerning people or wildlife. These ethical codes have intrinsic importance in defending the privileges of humans and wildlife that could end up participating in research. Be that as it may, they moreover have a professional and organizational function. Researchers might be liable to legal action and could forfeit professional protection on the off chance that they appear not to have stuck to the proper code of ethics. A few methods may be ethical, yet they might still be offensive, so the significance of information gathered utilizing such practices must be assessed against the malevolence that may possibly be caused. Ethical considerations become possibly the most important factor in three phases of a research project specifically when respondents are selected. Moreover, amid the mediation or the estimation methodology to which they are exposed and thirdly, the publication of the outcomes achieved.

The common ideologies typically brought up in codes of research ethics are, primarily, no maltreatment ought to come to the research subjects, and furthermore, that subjects ought to partake at will, based on informed consent (Welman, Kruger & Mitchell, 2005:181).

The University of South Africa (UNISA) Policy on Research Ethics plans to empower researchers to improve their capability to attempt ethical research and preserve their individuality, particularly when challenged with unwarranted persuasion or demands which may compromise their honesty or that of their research. It persuades against unethical research practice and functions as a focal point for policymakers and provides a supportive atmosphere for the carrying out of ethical research. The policy also provides an extra resource for the education and preparation of students in research and ethical practice. It makes ethics a vital element of the planning and methodology of research and preserves and promotes the independence, quality, authenticity and reliability of research while protecting and promoting the privileges of research respondents and respects their trust in researchers and research. Finally, it strengthens the research ethics review system in the Institution of higher education where research includes human respondents, wildlife, information, establishments or other living or hereditarily adapted life forms. UNISA holds this policy in high regard as it encourages superior principles of scientific work and endeavours for excellence in research that can endure public analysis. The University advocates the constitutional values of human dignity, equality, social justice, and fairness. UNISA also upholds the constitutional principles of scholastic liberty and the lack of restrictions of knowledge-based research (UNISA, 2013).

4.8.1 Permission to Conduct the Study

Ethical clearance was acquired from the College of Law Ethical Clearance Committee, UNISA (see Appendix B). From there on, the ethical clearance accompanied by the topic proposal, questionnaire and informed consent form was forwarded to the department for strategic management at Provincial Police Headquarters in Durban for approval and straight on to the South African Police National Head Office in Pretoria for authorization. Subsequently, permission was approved for the investigation to be conducted at the TPS (see Appendix C).

4.8.2 Privacy, Confidentiality and Anonymity

The South African Constitution, 1996 and the Bill of Rights as contained in Chapter 2 of the South African Constitution states that every citizen has the right to privacy. The SAPS Promotion of Access to Information Act 2 of 2000 also promotes this (Anon:2001). Jooste (2009:267) asserts that privacy and confidentiality continue to be moral concerns. All the collected data was handled in a restricted fashion and admission to raw data was restricted. The collected information was put in safekeeping and could only be retrieved by the researcher. Nevertheless, respondents were notified that the data produced from this study would be circulated by way of a research report which excluded the private information of the

respondents. It was impressed on the respondents not to put their names or personal numbers on the questionnaire so as to ensure anonymity.

4.8.3 Informed Consent, Autonomy and Voluntary Participation

The individuals who acknowledged the invite to take part were expected to sign an informed consent form (see Appendix E). The Stedman's Concise Medical Dictionary (Stedman & Dirckx, 2001:499) characterizes informed consent as the wilful agreement provided by an individual or a capable intermediary for contribution in an investigation, inoculation programme or treatment routine subsequent to being educated of the reason, strategies, techniques, advantages and dangers. The basic decisive factors of informed consent are that the subject has both the awareness and understanding that consent is uninhibitedly provided without coercion or too much persuasion and that the privilege of pulling out whenever is openly imparted to the subject. Contribution to this investigation was on an entirely voluntary basis. The make-up of the investigation was clarified in an introductory letter that all respondents were obliged to peruse. In addition, the researcher provided the respondents with a reasonable clarification of how the questionnaire would be handed out and gathered. After that, the researcher dealt with all questions the respondents might have had pertaining to the questionnaire. The idea of informed consent personally integrates with the standard of independence.

Jooste (2009:272) affirms that the belief of independence acknowledges that human self-respect lies in the capacity to arrive at and to implement choices dependent on one's own worth and intentions. Respondents were notified that the questionnaire would take around thirty minutes to complete. Respondents were allowed to pull out from the investigation anytime, without penalties and it was clarified that respondents would not get any reimbursement or payment for partaking in the investigation.

4.8.4 Beneficence and Non-maleficence

Jooste (2009:272) states that beneficence basically signifies 'doing good'. In spite of the fact that the research activity did not result in a quick positive result, proposals created from the investigation would improve the comprehension of the reasons and solutions for resolving conflict. Better-quality conflict resolution would give rise to well-balanced working environments for police officers. This would in due course enhance work performance and service delivery.

The moral rule of non-maleficence excludes meeting with purposeful detriment and pressures (Jooste, 2009:272). The respondents were not compelled or coerced to partake in the study. In addition, they could pull out from the study whenever they wanted to without

penalties. The respondents were in addition given adequate time to finish the questionnaire in a setting that was agreeable and safe.

4.8.5 Elimination of Bias

Bias was done away with from the study by utilizing sexually impartial words, not recognizing individuals by race or ethnic group, steering clear of language that hinted at stereotypes and by not making conjectures about different age brackets.

Ultimately, for research to be acceptable and reliable, it must conform to certain standards. It is of utmost importance for researchers to abide by the appropriate code of ethics and to gain permission from the relevant University to conduct the study. Privacy, confidentiality and anonymity of respondents must be respected. Respondents' participation must be voluntary and consent must be obtained to administer the questionnaire. The research conducted must be beneficial and it is imperative that bias is eliminated from the study.

4.9 Summary

This chapter dealt with the research design and methodology, research philosophy, research strategies, the target population, the research instrument, data collection, data analysis, validity and reliability, the limitations of the study and ethical considerations. The investigation was a quantitative, non-experimental, descriptive investigation executed at a police station on 100 police officers. The questionnaire was the focal information gathering tool. Information was broken down utilizing Stratified Product and Service Solutions (SPSS). Moral standards were complied with all through the study. The following chapter examines the results of the investigation.

CHAPTER FIVE

RESULTS, DISCUSSION AND INTERPRETATION OF FINDINGS

5.1 Introduction

This chapter gives an account, investigates and discusses the empirical outcomes of the essential information gathered from the disseminated questionnaire handed out to 100 respondents from TPS between May and June 2018 (see section 4.3.2.3). Data analysis was accomplished with the assistance of a statistician (see Appendix H). A primary analysis was performed utilizing the Statistical Package for Social Science Software (SPSS) to deliver descriptive statistics with an end goal to answer the research questions and accomplish research objectives. Price (2000:3) asserts that statistics can be seen as a method of discovering orderliness and importance to turmoil. Where information existed at an ordinal level of measurement, it had effects for a selection of tests to be administered. A concise summation of the statistical tests that were carried out, will be provided, together with the reason for them and the production of the outcomes. From there on, an assessment of the research instrument and the sample will be put together, remarking on the reliability, validity, representation and generalisability. Subsequent to this essential outcomes relating specifically to responding to every one of the research questions will be given.

5.2 Research Instrument

The questionnaire contained 27 items (see Appendix A). The instrument was utilized to gather demographic data, the types and causes of conflict, the conflict resolution styles that the police officers favoured and lastly whether the conflict of the respondents was effectively settled. The information extracted from the research instrument revealed the response rate, the reliability of the data, the sample characteristics, when the conflict occurred and with whom. It also indicated the most prevalent type of conflict that exists at TPS and what the most common resolution to the conflict situation was and, how it was resolved.

5.2.1 Response Rate

The target population was the 122 police officers that are employed at TPS. However, only 100 respondents completed and returned the questionnaire (see section 4.3.2.3).

Table 5.1 Response Rate

Total population	N = 122
Sample available for research	N = 100
Total responses	104
Non-response bias	18
Usable responses	100
Unusable responses	4

Usable response rate	96%
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A perfectly representative sample as indicated by Welman et al. (2005:73) is one that precisely speaks to the populace which it was taken from. It is along these lines important to acquire as high a reaction rate as conceivable to guarantee a representative sample. Non-responses are probably going to happen. Non-respondents are unique in relation to the rest of the populace since they have declined to be associated with the research for various reasons. As a result, the respondents will not be illustrative of the overall populace and the information gathered may be one-sided. Non-response is because of four inter-related issues to be specific, refusal to respond, a prohibition from responding, failure to find respondent and finally, respondent found but not able to reach. The response rate is excellent as the response rate from the sample population was 96%.

5.2.2 Data Reduction Techniques

Data reduction is the conversion of numerical or alphabetical digital data determined empirically or experimentally into an adjusted, methodical, and streamlined. The essential idea is the decrease of innumerable measures of information down to the significant parts (Batini & Scannapieca, 2006). The raw data submitted for analysis had to be tested for normality and reliability before it could be interpreted.

5.2.2.1 Normality

Thode (2002:25) states that a normality test is an arithmetical procedure utilized to decide if a sample or any gathering of information fits a standard typical distribution. A normality test can be carried out mathematically or graphically. In statistics, normality tests are utilized to decide if a data set is well-modelled by a normal distribution and to work out the likelihood for a random variable underlying the data set to be normally distributed. All the more accurately, the tests are a form of model selection and can be construed in a few different ways, contingent on one's understanding of probability. In descriptive statistics terms, one gauges a goodness of fit of a normal model to the data. In the event that the fit is poor then the data are not well demonstrated in that regard by a typical dispersion, without making a judgment on any fundamental variable (Sosa & Villanueva, 2005).

Table 5.2 Tests for Normality

	Statistic	df	Sig.	Statistic	df	Sig.
CAUSE_1 Pressures: My job is highly stressful and demanding and this caused the conflict	0,257	100	0,000	0,781	100	0,000
CAUSE_2 Background: I have difficulty in understanding people of different cultural background and this caused the conflict	0,395	100	0,000	0,647	100	0,000
CAUSE_3 Personal values: The people I interact with at work have different personal values to mine and this caused the conflict	0,282	100	0,000	0,807	100	0,000
CAUSE_4 Resources: The environment in which I work is poorly resourced and not conducive and this caused the conflict	0,244	100	0,000	0,807	100	0,000
CAUSE_5 Goals: The people I interact with at work have different goals to mine and this caused the conflict	0,333	100	0,000	0,728	100	0,000
CAUSE_6 Perception: Rumours, hearsay and gossip create false impressions and misleading impressions and this caused the conflict	0,328	100	0,000	0,700	100	0,000
RESSTYLE_1 Avoidance: People with strong opinions make me feel uncomfortable therefore, I completely avoid conflict	0,226	100	0,000	0,827	100	0,000
RESSTYLE_2 Collaborating: Although I am a strong decision maker I also believe that one has to acknowledge other people's opinions in order to find the best solution possible	0,239	100	0,000	0,895	100	0,000
RESSTYLE_3 Accommodating: I don't mind adjusting my goals to accommodate the wishes of others as I prefer to be friends than win an argument	0,175	100	0,000	0,903	100	0,000
RESSTYLE_4 Competing: When I have a set of objectives I am relentless in obtaining the objectives and once I have made up my mind nothing can sway my decision	0,245	100	0,000	0,832	100	0,000
RESSTYLE_5 Compromising: When confronted with conflict, I feel that the best solution is to compromise and find a middle ground	0,243	100	0,000	0,865	100	0,000
SUCCESS_1 Are you satisfied that the conflict was appropriately harmoniously and satisfactory resolved?	0,237	100	0,000	0,803	100	0,000
SUCCESS_2 Should a similar incident occur in the future, would you adopt the same conflict resolution style?	0,288	100	0,000	0,793	100	0,000
SUCCESS_3 Was a third party required to resolve the conflict?	0,343	100	0,000	0,727	100	0,000
SUCCESS_4 Was the issue referred to higher authority?	0,349	100	0,000	0,721	100	0,000
SUCCESS_5 Are you aware of the various conflict resolution options offered by the Code of Conduct, disciplinary regulations, EHW, in-service training, etc.to resolve conflict?	0,296	100	0,000	0,787	100	0,000

Both the Kolmogorov-Smirnov and Shapiro-Wilk normality tests demonstrated a significance level of 0.000. This value is under .001 and is demonstrative of the data not being normally distributed and hence requiring the utilization of non-parametric correlations Spearman's Rho Test.

5.2.2.2 Reliability

Reliability has to do with the outcomes of the research and identifies with the reliability of the outcomes. In deciding if the outcomes in a research study are dependable, the question that begs to be answered is, will the confirmation and deductions endure the most rigorous analysis (Welman et al., 2005:145).

Cronbach's Alpha on N=5 items scored 0.738. this demonstrates that the scale was dependable. The item-total statistics confirmed that the items, Question Style and Success, would have a Cronbach's Alpha equal to or above 0.738 if erased. The suggestion in this way was to keep all items as none of them caused any noteworthy irregularity.

Table 5.3 Reliability Statistics

CAUSE

Reliability Statistics	
Cronbach's Alpha	N of Items
0.695	6

Section is unreliable, Cronbach's Alpha is < 0.7 ($\alpha = 0.695$, $N = 6$)

RESOLUTION STYLE

Reliability Statistics	
Cronbach's Alpha	N of Items
0.738	5

Section is reliable, Cronbach's Alpha is > 0.7 ($\alpha = 0.738$, $N = 5$)

SUCCESS OF CONFLICT RESOLUTION

Reliability Statistics	
Cronbach's Alpha	N of Items
0.906	5

Section is reliable, Cronbach's Alpha is > 0.7 ($\alpha = 0.906$, $N = 5$)

5.2.2.3 Tests of Statistical Significance

The significance level for a given theory test as expressed by Stat.yale.edu (1997) is a value for which a P-value not more than or equal to is considered statistically important. Typical P-values are 0.1, 0.05, and 0.01. These values relate to the likelihood of observing such an extreme value by chance.

Table 5.4 Kaiser-Meyer-Olkin and Bartlett's Test

Statistics HowTo (2018) states that the Kaiser-Meyer-Olkin (KMO) Test is a gauge of how suited the information is for Factor Analysis. The test assesses sampling adequacy for every variable within the model and for the entire model. The statistic is a gauge of the proportion of the extent of difference among variables that may be regular fluctuation.

CAUSE

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.745
Bartlett's Test of Sphericity	Approx. Chi-Square	103.251
	df	15
	Sig.	0.000

KMO is > 0.550, therefore, the sample size is adequate.

The sample turned out to be sufficient for factor analysis with the Kaiser-Meyer-Olkin measure scoring greater than 0.550. Bartlett's test of Sphericity, which tests the overall significance of all the correlations within the correlation matrix, was significant. ($\chi^2 (15) = 103.251, p < 0.001$) demonstrating that it was proper to utilize the factor analytic model on this set of data.

Subsequent to using Principal Component Analysis as an extraction strategy and Varimax with Kaiser Normalisation, four factors were extracted. KMO is > 0.5, therefore, the sample is adequate to perform a Factor Analysis.

Bartlett's Test of Sphericity is significant, as a result, data was not multi-collinear and was within the correlation matrix ($\chi^2 (15) = 103.251, p < 0.001$). This demonstrates covariance associations among the following variables:

60.043% of the overall variance was accounted for by the first 2 factors.

Factor 1: Work-related issues contributing to the cause of the conflict

CAUSE_1 Pressures: My job is highly stressful and demanding and this caused the conflict

CAUSE_4 Resources: The environment in which I work is poorly resourced and not conducive and this caused the conflict

CAUSE_6 Perception: Rumours, hearsay and gossip create false impressions and misleading impressions and this caused the conflict

Factor 2: Personal attributes that contribute to the cause of the conflict

This factor shows covariance relationships among the following variables:

CAUSE_2 Background: I have difficulty in understanding people of different cultural background and this caused the conflict

CAUSE_5 Goals: The people I interact with at work have different goals to mine and this caused the conflict

CAUSE_3 Personal values: The people I interact with at work have different personal values to mine and this caused the conflict.

Table 5.5 Resolution Style

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.733
Bartlett's Test of Sphericity	Approx. Chi-Square	106.211
	df	10
	Sig.	0.000

KMO is > 0.550, therefore, the sample size is adequate.

Bartlett's test of Sphericity, which tests the general significance of all the correlations within the correlation matrix, was significant. ($\chi^2 (10) = 106.211$, $p < 0.001$) showing that it was proper to utilize the factor analytic model on this set of data. 49.463% of the overall variance was accounted for by one factor.

Table 5.6 Success of Resolution

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.796
Bartlett's Test of Sphericity	Approx. Chi-Square	376.603
	df	10
	Sig.	0.000

KMO is > 0.550, therefore, the sample size is adequate.

Bartlett's test of Sphericity, which tests the overall significance of all the correlations within the correlation matrix, was significant. ($\chi^2 (6) = 40.206$, $p < 0.001$) indicating that it was appropriate to use the factor analytic model on this set of data. 73.155% of the overall variance was accounted for by one factor.

5.3 Sample Statistics

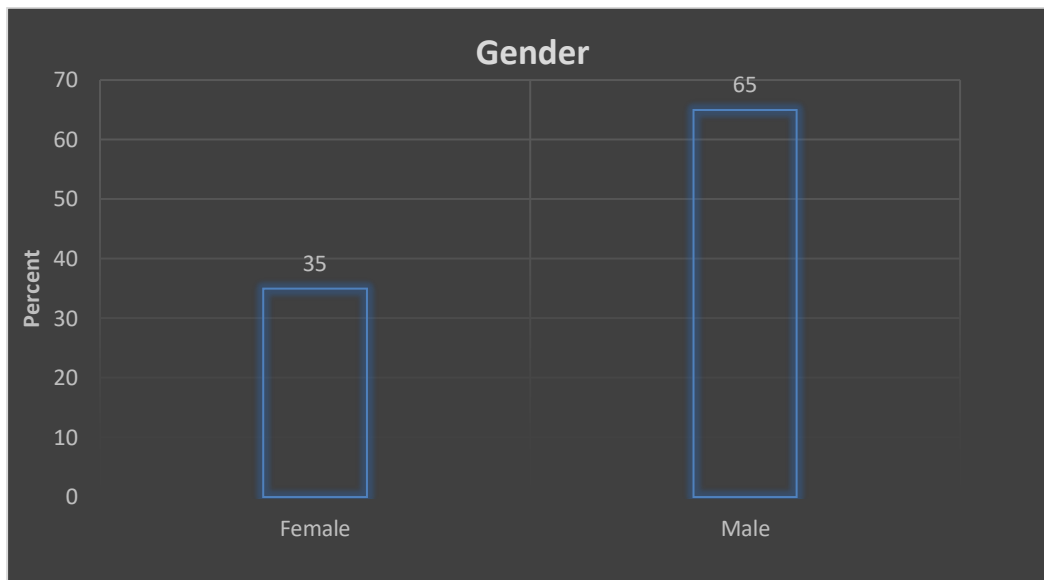
In the sphere of statistics and quantitative research methodology, a data sample is an arrangement of information gathered and/or chosen from a numerical populace by a characterized method. The sample, as a rule, speaks to a subset of reasonable proportions (Freedman, Pisani & Purves, 2009).

To draw conclusions about populations from samples, use must be made of inferential statistics, to enable the researcher to determine a population's characteristics by directly observing only a portion or sample of the population. Researchbasics.education.uconn.edu (2010) explains that a stratified sample is a smaller than usual replica of the populace. Prior

to sampling, the populace is isolated into qualities of significance for the investigation. For instance, by sex, social classification, education level, religion, and so forth., at that point, the populace is unsystematically sampled within each classification or stratum.

Characteristics pertaining to participants are shown in frequency tables and frequency bar charts.

Figure 5.1 Sample Characteristics



One hundred and four research questionnaires were distributed to 35 females and 69 males. Of the 104 questionnaires distributed, 100 were returned completed by 35 females and 65 males.

5.4 Descriptive Statistics- Section A

Descriptive statistics is the expression provided to the examination of information that depicts, demonstrates, or appears to condense information in a significant manner with the end goal that, for instance, patterns may appear from the information. They are just an approach to portray the information (Statistics.laerd.com, 2018). Section A of the questionnaire focused on the respondent's demographic data including age, sex, number of years working at the SAPS and the position in which the police officer was employed at the SAPS. The issues addressed in Section A acquired a general idea and an outline of the police officials incorporated in this investigation.

5.4.1 Respondents' age

The respondents in the study were required to provide their age at their last birthday. This would give the researcher an overview of the different age groups that exist at TPS.

Figure 5.2 Age distribution of respondents (n=100)

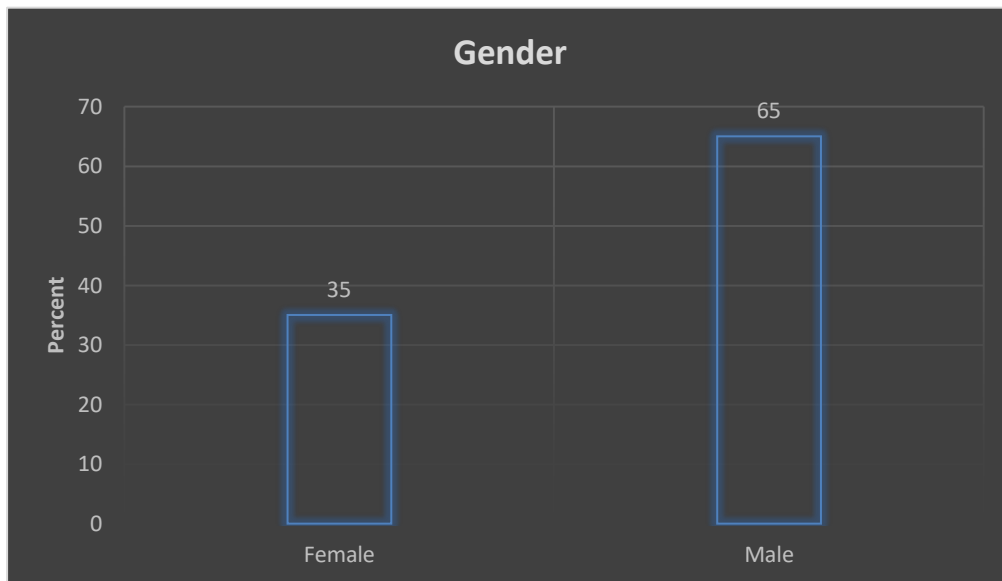


In response to the age of respondents, 1% are between 19-24 years, 5% between 25-29 years, 15% between 30-34 years, 20% between 34-39 years, 14% between 40-44 years, 29% between 45-49 years and 16% beyond the age of 50 years (n=100). Most of the respondents in this study were beyond 35 years old (79%) with the median age of the respondents being 40-49 years. Croucher et al. (2011:12) assert that an escalation in age is identified with a reduction in the propensity to compromise, an upsurge in the inclination to dictate, and no adjustment in the inclination for other conflict styles. In contrast, Altmae, Turk and Toomet (2013:52) contend that more seasoned individuals will, in general, evade conflict.

5.4.2 Respondents' Gender

The respondents in the study were required to provide their gender. This would assist the researcher in establishing how many male and female respondents took part in the study.

Figure 5.3 Gender (n=100)



The sex assessment uncovered that 35% of respondents are female and 65% male. The overwhelming distinction in the quantity of male respondents versus female respondents can be understood when visually illustrated in the bar graph. The SAPS 2017/2018 annual report indicates a total number of 193 297 personnel made up of 1220 285 males and 71012 females (Anon:2018c). Euwema et al. (2003:26) express that sexual orientation disparities in police research and taking care of law enforcement are broadly recognized and may prompt conflict. The outcomes are consistent because the law enforcement vocation is generally male-dominated.

5.4.3 Number of Years Respondents' are Employed in the SAPS

The respondents were required to stipulate their duration of employment in the SAPS. This would help the researcher establish whether there was an even spread of officers of different ages or if there was a large number of officers of a particular age group at TPS.

Figure 5.4: Number of years employed at SAPS (n=100)

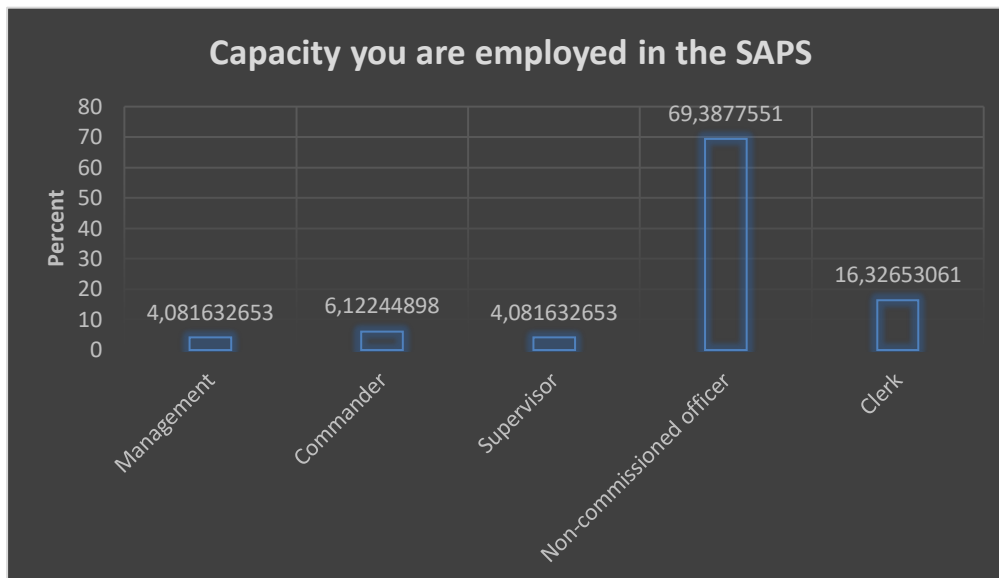


A significantly higher number of police officials, 49%, are employed at TPS for 20 years and more. 29% of respondents have 11 to 19 years of service. On the other hand, 20% of the respondents have continued service for 6 to 10 years and 2% of respondents are employed at TPS for 5 years or less. These outcomes indicate that there is a blend of new members with a smaller number of years of experience and members with substantially long periods of experience employed at TPS. This by itself is a breeding ground for conflict. The more current members could very well incorporate new appointments.

5.4.4 Capacity in Which Respondents Are Employed in The SAPS

Respondents were requested to indicate in what capacity they were employed in the SAPS. This would give an indication of which departments the respondents were from.

Figure 5.5 Capacity of Respondents (n=100)



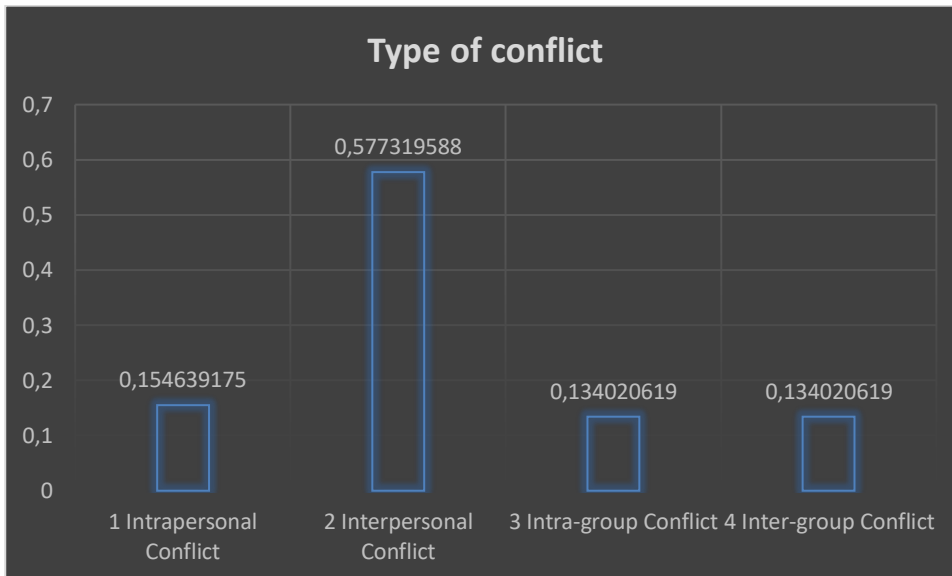
The majority of respondents, 69,4%, are employed as non-commissioned officers. This majority comprised of respondents from the CSC, crime prevention, detectives, and the visible policing support environment. The minority of 4.1% were from the management component. Commanders constitute 6.1%, supervisors 4.1%, and clerks make up 16.3%. It was advantageous for the investigation to have most of the respondents being non-commissioned officers who are confronted with continuous individual exchanges with a growing measure of civilians, the majority of whom are from a different social class. This classification will likewise require the most measure of assets and in the long run the greatest measure of supervision.

5.5 Analysis of Data from Section B

Section B of the questionnaire focused on the primary objective of the study and that was to distinguish the types of conflict at TPS. It was mandatory for respondents to answer questions in regard to their relationship with whom the conflict arose, the sexual orientation of the individual with whom the conflict arose, pressures of work that led to the conflict, an assessment of their cultural foundation in comparison to the individual with whom the conflict emerged and finally, an evaluation of their character in comparison to the person with whom the conflict arose.

Respondents were asked to specify the type of conflict they experienced in the workplace. This would provide a clear indication of what the most predominant type of conflict exists at TPS (see section 2.3).

Figure 5.6 Types of Conflict (n=100)



The most predominant type of conflict that arose at the TPS was Interpersonal conflict at 57.7% that is conflict that occurred between two or more individuals. Intrapersonal conflict contributed to 15.5% that is conflict that occurs within the individual. The intra-group conflict which is conflict that happens among individuals in a team and inter-group conflict which is conflict that occurred between different teams within the station was 13.4%.

5.5.1 When the Conflict Occurred

Respondents were asked to specify to what extent prior they had experienced a conflict situation. This would indicate how often respondents experienced conflict at TPS.

Figure 5.7 When the conflict occurred (n=100)



The majority of 24% of respondents at TPS experienced a conflict situation more than six months ago whilst 22.1% experienced conflict a month ago. Nineteen percent (19.2%) of the police officers had no conflict situation whilst 12.5% of the personal experienced conflict either 6 months or two weeks ago and 9.6% experienced conflict in the past week.

5.5.2 Association with the person with whom the conflict arose

Respondents were requested to indicate with whom the conflict situation arose. This would indicate to the researcher with whom police officials experienced the most conflict.

Table 5.7 Respondents association with the person with whom the conflict occurred (n=100)

		Responses		Percent of Cases
		N	Percent	
\$ASSOC_PERSON ^a	0 N/A	20	19.0%	20.0%
	1 Member of public	26	24.8%	26.0%
	2 Supervisor	6	5.7%	6.0%
	3 Management	21	20.0%	21.0%
	4 Co-worker	12	11.4%	12.0%
	5 Subordinate	5	4.8%	5.0%
	6 Commander	15	14.3%	15.0%
Total		105	100.0%	105.0%

The majority of the conflict, 24.8%, occurred between the SAPS and the public. This is a thought-provoking finding as police officers are mandated to serve and protect the needs of the public. However, De Klerk and Mostert (2010:4) argue that police vocation is among the most unpleasant jobs in South Africa as it is filled with hazards that expose the police to conflict with civilians. Very little regard is given to the police by the citizens they assist. Police are considered with doubt and daily attacks on the police occur by members of the communities they serve. In the event that these disagreements cannot be resolved, the conflict is likely to continue.

Conflict with management represented 20%. As soon as one takes into consideration that the conflict with management is the second highest contributor, it is a matter of concern. Conflict with commanders accounted for 14.3% of the respondent's conflict situations. Only 11.4% of conflict occurred between co-workers which is an indication that police officials at TPS generally have a good working relationship and 5.7% occurred with the supervisor. Haberfield (2013a:99) argues that the precarious police service environment as such propagates conflict. The higher musculoskeletal demands, an inadequate physical

workplace and shift work essentially anticipated the beginning of both fellow worker conflict and manager conflict.

5.5.3 Gender of the Person with Whom the Conflict Occurred

Respondents were requested to indicate the sexual orientation of the individual they had experienced the conflict with and if the conflict occurred within the TPS or with a member of the public. The response would give the researcher an idea of which gender of individuals the respondents experienced the most conflict with and where they were from.

Table 5.8 Gender of the Respondent in relation to the Gender of the Person with Whom the Conflict Occurred (n=100)

	Responses		Percent of Cases
	N	Percent	
\$GENDER ^a 0 N/A	20	19.0%	20.0%
1 The person was of the same gender and from the same department as myself	31	29.5%	31.0%
2 The person was of a different gender but from the same department as me	17	16.2%	17.0%
3 The person was of the same gender but different department to myself	6	5.7%	6.0%
4 The person was of a different gender and belonged to a different department to me	4	3.8%	4.0%
5 The person was a member of the public and of the same gender to mine	14	13.3%	14.0%
6 The person was a member of the public and of a different gender to mine	10	9.5%	10.0%
7 The persons were members of the public and of both genders to mine	3	2.9%	3.0%
Total	105	100.0%	105.0%

With regard to sexual orientation, 29.5% of the respondents indicated that the conflict emerged with an individual of a similar sex and from the same department as themselves, whilst 16.2% said that the individual was of an alternate sexual orientation yet from the same department as themselves. A further 5.7% said the individual was of a similar sex, however, a different department to themselves, whilst 3.8% said the individual was of an alternate sex and was from a different department to themselves. Of the 100 respondents, 13.3% of the personnel said that the person was a member of the public and of the same gender, whilst 9.5% said the person was a member of the public and of different gender and 2.9% said that the persons were members of the public and of both genders to themselves.

Interdepartmental conflict accounted for 45.7% of the conflict whilst conflict with people from other departments accounted for 9.5%. Whether from the same department or from another department, the tasks of police officers are often interdependent.

Tjosvold and Johnson (2004:1) state that conflict is inevitable in the police environment because of interdependent tasks. Such tasks can bring about conflict as various police officials might have diverse perspectives on the best way to accomplish a shared goal.

5.5.4 Race of the Person with whom the Conflict Occurred

Respondents were asked to give an indication of the race of the person with whom the conflict occurred. This would give an indication of whether racial issues exist at TPS and to what extent it contributed to conflict.

Table 5.9 Race of the Person (n=100)

	Responses		Percent of Cases
	N	Percent	
\$RACE ^a 0 N/A	20	18.3%	20.0%
1 The person with whom the conflict arose is the same race as mine	47	43.1%	47.0%
2 The person with whom the conflict arose is of a different race to mine	42	38.5%	42.0%
Total	109	100.0%	109.0%

Of the 100 respondents, 43.1% of them experienced conflict with persons who were of the same race as themselves, whilst 38.5% experienced conflict with persons who were of a different race to themselves.

5.5.5 Causes of Conflict

The second objective of the study focused on the causes of conflict. Respondents needed to rate their reply with respect to what they believed had acted as a cause of conflict in their work environment. The causes of conflict that were included were work pressures, diversity in cultural backgrounds, personal values, resources, goals, and perceptions.

Table 5.10 Pressures: my job is highly stressful and demanding and this caused the conflict (n=100)

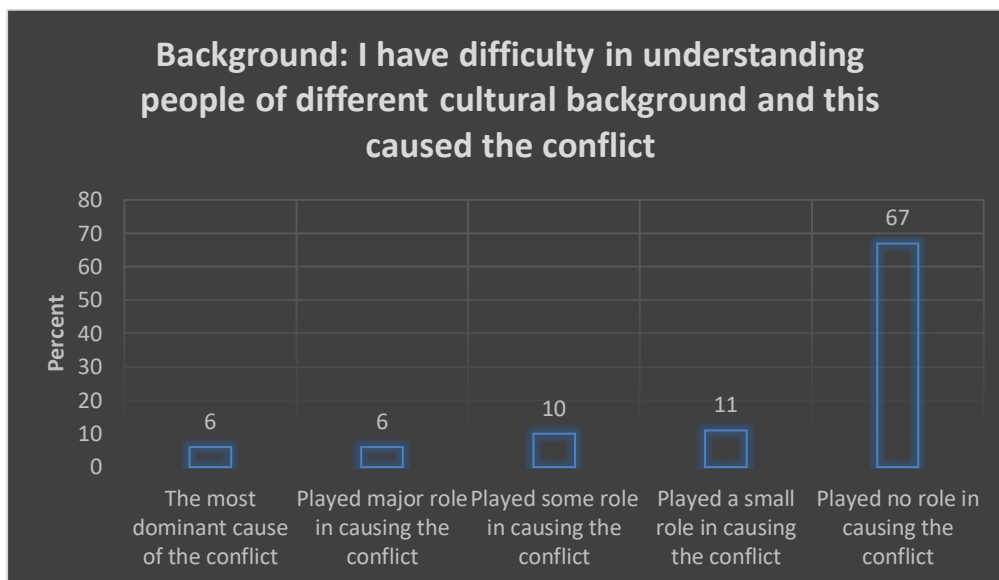
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 The most dominant cause of the conflict	31	31.0	31.0	31.0
2 Played a major role in causing the conflict	8	8.0	8.0	39.0
3 Played some role in causing the conflict	15	15.0	15.0	54.0
4 Played a small role in causing the conflict	6	6.0	6.0	60.0
5 Played no role in causing the conflict	40	40.0	40.0	100.0
Total	100	100.0	100.0	

A combined 60% of respondents emphatically concurred or concurred that high-feelings of anxiety as well as high work pressure added to conflict while 40% of respondents disagreed with this assertion. This outcome shows a relationship with the current literature. The SAPS conditions are in reality traumatic and difficult. Brown (2011:137) confirms that scarce and shared resources epitomize the SAPS. Similarly, the economic system includes stress and limited funds for SAPS for service delivery which causes conflict in the workplace.

5.5.6 Differences in Cultural Background

Respondents were requested to indicate if the reason they experienced conflict was due to the fact that they had difficulty in understanding people of different cultural backgrounds.

Figure 5.8 I have difficulty in understanding people of different cultural backgrounds and this caused the conflict (n=100)



With regard to the cultural background, 67% of respondents indicated that the individual with whom the conflict emerged was not a consequence of cultural background. The cultural background played no role in causing the conflict at all and 11% of respondents said that cultural background played a small role in causing the conflict. A cumulative 12% of respondents said that it played either a major or dominant role in causing the conflict. This is indicative that the cultural background is not a noteworthy contributor in causing conflict at the TPS.

5.5.7 Personal Values

It was required of respondents to specify if the people they interact with at work had different personal values to theirs which contributed to the conflict.

Table 5.11 The people I interact with at work have different personal values to mine and this caused the conflict (n=100)

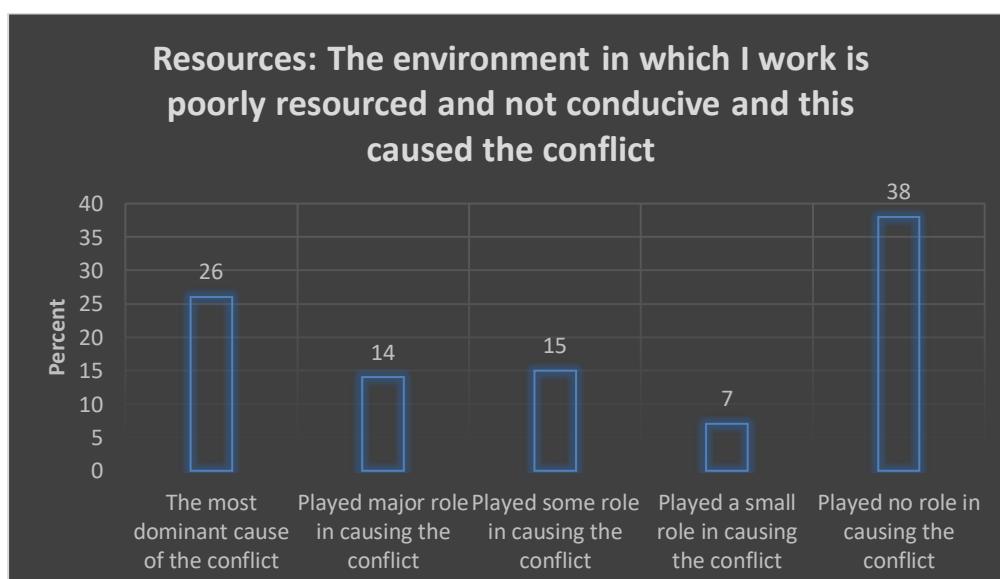
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 The most dominant cause of the conflict	5	5.0	5.0	5.0
	2 Played major role in causing the conflict	13	13.0	13.0	18.0
	3 Played some role in causing the conflict	19	19.0	19.0	37.0
	4 Played a small role in causing the conflict	16	16.0	16.0	53.0
	5 Played no role in causing the conflict	47	47.0	47.0	100.0
	Total	100	100.0	100.0	

In relation to personality, 53% of the respondents said that personality played a role in causing the conflict. In contrast, 47% of respondents stated that personality played no role in causing the conflict. A mere 6% discrepancy between personality causing conflict and personality not causing conflict. Similarly, Rahim (2011:2) explains that interpersonal conflict happens between two people owing to the fact that individuals are dissimilar to each other. Individuals have diverse characters, preferences and views that give rise to conflict.

5.5.8 Resources and Working Environment

Respondents were requested to indicate whether a poorly resourced working environment was not conducive and that this is what caused the conflict.

Figure 5.9 Resources (n=100)

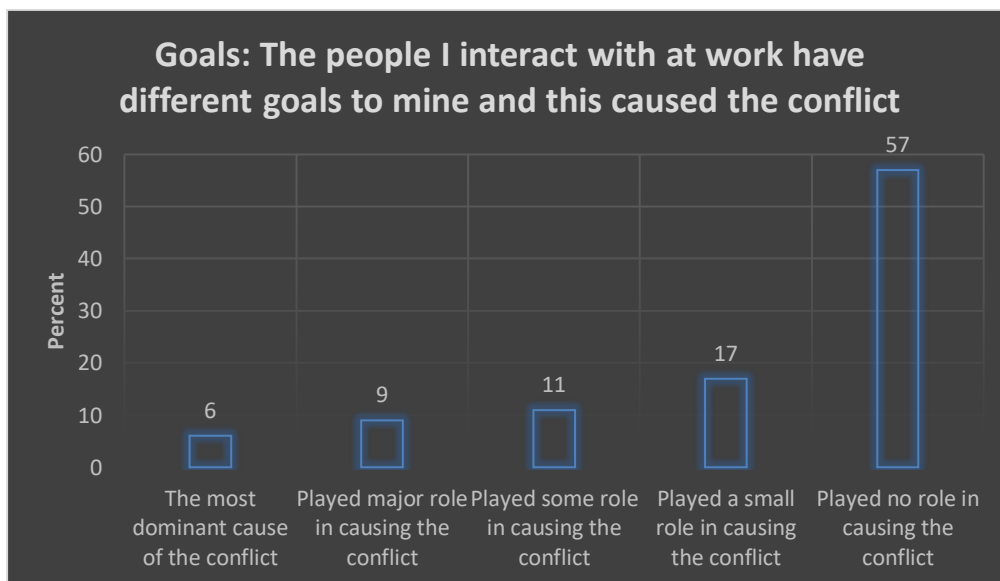


In relation to the adequacy of resources, 26% of respondents stated that this was a dominant cause of the conflict while 14% indicated that it played a major role. Fifteen percent (15%) stated that it played some role whilst 7% stated it assumed a small role in bringing about the conflict. A total of 62% of respondents concurred that the environment in which they work is poorly resourced and not conducive. Thirty-eight percent (38%) of the respondents stated that the lack of resources and the environment did not play any role in causing the conflict. Similarly, Bellafiore (2007:3) concurs that conflict emerges when parties differ about the allocation of material representative assets.

5.5.9 Differing Goals

Respondents were requested to indicate if the reason they experienced conflict in the workplace was that the individuals they interact with at work have dissimilar objectives to them.

Figure 5.10 Goals: the people I interact with at work have different goals to mine and this caused the conflict (n=100)

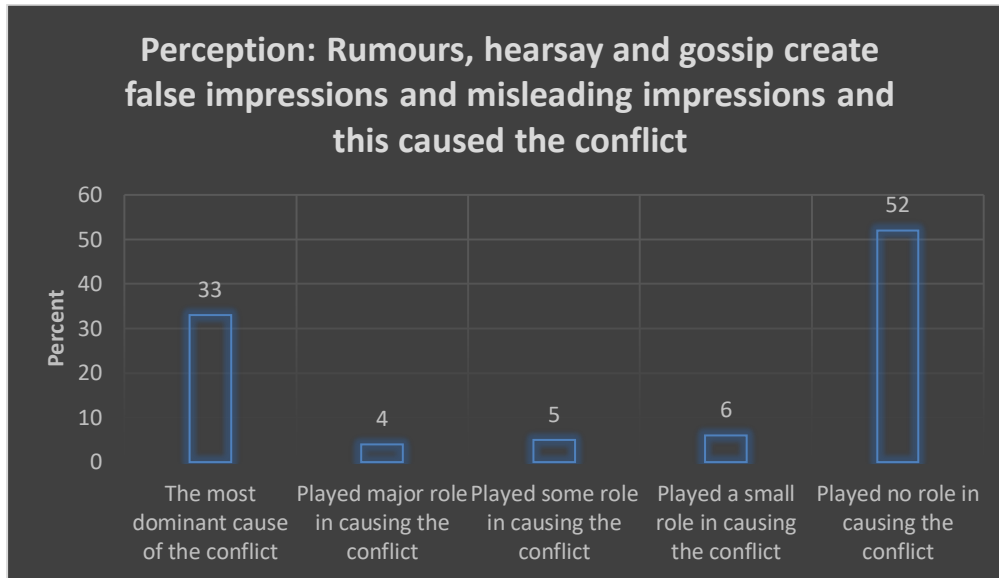


Forty-three percent (43%) concurred that the different goals of the people they work with were part of what caused the conflict. This contributed to the conflict in the work environment. However, 57% of the respondents disagreed that differing goals played a role in causing conflict in the work environment. Similarly, Smit and Cronje (2002:28) agree that conflict is the association of independent individuals who see the resistance of objectives and who see the other party as conceivably meddling with the relationship of objectives.

5.5.10 Rumours, Hearsay and Gossip

The researcher requested respondents to indicate if hearsay, gossip and rumours were the cause of their conflict situation.

Figure 5.11 Perception: Rumours, hearsay and gossip create false impressions and misleading impressions and this caused the conflict (n=100)



Thirty-three percent (33%) of the respondents indicated that rumours, hearsay and gossip were the most dominant cause of conflict in the workplace. Four percent (4%) stated that it played a major role whilst 5% felt that it played some role and 6% feel that it contributed a small part in causing conflict within the workplace. A total of 48% of respondents agreed that rumours, hearsay and gossip were a cause for conflict which is alarming. Fifty-two percent (52%) of the respondents believed that rumours, hearsay and gossip played no role in causing conflict.

5.6 Analysis of Data from Section C

Section C of the questionnaire dealt with the third objective, recognizing the conflict resolution styles of police officials at TPS. Five explanations were given to respondents in reference to their conceivable reaction when faced with a conflict circumstance, namely, avoiding, collaborating, accommodating, competing and compromising. This involved the respondents choosing a statement that best describes which resolution style they used when they were faced with a conflict.

Conflict styles represent the choices one makes when resolving the conflict. The Thomas-Kilman Conflict Resolution Model was used in this study. The five resolution styles from this model are avoiding, accommodating, competing, compromising and collaborating.

5.6.1 Avoidance Conflict Resolution Style

Respondents were requested to indicate if they preferred the avoidance resolution style in which they felt that people with strong opinions made them feel uncomfortable and this was the reason they avoided conflict.

Table 5.12 Avoidance: People with strong opinions make me feel uncomfortable, therefore, I completely avoid conflict (n=100)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0 N/A	7	7.0	7.0	7.0
1 The resolution style I used in handling the conflict	25	25.0	25.0	32.0
2 The resolution style that would also have resolved the conflict	10	10.0	10.0	42.0
3 None of these resolution styles would have been useful in the conflict situation	9	9.0	9.0	51.0
4 The resolution style that would somewhat have resolved the conflict situation	12	12.0	12.0	63.0
5 The resolution style that would not have been applicable at all to resolve the conflict	37	37.0	37.0	100.0
Total	100	100.0	100.0	

A majority of 37% of the respondents stated that avoidance conflict resolution style would not have been applicable at all to resolve the conflict and in contrast to this, 25% of the respondents stated that they resorted to avoidance resolution style to resolve the conflict. A mere 12% of respondents stated that avoidance conflict resolution style would somewhat resolve the conflict situation.

5.6.2 Collaborating Conflict Resolution Style

Respondents were requested to indicate whether the collaborating conflict resolution style was their preferred style of conflict resolution as it presented a win-win situation. This would give an indication of whether the police officers at TPS were willing to compromise to reach an amicable solution that was acceptable to all concerned.

Table 5.13 Collaborating: Although I am a strong decision-maker I also believe that one has to acknowledge other people’s opinions in order to find the best solution possible (n=100)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0 N/A	7	7.0	7.0	7.0
1 The resolution style I used in handling the conflict	28	28.0	28.0	35.0
2 The resolution style that would also have resolved the conflict	32	32.0	32.0	67.0
3 None of these resolution styles would have been useful in the conflict situation	8	8.0	8.0	75.0
4 The resolution style that would somewhat have resolved the conflict situation	16	16.0	16.0	91.0
5 The resolution style that would not have been applicable at all to resolve the conflict	9	9.0	9.0	100.0
Total	100	100.0	100.0	

The majority of 60% of respondents identified with the collaborating style of conflict resolution while a minority of 8% of respondents stated that none of these resolution styles would be useful to sort out the conflict circumstance. A minority of 7% of the respondents stated that the collaborating resolution style was not applicable to resolve the conflict while 16% of respondents stated that the collaborating resolution style would somewhat have resolved the conflict situation. Nine percent (9%) of respondents stated that this style would not have been suitable to resolve the conflict situation. Tatum and Eberlin (2008:300) and Booyens (2009:195) draw attention to the fact that this outcome is exceptionally reassuring because the collaborating style of conflict resolution enjoys a win-win benefit. This is particularly significant within the law enforcement environment as mutual satisfaction is achieved by both civilians and police officers. It brings to light the dedication of police officers at TPS to constructively resolve the conflict.

5.6.3 Accommodating Conflict Resolution Style

Respondents were requested to indicate if they would adjust their goals in a conflict situation to conform to the requirement of the person they were in conflict with.

Table 5.14 Accommodating: I don't mind adjusting my goals to accommodate the wishes of others as I prefer to be friends than win an argument (n=100)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0 N/A	7	7.0	7.0	7.0
1 The resolution style I used in handling the conflict	22	22.0	22.0	29.0
2 The resolution style that would also have resolved the conflict	16	16.0	16.0	45.0
3 None of these resolution styles would have been useful in the conflict situation	15	15.0	15.0	60.0
4 The resolution style that would somewhat have resolved the conflict situation	21	21.0	21.0	81.0
5 The resolution style that would not have been applicable at all to resolve the conflict	19	19.0	19.0	100.0
Total	100	100.0	100.0	

The majority of 34% of respondents stated that this style was not very useful or applicable in solving a conflict situation. Only 22% of the respondents stated that they would use this style to resolve conflict whilst 16% of the respondents felt that this style would also have assisted in resolving the conflict situation.

5.6.4 Competing Conflict Resolution Style

Respondents were requested to indicate whether they preferred the competing conflict resolution style when resolving a conflict situation. It was important to establish if respondents put their needs before the requirements of the citizens that the police are mandated to protect and serve.

Table 5.15 Competing: When I have a set of objectives I am relentless in obtaining the objectives and once I have made up my mind nothing can sway my decision (n=100)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0 N/A	7	7.0	7.0	7.0
1 The resolution style I used in handling the conflict	9	9.0	9.0	16.0
2 The resolution style that would also have resolved the conflict	11	11.0	11.0	27.0
3 None of these resolution styles would have been useful in the conflict situation	19	19.0	19.0	46.0
4 The resolution style that would somewhat have resolved the conflict situation	12	12.0	12.0	58.0
5 The resolution style that would not have been applicable at all to resolve the conflict	42	42.0	42.0	100.0
Total	100	100.0	100.0	

A minority of 20% of respondents concurred with the explanation that when they have goals that need to be achieved, they will pursue those goals tirelessly until the goals are achieved and once they are focused on those goals, not anything would influence their choice. Brown (2011:320) clarifies that the competing conflict resolution style involves a greater interest for one's self and little interest for other people. For that reason, the competing style endeavours to achieve individual goals and regularly disregards the interests of other individuals, thereby driving a win-lose circumstance. If the competing style appeared as the most popular conflict resolution style among police officers at TPS, then this would have been an issue of great contention. A substantial amount of respondents, 73%, differed that once they had set their minds on something, not anything could alter their choice.

5.6.5 Compromising Conflict Resolution Style

Respondents were requested to indicate if they preferred the compromising resolution style to conflict. It was interesting to establish if this was a preferred style. Although it may be a viable option it means that everyone gives up something and nobody wins.

Table 5.16 Compromising: When confronted with conflict, I feel that the best solution is to compromise and find a middle ground (n=100)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 N/A	7	7.0	7.0	7.0
	1 The resolution style I used in handling the conflict	39	39.0	39.0	46.0
	2 The resolution style that would also have resolved the conflict	19	19.0	19.0	65.0
	3 None of these resolution styles would have been useful in the conflict situation	8	8.0	8.0	73.0
	4 The resolution style that would somewhat have resolved the conflict situation	18	18.0	18.0	91.0
	5 The resolution style that would not have been applicable at all to resolve the conflict	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

A majority of 76% of respondents concurred that compromising and finding a middle ground was a reasonable manner to address conflict while 17% of the respondents differed that compromising was an appropriate alternative. Marshall and Robson (2013:7) contend that while compromise is portrayed by numerous individuals as a reasonable alternative to conflict circumstances, compromise ought to be kept away from as far as possible as individuals will in general regularly push compromise as a means for everybody to gain

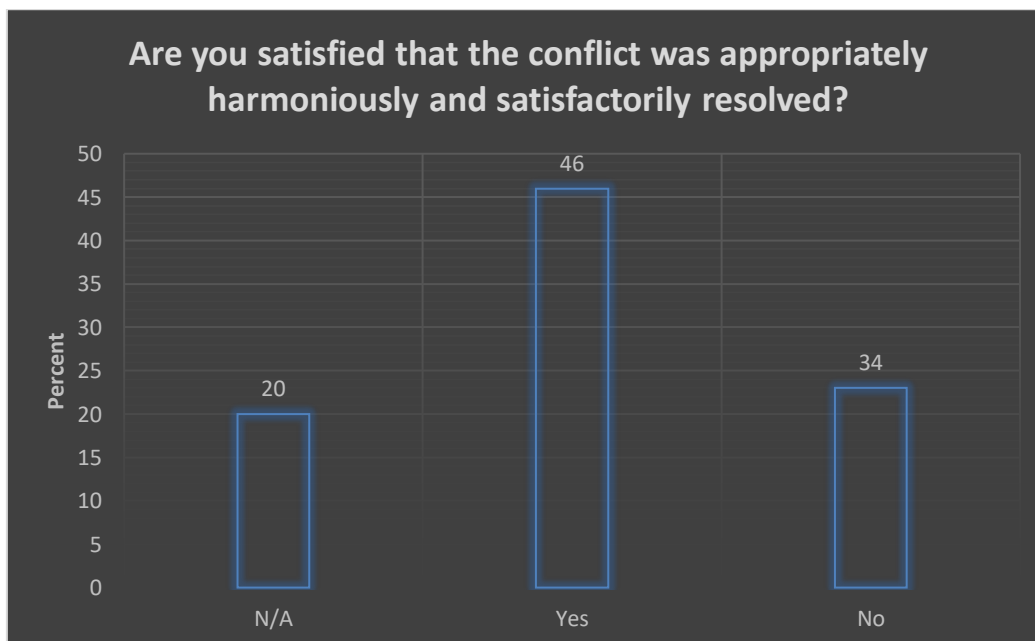
something from a particular circumstance. Nonetheless, actually, it implies that everybody surrenders something and everybody suffers defeat.

5.7 Analysis of Data from Section D

Segment D of the questionnaire analysed the accomplishment of the conflict resolution styles of police officers. Respondents were given 5 questions regarding the result of their conflict circumstance. Firstly, if the conflict was settled in an acceptable way. Secondly, if respondents would embrace a similar style of conflict resolution later on. Thirdly, was a neutral individual utilized to arbitrate in the conflict circumstance. Fourthly, was the conflict situation passed on to a higher authority and finally whether the respondents are aware of the various conflict resolution options offered by the SAPS to resolve conflict. The respondents were required to provide a yes or no answer.

Respondents were requested to indicate if the conflict they had experienced was appropriately, harmoniously and satisfactorily resolved. This would give an indication of whether the conflict resolution styles adopted by the mediator was indeed effective in resolving the conflict situation.

Figure 5.12 Satisfactory Resolution of Conflict (n=100)

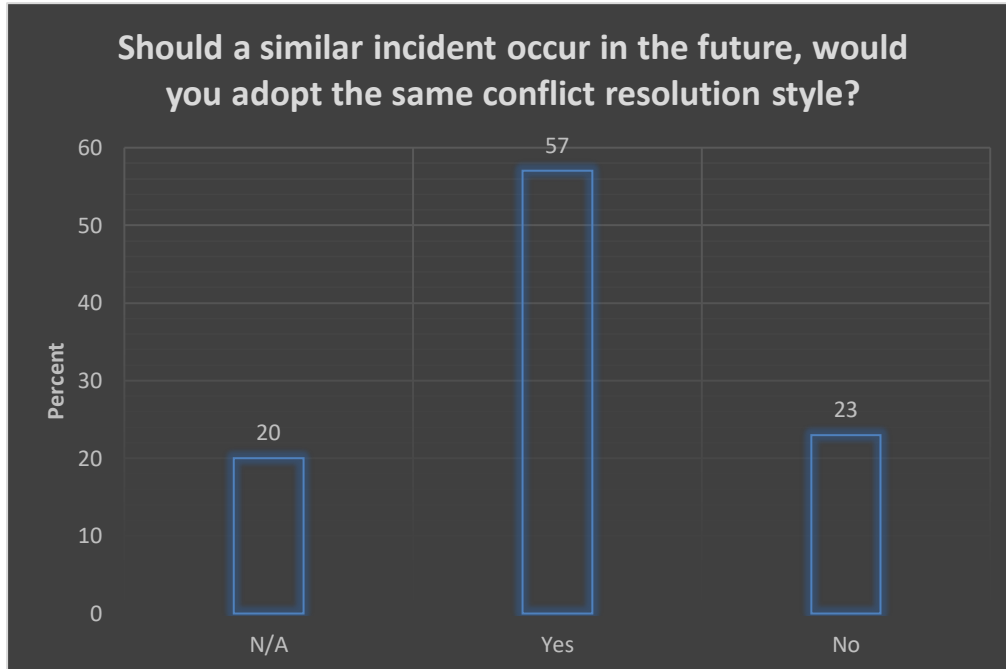


The graph aptly depicts that 46% of respondents indicated that their conflict was appropriately, harmoniously and satisfactorily resolved, while 34% felt that their conflict was not adequately resolved. This is a significant amount and cause for concern as a dissatisfied police officer is an unproductive individual which could contribute to poor performance and a negative image of the TPS. Of the total respondents, 20% of the respondents had not experienced a conflict situation.

5.7.1 Adoption of the Same Conflict Resolution Style

Respondents were requested to indicate if they would use the same resolution style to resolve the conflict situation that they had experienced.

Figure 5.13 Adoption of Same Conflict Resolution Style (n=100)

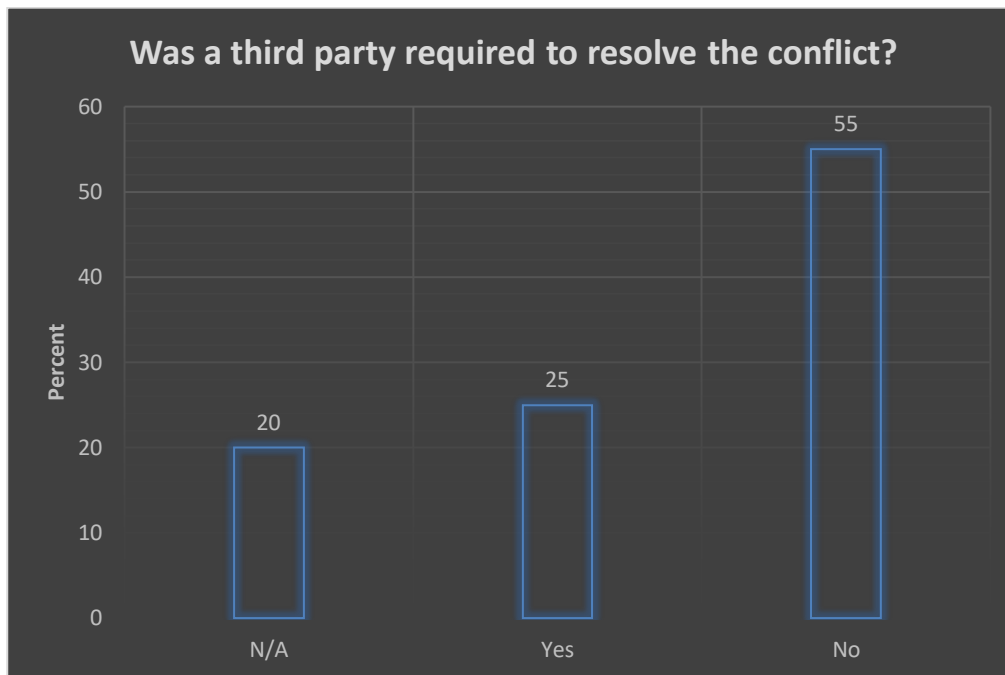


In relation to whether or not police officers would assume the same conflict resolution style again should a comparative occurrence happen later, 57% of respondents indicated they used this resolution style and 23% expressed that they would not embrace a similar resolution style. It was very promising to note considering that the greater part of 80% of respondents favoured the collaborating conflict resolution style, as it has the benefit of a win-win result.

5.7.2 Use of a Third Party

Respondents were requested to indicate if an outsider was engaged to resolve the conflict circumstance. The use of a third party is very significant in conflict resolution as that person is neutral and will listen to both sides and act impartially.

Figure 5.14 Was a Third Party Required to Resolve the Conflict (n=100)



Only 25% of respondents used an intermediary to assist in settling their conflict however 55% of respondents did not utilize an intermediary. This may be the explanation as to why most of the respondents felt that their conflict was unsuitably settled, regardless of them embracing the collaborative style of conflict resolution which commonly delivers a win-win outcome. The advantages of consulting an intermediary are emphasized in the literature. Brown (2011:322) attests that third-party consultation has the advantage of guaranteeing shared inspiration, accomplishing an equalization in situational power, co-ordinating confrontation endeavours, creating receptiveness in interaction and keeping up a suitable dimension of pressure.

There is a significant difference in whether a third party was required to resolve the conflict between males and females ($U = 855.000, p = 0.023$)

Table 5.17 Was a Third Party Required to Resolve the Conflict? Gender Cross-tabulation (n=100)

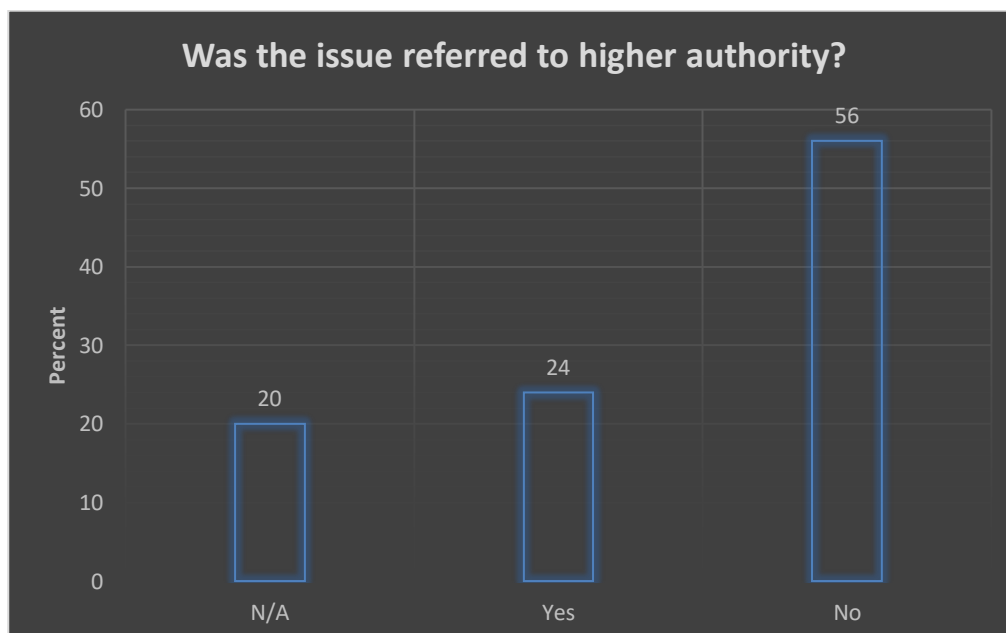
SUCCESS_3 Was a third party required to resolve the conflict?		Gender		Total
		1 Female	2 Male	
	0 N/A	12	8	20
	1 The resolution style I used in handling the conflict	8	17	25
	2 The resolution style that would also have resolved the conflict	15	40	55
Total		35	65	100

This table depicts that eight female officials used a third party to resolve conflict and 17 male officials used a third party in handling the conflict. Fifteen (15) females did not engage an intermediary in order to resolve the conflict while 40 males did not consider an intermediary as a means to resolve the conflict. This is most interesting as only eight of the 35 females opted for third-party intervention to resolve the conflict whilst 17 of the 65 males opted to utilize a third party. This could be an indication that females are better at dealing with conflict than males at the TPS.

5.7.3 Referral to a Higher Authority

Respondents were requested to indicate if their conflict issue was referred to a higher authority. It is important for conflict to be effectively resolved as this will create a more conducive working environment for police officials at TPS.

Figure 5.15 Was the Issue Referred to a Higher Authority (n=100)



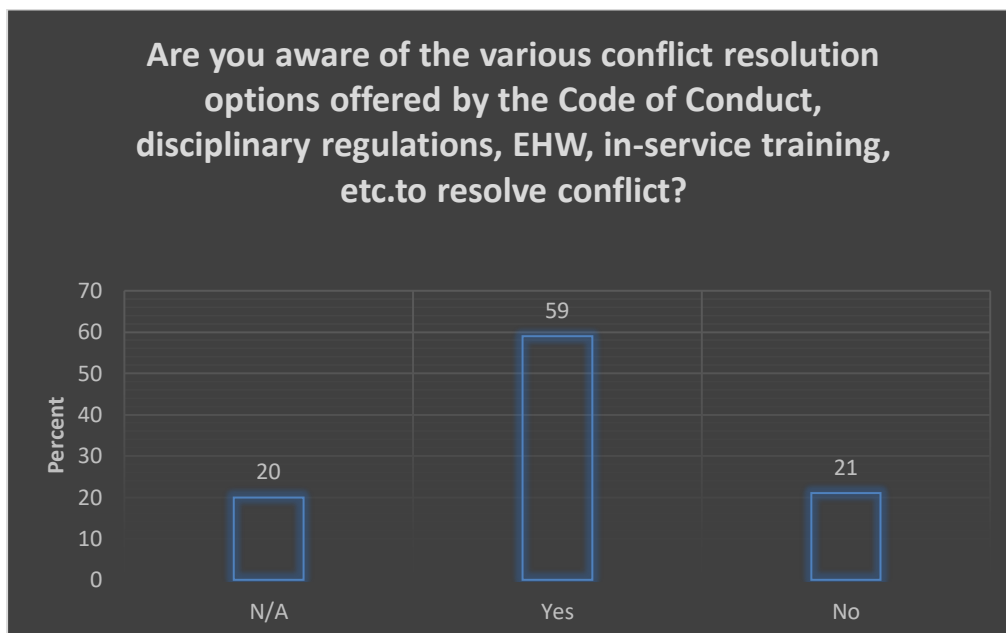
There is a significant difference pertaining to whether the conflict situation was brought to the attention of a higher authority between males and females ($U = 843.500, p = 0.018$).

The dominant part of 56% of conflict circumstances were not referred to a higher authority regardless of being unsettled. Just 24% of the conflict was brought to the attention of a higher authority. The results bring to light an inconsistent method of handling conflict at TPS.

5.7.4 Awareness of the various conflict resolution options

It was asked of respondents to give an indication of their awareness of the different avenues that they could pursue in order to resolve their conflict situation. It was important to establish if officials at TPS were aware that there are policies and legislation in place to assist with conflict resolution.

Figure 5.16 Are you aware of the various conflict resolution options offered by the Code of Conduct, disciplinary regulations, EHW, in-service training, etc.to resolve conflict? (n=100)



The majority of 59% of respondents are aware of resolution options offered by the Code of Conduct, disciplinary regulations, EHW, in-service training, etc. to resolve conflict whilst 21% indicated that they had no knowledge of this. However, there is a noteworthy disparity in awareness of the various conflict resolution options offered between males and females ($U = 846.000, p = 0.017$).

Table 5.18 Are you aware of the various conflict resolution options offered by the Code of Conduct, disciplinary regulations, EHW, in-service training, etc.to resolve conflict? Gender Crosstabulation (n=100)

		Gender 1 Female	Gender 2 Male	Total
SUCCESS_5 Are you aware of the various conflict resolution options offered by the Code of Conduct, disciplinary regulations, EHW, in-service training, etc.to resolve conflict?	0 N/A	12	8	20
	1 The resolution style I used in handling the conflict	18	41	59
	2 The resolution style that would also have resolved the conflict	5	16	21
Total		35	65	100

Eighteen (18) of the 35 females are aware of the various conflict resolution options whilst 41 of the 65 males indicated their awareness of the various options available to resolve the conflict.

5.8 Summary

This section centred around the examination and understanding of the information gathered by means of the research instrument. The different kinds and reasons for conflict, the conflict resolution styles that the police officers favoured and lastly, the achievement of conflict resolution was investigated.

What emerged was that the collaborating style was the most prevalent method of resolving conflict among the respondents at TPS. It was a very promising outcome for future development. The second most popular resolution style to the collaborating style was the compromising style of conflict resolution. Once more, as opposed to the literature, the avoiding and accommodating styles were the least favoured styles embraced police officers at TPS whereas the greater part of respondents remains impartial when examined regarding the competing style of conflict resolution.

The results uncovered that in addition to the fact that conflict is common at TPS, a substantial amount of conflict continued unsettled. The potential explanation behind this could be that the bulk of the respondents did not involve an intermediary to help them to find a solution to their conflict situation, neither was a greater part of conflict cascaded to a higher authority. However, despite the majority of conflict circumstances remaining unresolved, the majority of respondents pointed out that they would embrace a similar manner of resolving conflict again if confronted with conflict later on. The next section will summarise the dissertation, present recommendations, and conclude the study.

CHAPTER SIX

SUMMARY, RECOMMENDATIONS AND CONCLUSION

6.1 Introduction

This chapter will deliver a summary of the dissertation by providing a brief overview of what appeared in each chapter. In addition, recommendations will be made on how to improve conflict at the TPS and, the general conclusions from the examination will be emphasized.

6.2 Summary

Chapter one outlined the circumstances relating to the problem, followed by the problem statement. After that, the aim of the study, objectives, research questions, significance, and format of the study were clarified.

Chapter two included a wide-ranging literature review comprising of appropriate and present-day literature in regards to the numerous aspects of conflict. A preliminary review was formulated to define conflict, types of conflict, causes of conflict, conflict resolution styles, the consequences of conflict and conflict in the police environment. The Thomas-Kilmann Model was used in this study.

Chapter three related to regulations and policies in the SAPS. This chapter explored the policies and legislative framework for dealing with conflict in the SAPS and how the SAPS is governed by this, the Constitution of South Africa, 1996, the National Development Plan and how this impacts on the SAPS. Batho Pele Principles and its role in the SAPS. The Code of Conduct was explored to establish its role in dealing with conflict in the SAPS. The various avenues of dealing with conflict in the SAPS were also discussed such as training, disciplinary regulations and EHW.

Chapter four explored the rationale for research methodology, the research design, research philosophy and research strategies. The research design and approach explained the type of design used in this research, the sample size and sampling methods. The research instrument described the type of survey that was used in the study. A pilot study was carried out to recognize the flaws and gaps which were corrected prior to the commencement of the actual data collection for the study. The data was analyzed for its validity and reliability. Ethical consideration was taken into account to ensure that permission was granted to conduct the study and that privacy, confidentiality and anonymity were maintained. Chapter four also defined the target population and sampling strategy. In addition, the research instrument, data analysis, validity and reliability were introduced and the limitations of the study were also discussed. Of incredible significance, chapter four encapsulated the ethical considerations of the study namely, permission to conduct the study, informed consent, confidentiality and anonymity.

Chapter five presented the outcomes of the study through information gathered from the circulated questionnaires handed out to 100 respondents at TPS. A primary analysis was conducted using Statistical Package for Social Science Software (SPSS) to produce descriptive statistics in an effort to answer the research questions and achieve research objectives. Data Analysis was done with the aid of a statistician. This was followed by an interpretation and discussion of the findings.

6.3 Recommendations

The fifth objective of the study was to put together suggestions to enhance the resolution of conflict at TPS. As talked about before, the unsolved conflict could have a devastating impact in a law enforcement environment and a coordinated endeavour needs to be made to enthusiastically address the disturbing amount of unsolved conflict at TPS.

6.3.1 Developing and Reinforcing Operational Relations

In order to promote communication and reinforce working relationships, unofficial avenues, for instance, social and recreational sporting events and team building programs are efficient methods of achieving this. Assigning the preparation of an introductory program to the more seasoned members with the purpose of familiarising the members who are new to the job, would build a shared respect and prevent apprehension and conflict. Team building programs might give management and personnel an opportunity to interact more effectively. Furthermore, team building programs will improve the appreciation of various social class circumstances and diverse identity types and in so doing encourage a philosophy of patience and tolerance, avoiding conflict of this kind. Team building programs will encourage a feeling of solidarity and harmony and by so doing, bring into line the individual objectives and principles of the police officers pertaining to service delivery to the community. Lastly, team building programs will urge police officers to associate with one another and figure out how to share information which will ultimately lead to a decline in hearsay, rumours and gossip.

6.3.2 Culture and Reverence for One Another

The proposals made by respondents indicate that worker rights are not being recognized. Employees' rights have to be recognized and conflict resolution ought never to be directed at fulfilling the needs of the community to the detriment of the police officer. Everyone's apprehensions ought to be thought through with the same carefulness. On the off chance that commanders cannot stay impartial amid conflict resolution, an external intermediary should be incorporated into the procedure. The association between commanders and police officers needs to be addressed with immediate effect. Yet again, external intermediaries could offer a practical solution which acts as an impartial buffer concerning management and

employees. The human resource manager could fill this need as an important short-term measure. Captains and commanders should be proactive and support the employees.

6.3.3 Establish a Sense of Partiality for Hearsay, Rumours and Gossip

Station management must be obliged to assume a zero-tolerance strategy on hearsay, rumours and gossip. Unverified allegations ought never to be accommodated. This will make evident to the employees the importance of transparency and openness which in addition is also one of the Batho Pele Principles. Here once more, the persuasive influence of management is necessary to drive the message that all police officers have to concentrate on the general objective and that is providing quality service delivery.

6.3.4 Empowerment of Employees Through Training on Conflict Resolution Skills

Give power to employees by providing them with critical thinking and basic leadership aptitudes. In this way, as an aspect of the team building program for the day, a conflict resolution skills workshop can be featured as part of the program. Undoubtedly, if presented in an informal and laidback fashion the imperative ability of conflict resolution will be acknowledged and accepted more willingly. Respondents indicated an enthusiasm for workshops and training on the subject of conflict resolution to be done. Organizations must pledge resources to prepare all employees in rudimentary conflict resolution and relational skills. This preparation must incorporate chances for role play and group exercises that give employees practice in managing problematic circumstances. With regard to training, respondents additionally showed an enthusiasm for training in regard to adapting to pressure and successful communication. The two parts of adapting to pressure and unsuccessful communication appeared as bases of conflict at TPS.

6.3.5 Improve and Convey Clear Official Protocols and Procedures

With the end goal to reduce conceivable conflict in regard to who does what and when, protocols and procedures should be formalized and distinctly disclosed to all employees. Once task assignment is unambiguous and valued, it facilitates for easy task assimilation, in that way preventing potential conflict.

6.3.6 Enhancement of Human Resources

A focused attempt should be made to build up human resources and general resources as this diminishes the possibility for conflict. On the other hand, it is recognized that this is easier said than done in view of the constant brain drain and bureaucracy encompassing the filling of government posts. Respondents it would seem requested for more experienced employees, more supervision and reasonable dissemination of work. As a short-term solution, it is fervently suggested that captains and commanders amend their duty lists to make certain that there is a reasonable blend of skilled and junior staff. The objective would

be to guarantee that less experienced employees be given the guidance they need, while senior employees do not become overwhelmed. In due course, if the less experienced police officers obtain sufficient supervision and training at the beginning, it would unavoidably lessen work pressure as more skilled employees would be accessible to share the outstanding tasks at hand. Particular consideration and thought must be given to the drawing together of the shift work schedule. Staff should be provided with a calendar with all leave requests which should be displayed at a central point for them to write their requests on. This will smooth the progress of agreement, negotiation and co-operation between police officials in an effort to oblige each individual's need.

6.3.7 Enhance Communication from Management

It was unmistakably reiterated by the respondents that management should be more participative and intuitive by communicating and delegating successfully, demonstrating no bias and being straightforward. This can be accomplished by utilizing internal communication portals such as, notice boards to indicate the concerns that are dominant. Furthermore, proposals on the manner in which employees can play a part in suggesting and carrying out solutions to issues they might encounter can be successfully conveyed. Successful communication calls for time and effort with a steadfastness to honesty, receptiveness and two-way interaction.

6.3.8 Improve Resource Management

Resource management as underlined by Jooste (2009:350) is indispensable to any organization and ought to be effectively utilized. It is vital for Items that are used up quickly to be restocked in good time. To address this issue in the short term, the procurement section should be given in-service training on the procedure for requisitioning necessities in a well-timed and well-organized way. As a long-term measure, a comprehensive review of the department and the physical and organizational structure should be followed through. Resources that are needed must be scheduled in terms of necessity and obtained. It must be recognized that a lack of resources exists and must be conveyed to police officers so that they will comprehend that an issue exists, which requires their understanding and assistance. This will help in calming their irritation and alleviate conflict.

6.3.9 Appropriate Conflict Management Practice to be Established

Referring unsettled conflict to a higher authority and advocating for third-party mediation will accomplish an enhanced result for conflict resolution later on and consequently ought to be suggested. A good number of police officers propose that an external, unbiased third party ought to be incorporated in conflict resolution. Respondents also suggested that the mediator be someone who is indifferent during conflict resolution, pay attention to all sides of

the issue and has background knowledge of all the individuals involved. A third party is most suited to effectively oblige every one of these requirements.

6.3.10 Spheres for Further Research

There is ample possibility for future research pertaining to this sphere of investigation. All organizations experience some sort of conflict. And so, this study can be conducted in any organization to ascertain if their approaches to conflict resolution are successful.

Future research ought to look at effective handling of conflict for an assortment of occupations and affirm the generalisability of these outcomes to a more extensive range of occupational groups across a number of organizations. Moreover, further research ought to develop into assessing the expense of conflict, more particularly, unsettled conflict.

6.4 Conclusion

The aim of the study was to evaluate the conflict resolution styles adopted by police officers at TPS. In an effort to accomplish this aim, the study objectives looked at the types and causes of conflict, the conflict resolution styles embraced by police officers and the realization of resolving conflict effectively at the TPS. The researcher found that in addition to the fact that conflict definitely exists, an extensive number of conflict circumstances at TPS continue unsettled. This is regardless of the fact that the greater part of respondents favoured the more popularly suggested collaborative manner to resolving conflict, emphasizing that conflict resolution is an extensive problem. The accomplishment of which is not decided on by any single variable. The indisputable reality is that unsettled conflict has extremely harmful influences on police officers, people in general and the institution as a whole. Aggravating difficulties are that a portion of the reasons for conflict is, for instance, mounting workload, inadequate resources and rumours which are intrinsic qualities of our law enforcement system and unavoidable. Therefore, if conflict cannot be totally avoided, it should be proficiently and fittingly managed to reduce its negative effect. As a result, tangible and viable conflict resolution policies are to a large extent crucial.

The pervasiveness and subtleties of conflict and conflict resolution offer considerable latitude for additional research. Apart from a defective conflict resolution strategy, an absence of third-party mediation and the inability to refer the unsettled conflict to a higher authority, further motives for unsettled conflict at TPS and other police stations, ought to be investigated to a greater extent. In order to achieve this, the study ought to be expanded to include other police stations as well. A comparative study could possibly be done between police stations in the adjacent areas to look at whether relationships occur with respect to the types, causes and favoured styles of conflict resolution. Sooner or later, it is profusely

certain that TPS needs to realign itself in the direction of a culture of formalized conflict management and a positive coordinated effort in order to effectively deal with conflict.

Moderately straightforward strategies, for instance, viable correspondence and positive joint effort can be utilized to improve the self-confidence and occupational fulfilment of police officers which will, in the long run, enhance client service results. A more profound comprehension of the problems encompassing conflict and conflict resolution styles will promote the quest for viable and reasonable conflict management policies.

Additionally, effective conflict resolution policies will shield police officers from being helpless against human resource instability. In the end, the publics' human rights to a safe and secure environment will be recognized. Consequently, in spite of the predominance of conflict, an appropriate result is at all times a likelihood when the applicable conflict resolution style is embraced. Conflict can be accepted as a starting point for development and an opportunity for change with formalized conflict resolution policies.

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Appendix A-Questionnaire

An Evaluation of Conflict Resolution Styles Adopted by Police Officials at a Police Station in Kwazulu Natal

Anonymity and confidentiality of all respondents will be guaranteed.

Respondents are requested to focus only on the most recent conflict situation they were confronted with.

Questionnaire

Read the instructions at each of the four questions

A tick in the appropriate column that corresponds to your choice will indicate your answer

Section A – Demographics

Place a tick (✓) in the appropriate column.

1. What was your age at your last birthday?

AGE	
1. 19 – 24 years	
2. 25 – 29 years	
3. 30 – 34 years	
4. 35 – 39 years	
5. 40 – 44 years	
6. 45 – 49 years	
7. 50 years and older	

2. What is your gender?

Gender	Female	Male

3. Please indicate the number of years you have been employed at SAPS.

Number of years	
1. 0 – 5 years	
2. 6 – 10 years	
3. 11 – 15 years	
4. 16 – 19 years	
5. 20 – 25 years	
6. 26 – 40 years	
7. 41 years and longer	

4. Please indicate in what capacity you are employed in the SAPS.

Capacity	
1. Management	
2. Commander	
3. Supervisor	
4. Non-commissioned officer	
5. Clerk	

Section B – Types of conflict

Briefly explain your understanding of conflict in the workplace and with the public:

Provide a brief description of the nature and impact of a conflict situation you most recently experienced at work:

5. Listed below are different types of conflict. Please indicate which types of the most recent conflict you were involved in.

1. Intrapersonal Conflict Conflict that occurs within the individual	
2. Interpersonal Conflict Conflict that occurs between two or more individuals	
3. Intra-group Conflict Conflict that occurs among individuals in a team	
4. Inter-group Conflict Conflict between different teams within the station	
5. None	

5.1 Indicate how long ago the conflict arose.

1. The past week	
2. Two weeks	
3. A month	
4. Six Months	
5. More than six months	

5.2 In relation to interpersonal conflict, please indicate your association with the person with whom the conflict arose.

Capacity	
1. Member of public	
2. Supervisor	
3. Management	
4. Co-worker	
5. Subordinate	
6. Commander	

5.3 In relation to gender, choose the appropriate option

1. The person was of the same gender and from the same department as myself	
2. The person was of a different gender but from the same department as me	
3. The person was of the same gender but different department to myself	
4. The person was of a different gender and belonged to a different department to me	
5. The person was a member of the public and of the same gender to mine	
6. The person was a member of the public and of a different gender to mine	
7. The persons were members of the public and of both genders to mine	

5.4 With regard to differences in race, choose the appropriate option

1. The person with whom the conflict arose is the same race as mine	
2. The person with whom the conflict arose is of a different race to mine	

6. The causes of conflict are presented below. Please indicate which of the following were the causes of the latest conflict situation you were confronted with. Please use the scale below to indicate your answer. Place a tick (√) in the appropriate column

- 1) The most dominant cause of the conflict
- 2) Played a major role in causing the conflict
- 3) Played some role in causing the conflict
- 4) Played a small role in causing the conflict
- 5) Played no role in causing the conflict

Causes of conflict	1	2	3	4	5
6.1 Pressures My job is highly stressful and demanding and this caused the conflict.					
6.2 Background I have difficulty in understanding people of different cultural background and this caused the conflict.					
6.3 Personal values The people I interact with at work have different personal values to mine and this caused the conflict.					
6.4 Resources The environment in which I work is poorly resourced and not conducive and this caused the conflict.					
6.5 Goals The people I interact with at work have different goals to mine and this caused the conflict.					
6.6 Perception Rumours, hearsay and gossip create false impressions and misleading impressions and this caused the conflict.					

Section C – conflict resolution styles

7. The types of conflict resolution styles are presented below. Please indicate the conflict resolution style you use when faced with conflict using the scale as provided below.

1. The resolution style I used in handling the conflict.
2. The resolution style that would also have resolved the conflict.
3. None of these resolution styles would have been useful in the conflict situation.
4. The resolution style that would somewhat have resolved the conflict situation.
5. The resolution style that would not have been applicable at all to resolve the conflict

Resolution Styles	1	2	3	4	5
<p>7.1 Avoidance</p> <p>People with strong opinions make me feel uncomfortable therefore, I completely avoid conflict.</p>					
<p>7.2 Collaborating</p> <p>Although I am a strong decision maker I also believe that one has to acknowledge other people's opinions in order to find the best solution possible.</p>					
<p>7.3 Accommodating</p> <p>I don't mind adjusting my goals to accommodate the wishes of others as I prefer to be friends than win an argument.</p>					
<p>7.4 Competing</p> <p>When I have a set of objectives I am relentless in obtaining the objectives and once I have made up my mind nothing can sway my decision.</p>					
<p>7.5 Compromising</p> <p>When confronted with conflict, I feel that the best solution is to compromise and find a middle ground.</p>					

Section D – Success of conflict resolution

8. The question below refers to your perception of the success of the conflict resolution style that you used to resolve the conflict. Place a tick (√) in the appropriate column that indicates whether the conflict was resolved or not.

	Yes	No
8.1 Are you satisfied that the conflict was appropriately harmoniously and satisfactorily resolved?		
8.2 Should a similar incident occur in the future, would you adopt the same conflict resolution style?		
8.3 Was a third party required to resolve the conflict?		
8.4 Was the issue referred to a higher authority?		
8.5 Are you aware of the various conflict resolution options offered by the Code of Conduct, disciplinary regulations, EHW, in-service training, etc.to resolve conflict?		

Section E – Recommendations

9. Please provide recommendations that you feel may enhance conflict resolution at your police station and with the community.

Thank you for your valid input.

COLLEGE OF LAW RESEARCH ETHICS REVIEW COMMITTEE

Date: 2017/01/31

Reference: ST 136/ 2016

Applicant: P Naidu

Dear P Naidu
(Supervisor : Prof HF Snyman)

DECISION: ETHICS APPROVAL

Name	P Naidu
Proposal	An Evaluation of Conflict Resolution Styles Adopted by Police Officers at a Police Station in Kwa-Zulu Natal
Qualification	MTech Policing

Thank you for the application for research ethics clearance by the College of Law Research Ethics Review Committee for the above mentioned research. **Final approval is granted.**

The application was reviewed in compliance with the Unisa Policy on Research Ethics.

The proposed research may now commence with the proviso that:

1. *The researcher will ensure that the research project adheres to the values and principles expressed in the Unisa Policy on Research Ethics which can be found at the following website:*

http://www.unisa.ac.za/cmsys/staff/contents/departments/res_policies/docs/Policy_Research%20Ethics_rev%20app%20Council_22.06.2012.pdf

2. *Any adverse circumstances arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to the College of Law Ethical Review Committee.*



An amended application could be requested if there are substantial changes from the existing proposal, especially if those changes affect any of the study-related risks for the research participants

- 3. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.*

Note:

The reference number (top right corner of this communique) should be clearly indicated on all forms of communication (e.g. Webmail, E-mail messages, letters) with the intended research participants, as well as with the URERC.

Kind regards



PROF D GOVENDER
CHAIR PERSON: RESEARCH ETHICS
REVIEW COMMITTEE
COLLEGE OF LAW



PROF R SONGCA
EXECUTIVE DEAN:
COLLEGE OF LAW

Appendix C-Approval by the SAPS to Conduct Research



Your reference/My verwysing:

My reference/My verwysing: **3/34/2**

THE DIVISIONAL COMMISSIONER, RESEARCH
SOUTH AFRICAN POLICE SERVICE
PRETORIA
0001

Enquiries/Navraai: **Lt Col Joubert
AC Thenga
(012) 393 3118
JoubertG@saps.gov.za**

Mr P Naidu
UNIVERSITY OF SOUTH AFRICA

RE: PERMISSION TO CONDUCT RESEARCH IN SAPS: AN EVALUATION OF CONFLICT RESOLUTION STYLES ADOPTED BY POLICE OFFICERS AT A POLICE STATION IN KWAZULU-NATAL: M-TECH: UNIVERSITY OF SOUTH AFRICA: RESEARCHER: P NAIDU

The above subject matter refers.

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

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

The Provincial Commissioner: KwaZulu-Natal:

- **Contact Person:** Col Van der Linde
- **Contact Details:** (013) 325 4841 / 082 496 1142

Kindly adhere to paragraph 6 of our Attached letter signed on the **2018-04-18** with the same above reference number.


**LIEUTENANT GENERAL
DIVISIONAL COMMISSIONER: RESEARCH
DR BM ZULU**

DATE: 2018/05/02

Appendix D-Letter to respondents

Dear Participant

My name is Pravendra Naidu and I am a master's in Criminal Justice student at UNISA conducting research on the Conflict Resolution Styles of Police Officers at a Police Station in Kwa-Zulu Natal. I have chosen this topic as conflict is part of our everyday lives. Whether we see it on the news in the form of world war and terrorist attacks or whether we face conflict in our work and home environments, conflict is an undeniable reality.

For police officers such as us, it is of particular interest to examine whether the police environment itself predisposes one to conflict situations. Of greater significance is uncovering the preferred styles of conflict resolution by police officers and to evaluate whether these styles are in fact effective in resolving conflict successfully.

In order for me to gain this insight, I require your kind assistance in completing my questionnaire. Should you choose to participate, you will sign an informed consent form. Please note that participation is on a completely voluntary basis. All the information divulged will be treated in a confidential manner and will not be used to identify the respondent.

You are free to withdraw from the study at any point with no consequences to yourself.

The completion of this questionnaire will take about 40 minutes. You will receive no payment or compensation for participation in this study. Data generated from this study will be disseminated through a research report. Please sign the attached consent form. The consent form will be separated from the questionnaire on receipt so that the anonymity of the questionnaire will be maintained. Thank you for your invaluable contribution.

Yours faithfully

Mr Pravendra Naidu

Appendix E-Consent Form

CONSENT TO PARTICIPATE IN THE STUDY

Informed consent

Title of the study: An Evaluation of Conflict Resolution Styles Adopted by Police Officers at a Police Station in Kwa-Zulu Natal

I have read and understood the information about the study. I hereby give consent to participate in the study. I am aware that I can withdraw from the study at any time. My participation in this study is totally voluntary.

Name: _____

Signature: _____

Date: _____

Appendix F-Code of conduct

The South African Police Service Code of Conduct is as follows:

I commit myself to create a safe and secure environment for all people in South Africa by –

- ▶ participating in all endeavours aimed at addressing the root causes of crime;
- ▶ preventing all acts that may threaten the safety or security of any community;
- ▶ investigating criminal conduct that endangers the safety or security of the community; and
- ▶ bringing the perpetrators to justice.

In carrying out this commitment, I shall at all times –

- ▶ uphold the Constitution and the law;
- ▶ take into account the needs of the community;
- ▶ recognise the needs of the South African Police Service as my employer; and
- ▶ cooperate with all interested parties in the community and the government at every level.

To achieve a safe and secure environment for all the people of South Africa, I undertake to –

- ▶ act with integrity in rendering an effective service of a high standard that is accessible to everybody, and

continuously strive towards improving this service;

- ▶ utilise all available resources responsibly, efficiently and cost-effectively to optimise their use;
- ▶ develop my own skills and contribute towards the development of those of my colleagues to ensure equal opportunities for all;
- ▶ contribute to the reconstruction and development of, and reconciliation in, our country;
- ▶ uphold and protect the fundamental rights of every person;

- ▶ act in a manner that is impartial, courteous, honest, respectful, transparent and accountable;
- ▶ exercise the powers conferred upon me in a responsible and controlled manner; and
- ▶ work towards preventing any form of corruption and bring the perpetrators thereof to justice.

Appendix G-The Batho Pele Principles

1. Consultation

Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered.

2. Service Standards

Citizens should be told what level and quality of public service they will receive so that they are aware of what to expect.

3. Access

All citizens should have equal access to the services to which they are entitled.

4. Courtesy

Citizens should be treated with courtesy and consideration.

5. Information

Citizens should be given full accurate information about the public services they are entitled to receive.

6. Openness and Transparency

Citizens should be told how national and provincial departments are run, how much they cost and who is in charge.

7. Redress

If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.

8. Value for Money

Public services should be provided economically and efficiently in order to give citizens the best possible value for money.

Curriculum Vitae Janine Lee Upton



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SUMMARY OF QUALIFICATIONS AND EDUCATION

School Attended	Ixopo High School KwaZulu-Natal
	Matric Exemption 2002
University Attended	University of KwaZulu-Natal Pietermaritzburg
Degree Attained	Master of Social Science (Psychology)
Modules	Quantitative methods Qualitative methods Applied Research Community Psychology IsiZulu

University Attended

University of KwaZulu-Natal
Pietermaritzburg

Degree Attained

**Bachelor of Social Science
Honours
(Psychology)
Summa Cum Laude - 2007**

Modules

Conceptual Foundations
Dissertation
Fundamentals in Research
Methodology
Psychopathology
 Socio-Cultural Perspectives
Data Analysis
Career Counselling
Neuropsychology
Psychology of Religion and
Spirituality
Evolutionary Psychology

University Attended

University of KwaZulu-Natal
Pietermaritzburg

Degree Attained

**Bachelor of Social Science
(Psychology)
Cum Laude - 2006**

RELEVANT COMPUTER EXPERIENCE

Intermediate to expert user of:

SPSS – Statistical Packages for the Social Sciences

N Vivo 9/10/11

ARC GIS

Office Package

Datafax

Endnote

Internet Explorer

Outlook

All Google Applications (Gmail, Gtalk, Google Drive, Google Docs)

Survey Monkey

Skype

EMPLOYMENT

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PERIOD OF EMPLOYMENT

2nd May 2012 - Current

CURRENT POSITION HELD

**Head of MANCOSA Data Analysis
Unit (DAU)**