

Investigating Work-Related Stress Among VIP Protection Officers in Kimberley, Northern Cape Province

by

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Submitted in accordance with the requirements for the degree of

MASTER OF ARTS

In the subject

PSYCHOLOGY

At the

UNIVERSITY OF SOUTH AFRICA

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31 JANUARY 2023

DEDICATION

I dedicate this thesis to my husband, Sabata, who never gave me a chance to give up or complain; to my son, Mpho, and daughter, Lesego, for constantly reminding me of what is important in life.

DECLARATION

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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. I further declare that I submitted the dissertation to originality checking software and that it falls within the accepted requirements for originality. I further declare that I have not previously submitted this work, or part of it, for examination at UNISA for another qualification or at any other higher education institution.

Signature:

A handwritten signature in black ink, appearing to be 'K.R.' followed by a stylized flourish and another 'K.R.'.

Date: 20 January 2023

ACKNOWLEDEMENTS

I would like to thank my supervisor Mr Fana Simelane, for guiding and encouraging me throughout this project. I thank all my research participants and those who assisted me with information for my project. I thank my family for their understanding, love, and support. I would also like to thank the University of South Africa (Unisa) staff and my work colleagues at Sol Plaatje University for their support. I thank God for blessing me with the strength to see this project through.

DEFINITIONS

Commander: one in an official position of command or control (Merriam-Webster Dictionary 2022, n.d.).

Policing: the preservation of peace, that is, to the maintenance of a way of doing things, where persons and property are free from unwarranted interference so that people go about their business safely (Shearing, 1992, p. 399).

Police officer: a government employee who protects lives and property, enforces law and order in communities and investigates crimes (Indeed website 2021, n.d.).

Stress: a pattern of emotional and physiological reactions occurring in response to demands from within or outside an organisation (Greenberg, 2011, p. 186).

Stressor: any demands, either physical or psychological in nature, encountered during living (Greenberg, 2011, p. 186).

VIP Protector: an employee of the South African Police Service who is appointed in the South African Police Service VIP Protection Unit to provide security and driving services to a VIP (Law Insider Dictionary 2022, n.d.).

Work-related Stress: response people may experience when presented with work demands and pressures that are not matched to their knowledge and abilities; and which challenges their ability to cope (Beheshtifar et al., 2011, p. 59).

ABBREVIATIONS

EHW	Employee Health and Wellness
IPID	Independent Police Investigative Directorate
MEC	Member of the Executive Council
PE-Fit	Person-Environment Fit
PhD	Doctor of Philosophy
PSIRA	Private Security Industry Regulatory Authority
PSS	Protection and Security Services
SA	South Africa
SAPS	South African Police Service
SANDF	South African National Defence Force
SSI	Semi-Structured Interview
SSSBC	Safety and Security Sectoral Bargaining Council
STP	Spielberger's State-Trait Process
VIP	Very Important Person

ABSTRACT

Work-related stress refers how people respond when presented with work demands and pressures that are not matched to their abilities, and this determines how they cope. There are many causes of work-related stress, and these include long working hours, heavy workload, and conflict with managers. Some of the effects of work stress include high absenteeism and poor work performance. However, employees may experience work stress differently because of various reasons. The different reactions that people exhibit to work stress can be influenced by personality differences. Some people are naturally more resilient in the face of stress, while others can feel more threatened and less able to cope. The aim of this study was to investigate how VIP protectors at the Kimberley VIP protection unit experience work-related stress and identify its causes. Qualitative research methodology and case study design were adopted to generate an in-depth understanding of work-related stress experienced by the VIP protectors. Five participants (VIP protectors) were recruited to take part in the study. All of them were males and had more than two years' experience working in the VIP protection unit in Kimberley (Northern Cape province). The semi-structured interviews, with each one lasting approximately 45 minutes, were used to collect the data, which were analysed using the thematic analysis process. The five models of work stress were used to describe and understand the issue of work-related stress among VIP protectors in the Kimberley VIP protection unit. Some of the key findings of this study include expositions of the difficulties experienced by the VIP protectors in striking a balance between work and family because of long working hours. The VIP protectors also complained about being excluded from the decision-making process on the issues that had direct effects on their duties. This study recommended that VIP protectors should be included in the decision-making process, especially on issues that directly or indirectly affect their work. There is also a need to address cases of favouritism within the Kimberley VIP protection unit.

Keywords: *VIP protector, work-related stress, policing, overtime, and decision-making process*

TABLE OF CONTENT

Dedication	i
Declaration	ii
Acknowledgements	iii
Definitions	iv
Abbreviations	v
Abstract	vi
Chapter 1: Background of the Study	1
1.1 Study Introduction.	2
1.2 Research Problem	
1.3 Aim of the Study	2
1.4 Objectives of the Study	2
1.5 Research Questions	3
1.6 Scope of the Study	3
1.7 Significance of the Study	3
1.8 Research Setting: Kimberley VIP Protection Unit	4
1.9 Chapter Outline	4
Chapter 2: Models of Stress in the Workplace	5
2.1 Introduction	5
2.2 Stress	5
2.3 Models of Stress in the Workplace	5
2.3.1 Person-Environment Fit Model	5
2.3.2 The Stress at Work Model	6
2.3.3 Demand-Control Model	7
2.3.4 Transactional Process Model	8
2.3.5 Spielberger's State-Trait Process (STP) Model of Occupational Stress	9
2.4 Summary	9
Chapter 3: Literature Review: Policing and Work-related Stress	11
3.1 Introduction	11
3.2 Policing	11
3.2.1 South African Police Service	11
	vii

3.2.2	VIP Protection Officer	13
3.2.3	Duties and Responsibilities of VIP Protection Officers	13
3.2.4	Important laws for VIP Protectors in South Africa	14
3.3	Work-related Stress	16
3.3.1	Law enforcers and work-related stress	16
3.3.2	Causes of work-related stress among law enforcers	17
3.3.3	Effects of work-related stress among law enforcers.	18
3.3.4	Stress coping strategies used by law enforcers	18
3.4	Summary	19
Chapter 4: Research Methodology		20
4.1	Introduction	20
4.2	Research Paradigms	.20
4.2.1	Interpretative Paradigm	20
4.3	Research Approach: Qualitative Research	21
4.4	Qualitative Research: Case Study Design	23
4.4.1	Single Case Study and Multiple Case Study	24
4.5	Population and Selection of Sample	25
4.6	Procedure for Data Collection	26
4.7	Reflexivity	27
4.8	Data Analysis	28
4.9	Principles for Trustworthiness of the Study	29
4.10	Research Ethics	31
4.11	Summary	32
Chapter 5: Presentation and Discussion of the Research Findings		33
5.1	Introduction	33
5.2	Biographical Information of the Participants	33
5.3	Overview of Themes	33
5.3.1	Theme 1: Duties of VIP Protectors and Struggle to Maintain balance between Work and Family	35
5.3.2	Theme 2: Poor Working Conditions of VIP Protectors	40
5.3.3	Theme 3: Effect of Overtime Restructuring on VIP Protectors' Salaries	43
5.3.4	Theme 4: Coping Strategies of VIP protectors	47

5.4	Summary	48
Chapter 6: Interventions to Reduce Work-Related Stress of the VIP Protectors in Kimberley Protection Unit		49
6.1	Introduction	49
6.2	Recommendations	49
6.2.1	Participative Decision-Making	49
6.2.2	Delegation Leadership Style	50
6.2.3	Deal with Favouritism in the Workplace	50
6.2.4	Supportive Work Environment	51
6.3	Limitations of the Study: Lack of Prior Research Studies on VIP Protectors in South Africa	51
6.4	Strengths of the Study	51
6.5	Conclusion	52
APPENDICES		
APPENDIX A: INFORMED CONSENT		70
APPENDIX B: INTERVIEW SCHEDULE		71
APPENDIX C: ETHICAL CLEARANCE		72

LIST OF TABLES

Table 5.1: Themes

34

CHAPTER 1

Background of the Study

1.1 Study Introduction

According to the South African Police Service (SAPS) annual report (2020/2021), SAPS consists of five divisions, such as administration, visible policing, detective services, crime intelligence and protection and security service. In the Northern Cape province, the Protection and Security Service (PSS) division is situated in Kimberley, the provincial capital. The PSS has director and consists of police officers work as VIP protectors for Premier¹ and MECs².

All the above SAPS divisions fall under policing. Collins English Dictionary (2022, n.d.) defines policing as “the activities carried out by police officers in order to preserve law and order.” It means, therefore, that the common purpose of all the police officers is to enforce law and ensure the safety of the citizens. Yet, policing has been described as a stressful occupation. According to Beshears (2017), police officers are in positions of authority, and they make life and death decisions on a regular basis, which can give rise to work-related stress. The National Institute of Justice (2012) notes that work-related and individual factors are more likely to influence stress and fatigue among police officers. Work-related stress can be caused by poor management, inadequate equipment, excessive overtime, and frequent rotation of shifts. Having identified the possible causes of work stress in the workplace, it was necessary for this study to identify the work stressors that affect VIP protection officers in Kimberley, Northern Cape province. In the same vein, the study sought to establish the corresponding coping strategies that the officers used to deal with the identified work stressors. Greenberg (2011, p. 186) defines a stressor as “any demands, either physical or psychological in nature encountered during the course of living.” For instance, in what could be regarded as a stressor for VIP protectors, Masungwini (2022) points out that there is a legal battle between South African Police Service

¹ In South Africa, a Premier is the head of the government of one of South Africa’s nine provinces. The role of the Premier in the province is similar to that play by the President for the country.

² MECs are Members of Executive Councils, who are accountable to their Legislatures in the same way as the Cabinet is accountable to Parliament.

(SAPS) and the VIP Protection unit officers because the former is not willing to pay overtime allowances. The VIP protection unit officers are threatening to leave ministers, deputy ministers, premiers and MECs without protection at certain times. SAPS' reluctance to compensate the officers for working overtime is a significant stressor.

1.2 Research problem

The rationale behind the choice of this topic is twofold. Firstly, the study seeks to highlight that if the work stress of VIP protectors is not well managed, it could affect their work performance and put the lives of the VIPs at risk. According to Rineer (2018), managing police stress facilitates better decision-making, fairer treatment and improved relationships between officers and the community members that they serve. Secondly, the intention of the study is to fill the research gap in the previous studies on the nature of the work stress that is experienced by police officers in South Africa. For instance, Mushwana et al. (2019) investigated the stress coping mechanisms used by police officers based in Tzaneen, Limpopo province. 104 participants, comprising constables, sergeants and detectives were recruited to take part in the study. The study did not include VIP protectors; hence, the findings do not show their unique experiences with regard to work stress. Therefore, it was imperative for formal research to be conducted to understand how VIP protectors experience work-related stress and how they are coping with it.

1.3 Aim of the study

The aim of this study was to describe the experience of work stress among VIP protection officers in Kimberly VIP protection unit and how they coping with it.

1.4 Objectives of the study

There are three research objectives:

1.4.1 To understand the causes of VIP protectors' stress at the Kimberley protection unit.

1.4.2 To describe work-related stress on VIP protectors at the Kimberley protection unit.

1.4.3 To establish what interventions can reduce work-related stress of VIP protectors.

1.5 Research questions

The following are the research questions for this study:

1.5.1 What causes work stress of VIP protectors at the Kimberley protection unit?

1.5.2 How VIP protectors experience work-related stress in Kimberley VIP protection unit??

1.5.3 What type of interventions can reduce the work-related stress of VIP protectors?

1.6 Scope of the study

The study investigated work-related stress of VIP protectors at the Kimberley VIP protection unit and identified its possible causes. The researcher was also interested in establishing how the VIP protectors were coping with work stress. In addition, the study identified the interventions could be implemented to help the VIP protectors to deal with work stress. This study acknowledged that work stress among the VIP protectors could have adverse effects on their families. However, family members were not participants in the study. Also, the administrative staff in the VIP protection unit did not form part of this study. The exclusions were not meant to downplay the importance of the excluded groups, but to avoid investigating population cohorts that have no bearing on the research problem.

1.7 Significance of the study

The study will provide the SAPS management with valuable knowledge on the work-related stress of the VIP protectors at the Kimberley VIP protection unit. This can assist them to come up with mechanisms that can reduce and prevent work-related stress in the unit. The VIP protectors will benefit directly from this study if the SAPS management implements the recommendations of this study. One of the recommendations is to adopt participative decision-making processes that allow VIP protectors to have an input on work issues that affect them. Furthermore, there is no doubt that police work is seen as stressful, but very little is known about the unique work conditions that lead to work-related stress among the VIP protectors. This void can be filled by findings of this study.

1.8 Research setting: Kimberley VIP protection unit

The VIP protection unit in Kimberley was regarded as suitable research setting for this study because of the following reasons: I worked as a police officer for over ten years and, in 2010, I moved to the Protection and Security Services (PSS) in Kimberley, which includes the VIP protection unit and the Static Unit. I was appointed as a Static Protector (police officers that protect properties of the VIPs and National Key Points, like the Northern Cape Provincial Legislature). As per the job description, a Static protector does not travel with the VIPs (premier and MECs). On the other hand, the VIP protectors travel with the VIPs, when they are performing their government duties. This study is about VIP protectors and not Static protectors. As a Static protector, I witnessed the challenges that were confronted by the VIP protectors as they performed their duties. One of the VIP protectors committed suicide, and this may have been influenced by work-related stress. Therefore, I decided to conduct formal research to investigate issues of work-related stress among the VIP protectors in Kimberley, Northern Cape province, where I also reside.

1.9 Chapter outline

1.9.1 Chapter 1 introduces the research problem, which reflects on the background of the study, research objectives and research questions.

1.9.2 Chapter 2 primarily focused on a theoretical framework that helped the researcher to understand the work stress of VIP protectors.

1.9.3 Chapter 3 is primarily focused on a literature review. The literature focused on policing in South Africa; also, on work stress and its impact on police officers.

1.9.4 Chapter 4 describes the research methodology and data-collection techniques used in the study. Six steps of data analysis were described and applied in this study.

1.9.5 Chapter 5 is dedicated to the presentation of the data that were gathered using the interviews.

1.9.6 Chapter 6 is the concluding chapter. The strengths and limitations of the study were presented. Also, recommendations were made on how the work stress of VIP protectors can be managed.

CHAPTER 2

Models of Stress in the Workplace

2.1 Introduction

Chapter 2 focused on the theoretical framework (Models of Stress in the workplace) to understand and explain the nature of work-related stress faced by the VIP protectors. Each stress model and its implications will be described and discussed in this study. The stress models include the Person-Environment Fit (PE-Fit) model, the Stress at Work model, the Demand-Control model, the Transactional Process model, and Spielberger's State-Trait Process (STP) model of occupational stress.

2.2 Stress

Greenberg (2011, p. 186) defines stress as the "pattern of emotional and physiological reactions occurring in response to demands from within or outside an organization". This means that stress experienced by employees can be influenced by factors outside the organisation (job loss due to a downturned economy) and within the organisation (poor management). In the following section, models of stress are discussed.

2.3 Models of Stress in the Workplace

The following are stress models in the workplace as identified and described by Kahn and Byosiere (1992):

2.3.1 Person-Environment Fit model

The Person-Environment Fit (PE-Fit) model was developed by French, Caplan, and Harrison in 1982. According to French et al. (1982), Person-Environmental Fit refers to a degree of the match between an individual's characteristics and some aspects of the work environment. Individual characteristics may include interests, preference, skills, personality traits and values. Work environment includes characteristics like job demands, organisational culture and company goals (Psychological Research and Reference, 2022). French et al. (1982) points out that lack of alignment between an individual's characteristics and work demands may cause psychological strain, stress

and related medical problems, such as heart diseases, diabetes and depression. This implies that, in order to reduce work-related stress, there is a need to match a person's abilities with work demands.

Implications of the PE-Fit model for this study

There are many reasons why people decide to join the police service. One of the reasons could be the need to serve one's community. However, the PE-Fit model requires us to interrogate whether all the people that join the police force have the abilities that match with the demands of policing. This can assist us to understand the root causes of the work stress experienced by the police officers in different working contexts. From the PE-Fit model perspective, the incongruence between police officers' abilities and the demands of the police service exposes police officers to work-related stress and this can further lead to deficient performance.

2.3.2 The Stress at Work model

According to Cooper and Marshall (1976), there are five causes of occupational stress, namely:

- ***Intrinsic to job:*** These are the pressures that are intrinsic to the job itself, including difficult working conditions. Some work environments and conditions expose employees to safety and health hazards. In the police service, the officers are expected to be ready to report for duty at any time, let alone staying away from their families, to fulfil work-related demands. These are conditions of work are barely negotiable and the employees must learn to work around them.
- ***Role in organisation:*** It is important that when people are employed by an organisation, their roles and the employers' expectations must be explained because, if they do not know their roles, they will be unsure of what they are expected to do each time they report for duty.
- ***Relationships at work:*** In all organisations, employees collaborate with other people and under the authority of others. As a result, there is a need to learn to collaborate with colleagues who are not team players and superiors who are not supportive. Relationships at work are important, so it is important for

organisations to create environments that foster healthy relationships among the employees. However, doing so is not an easy task, because people are different and handle issues differently.

- **Career Development:** Limitations in career development led to concerns about job security and advancement opportunities. It can get boring to do one thing repeatedly without any chance of moving to a higher level. Therefore, organisations need to develop their employees for them to grow and move up to higher positions. When there no opportunities for growth within the organisation, employees are prone to feeling helpless and stuck.
- **Organisational structure and climate:** Employees who have little or no opportunities to participate in organisational decision-making tend to feel not valued. This can cause work-related stress.

Implications of the Stress at Work model for this study

The five causes of occupational stress identified by Cooper and Marshall (1976) shed light on how work stress can be influenced by many factors in the workplace. Failure by organisations to involve employees in the decision-making process can expose the employees to work stress, as some may feel that the organisation is deliberately stifling them from expressing their grievances about how the organisation is run. In addition, lack of support from colleagues and superiors can contribute to work stress. According to Purba and Demou (2019), employees recognise lack of support as oppressive and unnecessary, as it contributes to the manifestation of stress. Therefore, the above causes of work stress were considered in this study because they succinctly capture the nature of the work stress that the police officers (VIP protectors) are subjected to. Some of the interview questions were formulated in line with the existing possible causes of the various work-related stressors and their negative consequences on the employees' work performance.

2.3.3 Demand-Control model

According to Karasek Jr (1979), the Demand-Control model focuses on the interactions between work demands and the freedom to make decisions on how to meet these demands. For instance, the model assumes that when one is employed as a baby-sitter and is subjected to strict rules that hardly allow any room for freedom

to choose how to accomplish the tasks at hand, one is unlikely to be productive. Karasek Jr (1979) states that the combination of high job demands, and little control contributes to lowered productivity. On the contrary, if employees are denied the opportunity to choose how to do their jobs, but are compelled to follow rules, it is stressful and can also negatively affect their efficiency.

Implications of the Demand-Control model for this study

The lesson drawn from Demand-Control Model is that if there is no balance between high work demands and freedom to make decisions on how to meet those high work demands, it can lead to high levels of stress and low productivity. In the context of this study, it was necessary to determine whether the work stress of the police officers may also be caused by lack of opportunities to make decisions about their work. The interview questions to understand this perspective were influenced by the Demand-Control model. In this case, the participants were asked if their work stress was a result of lack of freedom to make decisions on how to meet high work demands.

2.3.4 Transactional Process model

In applying his Transactional Process model to work stress, Lazarus (1991) highlighted the distinction between sources of stress in the workplace and the emotional reactions that are evoked when a particular stressor is cognitively appraised as threatening. According to Lazarus (1991), the following are three types of appraisals to mediate the effects of stressors on emotional reactions:

- Primary appraisal occurs when a stressor is evaluated in terms of its immediate impact on a person's well-being.
- Secondary appraisal considers the resources of the employees for coping with a stressor.
- Reappraisal incorporates new information resulting from a worker's appraisal of the effectiveness of her or his effects to cope with a particular stressor.

Implications of the Transactional Process model for this study

In this study, there is an acceptance that police work is very stressful. However, the Transactional Process model directed this study to be mindful that a stress response

is highly influenced by individual appraisal processes. Once a person is confronted by stressors, the individual evaluates the relevance of the stressor (primary appraisal) and its own resources to overcome stress (secondary appraisal). Therefore, both primary and secondary appraisals impact the coping strategies chosen by the individual.

2.3.5 Spielberger's State-Trait Process (STP) model of occupational stress

Spielberger's STP model of occupational stress focuses on the perceived severity and frequency of the occurrence of stressor events, specifically job pressures and lack of support (Spielberger et al., 2003). According to the STP model, it is important to note that employees face challenges or issues at work daily, and how they experience and deal with them is important, because the individual's personality will assist in determining if she or he will experience a stressful event. This is because different employees experience one event differently. If two people are faced with an event, for instance, having extra duties added to their existing workloads, they will feel differently about it, because they have different personalities.

Implications of Spielberger's State-Trait Process (STP) model for this study

In the context of Spielberger's State-Trait Process model, it was important for this study to note that employees who face the same stressor may respond differently because they have different personalities. This study, therefore, sought to explore whether police officers who are confronted with same stressors are affected in the same manner. It was evident that the participants did not respond the same way to the same stressor, and this is presented in Chapter 5 of this study.

2.4 Summary

The above stress models provided the framework to understand the nature of work-related stress that the VIP protectors are exposed to. Each stress model explained how stress manifests in the workplace. For instance, the Person-Environment Fit model explained how incompatible person-environment scenarios may influence work-related stress. The Stress at Work model identified five categories of occupational stress that could be witnessed in the workplace, while the Demand-Control model focused on interactions between work demands and the freedom to

make decisions on how to meet these demands. The Transactional Process model highlighted the differences between the sources of stress in the workplace and the emotional reactions that are evoked when a stressor is cognitively appraised as threatening. Spielberger's State-Trait Process (STP) model of occupational stress stated that personality plays a key role in how a person responds to a stressor. The response is also dependent on how frequent and severe the stressor is. The following chapter reviewed literature on work-related stress and policing.

CHAPTER 3

Literature Review: Policing and work-related stress

3.1 Introduction

The theories that are underpinning this study were discussed in Chapter 2. In the present chapter, a literature review pertaining to work stress and policing was reviewed and discussed. The headings that will be discussed in Chapter 3 include policing and work-related stress.

3.2 Policing

According to Shearing (1992, p. 399) *policing* refers “to the preservation of peace, that is, to the maintenance of a way of doing things, where persons and property are free from unwarranted interference so that people go about their business safely”. Baker (2002) stated that policing is normally associated with an array of functions, including regulating society and maintaining as well as restoring order, preventing crime, responding to crime and the use of instruments of coercion to assist in any of those roles, if necessary. It means policing has to do with enforcing the law to ensure people feel safe all the time. In South Africa, the institutions that can be associated with policing include Independent Police Investigative Directorate (IPID), the Private Security Industry Regulatory Authority (PSIRA) and the South African Police Service (SAPS). In this study, the focus was on the South African Police Service, specifically the VIP protectors.

3.2.1 South African Police Service

The South African Police Service (SAPS) was established by provisions of the Constitution of the Republic of South Africa, 1996 and the South African Police Act (Act 68 of 1995). The following is how this legislation applies to SAPS:

The Constitution of the Republic of South Africa, 1996

The Constitution is the highest law in South Africa (SA). It protects the rights of the people and defines the institutions of this country. It defines the powers of different South African institutions and how they can be used. The SAPS is guided by Chapter

11, section 205-208 of the Constitution of the Republic of South Africa of 1996. This section explains the establishment, structure, powers, functions, political responsibility, and control of the police service. The police service must ensure that everything that it does is in terms of section 205 of the Constitution. The objective of SAPS is to prevent, combat and investigate crime, as well as maintain public order, protect and secure the inhabitants of the Republic and their property, and uphold and enforce the law (African Policing Civilian Oversight Forum, 2022) Failure to perform these functions means that the SAPS is in contravention of section 205 of the Constitution of the Republic of South Africa.

South African Police Service Act (No 68 of 1995)

The South African Police Act no. 68 of 1995 was put together to provide for the establishment, organisation, regulation, and control of the SAPS and to provide for matters in connection therewith. It is a holistic guide on how the police should look like, how it must function and who must do what in the police and how; for example, Chapter 5 of the Act clearly defines the powers, duties, and functions of the police comprehensively. Hence, everyone who serves as a police officer in SA is employed through this Act. The African Policing Civilian Oversight Forum (2022) states that the functions of the police in terms of the South African Police Service Act (68 of 1995) include:

- Ensure the safety and security of all persons and property in the national territory;
- Uphold and safeguard the fundamental rights of every person, as guaranteed by Chapter 3 of the Constitution;
- Ensure cooperation between the services and the communities it services in the combating of crime; and
- Reflect respect for victims of crime and an understanding of their needs.

It must be clear that all these functions apply to all police officers in South Africa, regardless of their job descriptions. As much as VIP protectors focus on ensuring the safety of the VIPs, they need to ensure that they uphold and safeguard the fundamental rights of every person, as guaranteed by Chapter 3 of the Constitution

3.2.2 VIP Protection Officer

A VIP protection officer is a police officer, who is employed to provide protection to VIPs. Before a person can be a VIP protector in the police, the person must be appointed as a police officer under the South African Police Act no (68 of 1995). Law Insider Dictionary (2022, n.d.) defines a VIP Protector as “an employee of the South African Police Service, who is appointed in the South African Police Service VIP protection unit to provide security and driving services to a VIP”.

A VIP protection officer falls under the category of police officers who are employed in terms of South African Police Service Act (68 of 1995). According to the South African Police Service Annual Report (2020/2021), the VIP Unit provides protection to the president, deputy president, former presidents, and their spouses and other identified VIPs. However, in this study the focus was on the VIP protectors who provide protection services to the MECs, the Premier and other identified VIPs in Kimberley. To qualify as a VIP protector, a police official undergoes two courses: Basic VIP-Protection Course and Advanced VIP-Protection Course (S. Nhlapo, personal communication, July 22, 2021).

The Basic VIP Course teaches police officers to perform guard duties and protect the VIP in his or her residence and office and handle classified documents. The most important component of the course is access control to the abovementioned premises (S. Nhlapo, unpublished material, July 22, 2021). The Advanced VIP Course teaches police officers to perform guard duties, safeguard the VIPs in transit and in venues or at any event that they will be attending. The course also includes driving and shooting skills. All in all, the VIP protection officers are required to be physically fit and capable of following the VIP schedule provided by the VIP secretary (S. Nhlapo, unpublished material, July 22, 2021).

3.2.3 Duties and responsibilities of VIP protection officers

The following are the duties of the VIP protectors:

- **Securing public locations before a VIP (MEC or Premier) attends a public event:** When there is an event that a VIP must attend, it is the responsibility of the Protection and Security Services to provide protection services during the

event. According to the 2007 *Advanced VIP-Protection Training Manual of Access Control*, once the area has been swept, which entails identifying any potential danger, and declared safe, then a protection officer needs to be posted there at all times. The access control procedure is used to prevent unidentified and unauthorised persons from entering the event, thus, maintaining the security control of the venue. Depending on how many VIP protectors are there, one is always sitting in the car, on standby to drive off if the situation gets out of hand.

- ***Escorting the VIP in public settings:*** The 2007 Map Reading and Route Planning Training Guide for VIP protectors clearly stipulates that route planning is a pre-requisite for the prevention of attacks on a VIP while in transit; VIP protectors are expected to conduct detailed route reconnaissance prior to making a trip with the VIP; proper and careful planning of routes is important and the expectation is also that protectors do not stick to routines and must try to use different routes daily.
- ***Identifying suspicious behaviour:*** Police officers must be alert and aware of what is happening in and around their surroundings. According to the Advance VIP-Protection Training Manual, published in 2007, VIP protectors must be vigilant and constantly scan the area around them. VIP protectors are trained to spot suspicious behaviour, for example, a person refusing to identify her/himself when asked to do so, or a person approaching the VIP with her/his hands hidden, or a vehicle interfering with the convoy.

3.2.4 Important laws for VIP protectors in South Africa

According to the Advanced VIP-Protection Training Manual, a police official has a greater obligation to perform duties in consistence with the law. Section 205, 3 of the Constitution of the Republic of South Africa explicitly states that police officers need to uphold and enforce the law. Therefore, VIP protectors are not expected to function outside the laws of South Africa. Some of the laws that VIP protectors are expected to uphold include National Road Traffic Act (93 of 1996) and Criminal Procedure Act (51 of 1977).

National Road Traffic Act (93 of 1996)

The general purpose of this Act is to provide for road traffic matters, which shall apply uniformly throughout the Republic and for matters connected therewith. According to the Advanced VIP Training Manual of 2007, VIP protection officers need to be well-acquainted with the powers that they are accorded with, in respect of the National Road Traffic Act (93 of 1996) to know their powers and limitations, as well as what constitutes reckless and negligent driving. Section 11 (b) of the National Road Traffic Act (93 of 1996) states that when the VIP protectors are transporting the VIP (President) from one place to the other and are driving in a convoy³, and if another person interrupts the convoy, the VIP protector has the right to ask the person to pull over. This can be considered as the power bestowed on VIP protectors by the National Road Traffic Act (93 of 1996). However, the VIP protectors are not allowed to abuse such powers. It means they must always act within the laws of South Africa and refrain from violating the rights of other motorists.

Criminal Procedure Act (51 of 1977)

Section 41 of the Criminal Procedure Act (51 of 1977) provides guidance on how police officers should make an arrest. This guidance also applies to the VIP protectors. According to the Criminal Procedure Act (51 of 1977), when a VIP protector notices a person posing danger to the VIPs at a gathering, she/he can approach that person and request her/him to provide suitable identification. If the person refuses to cooperate, the VIP protector may request a uniformed police officer to arrest the person. This could be one of the reasons uniformed police officers should be present at events attended by VIPs. It is, therefore, important for VIP protectors to understand the Criminal Procedure Act (51 of 1977), to avoid violating the rights of the guest at VIP events.

VIP protectors need to familiarise themselves with National Road Traffic Act (93 of 1996) and Criminal Procedure Act (93 of 1977), to perform their duties effectively. As much VIP protectors are exposed to work-related stress, they should not perform their duties outside the parameters of the law, as they are liable to imprisonment and other unpleasant consequences. Considering the above information on policing, it is also very important to know that police officers are not immune to work-related stress,

³ Convoy: A fleet of vehicles travelling together

because they confront stressful situations on daily bases as they perform their duties. Therefore, the following section unpacks the work-related stress phenomenon among police officers.

3.3 Work-related stress

According to Beheshtifar et al. (2011, p.59), work-related stress is the “response people may experience when presented with work demands and pressures that are not matched to their knowledge and abilities; and which challenges their ability to cope.” Employees are always presented with tasks and pressures to perform and complete them timeously and effectively. If they are not adequately equipped to do the given tasks, then they are likely to view each task as a challenge or threat, rather than as an opportunity (Beheshtifar et al., 2011).

Moreover, workplace stress has been recognised as a harmful physical and emotional response that can happen when there is a conflict between job demands and the amount of control an employee has over meeting these demands (Adaramola, 2012). It is important to note that stress is a response to a situation which people perceive as a threat to their wellbeing at work. This means that perceptions of stressful workplace stress depend on how different individuals experience different stressors. This means that not all employees view challenging situations as stressors. When employees identify their inability to complete a task as a threat, then their understanding of the situation will evoke relevant emotional responses to the situation at hand. Okeke et al. (2016) assert that work-related stress is a hazard in a work environment and is recognised as a major challenge to workers’ health. Work-related stress is considered as a workplace risk because it can compromise the safety of the employees, their colleagues, and families.

3.3.1 Law enforcers and work-related stress

According to Queirós et al. (2020), research has shown that policing is a stressful job, as it requires police officers to cope with danger, uncertainty, and unpredictability. Dangerous situations are an integral part of police officers’ work, thus, their exposure to work-related stress is relatively higher than in other professions. Whenever police officers leave home for work, they are conscious that they may not be able to come

back and see their families again. Further, Purba and Demou (2019) argue that police play an important role in the protecting and caring for society. As a result, the police officers are under pressure to meet the expectations of the community. The mere fact that one is a police officer exposes one to immense pressure to always serve the community, thereby also exposing them to danger (Tuttle et al., 2019). Wassermann et al. (2019) points out that working in the police can be emotionally and physically demanding. The need safeguards the community from crime is on its own a stressful situation for the police officers. For police officers, seeing members of their communities dying because of crime can be a source of stress, as they may feel that they have let down both the community and the police force. Hence, the officers are under pressure to protect the community against crime all the time.

It is also clear that, despite the stress in the police force, some members are happy to be police officers. Caldero et al. (2018) found that some people choose to be police officers because of their desire to help people or make a difference in society. The community expects the police to provide any type of service. For instance, when they need an ambulance, they call the police to call it, because they believe that it will come faster when called by the police. Another example is that the community often calls the police to assist in transporting mentally challenged people to hospital (Caldero et al., 2018). Therefore, regardless of the attendant stress, some people find joy in being police officers, as it gives them the chance to help their communities by fighting crime and ensuring that the right to safety is not violated.

3.3.2 Causes of work-related stress among law enforcers

The causes of stress in the workplace are different because of the different environments/contexts that the police officers find themselves in. Stogner et al. (2020) found that long shifts, threats of violence, lack of public support, as well as the increased need for hypervigilance, cause chronic stress. Police officers are faced with threats to their lives every time they report for duty. In addition, the watchful eye of the public and lack of trust in the police by some sections of the community can trigger stress. Both the traditional and social media are often report on incidences that show lack of public trust in the police force.

The other causes of work-related stress were found to be poor communication, unfair supervision, weak supervisory support (Li et al., 2018), poor departmental management (Fleischmann et al., 2018) and time-consuming administration (Saunders et al., 2019). Moreover, Garbarino and Magnavita (2019) found that lack of control over work times, insufficient rest between shifts and exposure to workplace violence are some of the stressors that police officers are exposed to. Having control over work times will assist the police officers to rest between shifts. Tsai et al. (2018) reported that lack of trust among co-workers may cause burnout and physical stress. When police officers do not trust each other, it can be burdensome and stressful because it adversely impacts on collaboration and teamwork. Police officers need the assurance that when they are out there doing their job, they should be able to look out for each other, as their careers depend on mutual trust as well.

3.3.3 Effects of work-related stress among law enforcers

Somehow, police officers react to their day-to-day experience of work-related stress in various ways. Stressful situations can affect how officers conduct their duties, especially if they are unable to cope with the stress they are experiencing. Much research has been conducted on work-related stress among police officers and how they cope with the effects thereof. Purba and Demou (2019) found that occupational stressors increase the risk of police officers' mental health morbidities. In turn, poor mental wellbeing can be harmful because it negatively affects public safety, organisational effectiveness, as well as the police officers' professionalism. Poor mental health causes employees to make mistakes and in the police service, such mistakes may have far reaching security and safety implications. Arble et al. (2019) indicates that mistakes made in life and death situations carry great consequences for all involved, and the risk of the same police officer making similar mistakes in the future proportionally increases with persistent emotional strain. The mistakes that police officers make because of work stress can also put people's lives at risk and expose them to crime.

3.3.4 Stress coping strategies used by law enforcers

Police officers are required to cope with the dangers associated with their work on daily bases as they assist the community to the best of their abilities. It will only be fair

and right if issues related to their mental health were given a priority, thereby ensuring that they are well-equipped to deal and cope with work-related stress. Coping is a “cognitive and behavioural efforts that an individual employs to deal with stress” (Allison et al., 2019). Queirós et al. (2020) highlights that police officers need to be resilient and use acceptable coping strategies to manage stress in the workplace. Even when police officers experience trauma and challenges, they are still expected to perform effectively at work. However, Wassermann et al. (2019) observe that many police officers continue to use ineffective, maladaptive, and self-defeating coping strategies. Like all people, police officers use different coping strategies and eventually adopt the ones that seem to be working for them. For example, one person might find that exercising effectively helps her/him to relieve stress, while others resort to doing house chores or excessive eating and drinking (Wassermann et al., 2019).

Stogner et al. (2020) posits that some police officers still use negative coping behaviours, like alcohol abuse, which hinder their response and resilience capabilities when they are faced with traumatic incidents. Moreover, Arble et al. (2018) notes that police officers use harmful avoidance coping strategies, which comprise substance use to numb or blunt the effects of stress and trauma. Substance abuse is not a very effective strategy, but it is seen as a quick and practical solution. However, Wassermann et al. (2019) found that some police officers use positive adaptive coping strategies, such as: social support, plan-problem-solving and positive re-appraisal to cope with stressful events. Acquadro-Maran et al. (2018) identify active coping, positive reinterpretation of the situation and social support as some of the strategies that could decrease stress.

3.4 Summary

Chapter 3 provided literature on work-related stress and policing. Policing was defined and legislation that contributes to the establishment of SAPS were discussed in this chapter. Also, the causes and effects of work stress on police officers were identified and discussed in Chapter 3. The following chapter focused on the research methodology that was applied to capture the experiences of the VIP protectors in Kimberley.

CHAPTER 4

Research Methodology

4.1 Introduction

Chapter 4 gives an outline of the research methods that were used in this study. This study adopted a qualitative research approach, as it allowed the researcher to capture the individual experiences of the VIP protectors in Kimberley. The headings discussed in Chapter 4 include: research paradigms, sample selection, data collection, data analysis, research ethics and principles that enhance the trustworthiness of the study.

4.2 Research Paradigms

According to Asghar (2013), selecting an appropriate paradigmatic framework is crucial for researchers because a paradigm, as Martin et al. (2014) suggests, acts as a perspective that provides a rationale for the research, and it commits the researcher to a particular method of data collection and interpretation. Nieuwenhuis (2016, p.52) defines paradigm as a “set of assumptions or beliefs about fundamental aspects of reality which gives rise to a particular view.” It means that a paradigm is how an individual views the world and the challenges that people face daily. This could also influence the choice of research method that the researcher uses to investigate phenomena, such as the challenges faced by the people in their communities. This study applied the interpretative paradigm, because it places emphasis on understanding the individual and the meaning given to her/his challenges.

4.2.1 Interpretative paradigm

According to Samy and Robertson (2017), the interpretive perspective attempts to explain why people act the way they do. The behaviour of a person at some point is motivated by particular factors. In the context of this study, interpretivism was used to understand what factors influence work-related stress among the VIP protectors. Rehman and Alharthi (2016) explain that interpretivists believe that truth and reality are socially constructed and that the goal of the interpretivism paradigm is to try and understand the interpretations of individuals about specific social occurrences. For

example, people may be exposed to the same stressor in the workplace, but each of them can still have unique interpretations of the stressor and how it can be effectively managed.

In addition, Creswell (2007) points out that the interpretivist perspective allows the researcher to gain a deeper understanding of the phenomenon and its unique context, instead of trying to generalise the base of understanding for the entire population. In this study, it was acknowledged that there are some previous studies on the issue of work stress among police officers in South Africa. However, the unique experiences of work stress among the VIP protectors were not investigated and that created a void, which this study intended to fill. Therefore, the interpretative perspective was crucial in understanding the factors that influence work stress in this unique territory of VIP protectors. Interpretivist researchers should try to understand the diverse ways of seeing and experiencing the world through different contexts and cultures (Hammersley, 2013). The VIP protection unit is seen as a different context of policing, which has its own unique challenges.

This study adopted interpretivism because the researcher did not only want to describe VIP protectors, but to understand them deeply in their work context. For instance, the study sought to establish how the VIP protection unit officers understand their work environment and the meanings attached to their work challenges. The interpretative paradigm also allowed the researcher to probe the interviewees to explain some aspects of the study that cannot be observed, such as thoughts, feelings, and values.

4.3 Research approach: Qualitative research

The qualitative research approach was employed in this study, as the researcher sought to have in-depth understanding of work-related stress among the VIP protectors in Kimberley. This was achieved by conducting individual interviews with the sampled VIP protectors, who freely shared their experiences. According to Kumar (2014), the focus of qualitative research is to understand, explore and discover situations, feelings, attitudes, values, beliefs, perceptions, and experiences of a group of people. The most appropriate way of doing all the above is by using verbal interactions. Creswell (2013) identifies the following characteristics of qualitative research:

- a) **Natural setting:** researchers collect data in the field at the location where the participants encounter the problem under study. For example, this researcher collected data by conducting interviews at the police VIP protection unit where the VIP protectors work.
- b) **Researcher as key instrument:** researchers collect data themselves. There are times when researchers may request for research assistants to help with collecting data. However, this only happens when researchers are using questionnaires to collect data from a large sample. With qualitative research, it is advisable that researchers collect data by themselves, as it will also help them to personally transcribe and the data, thus, making it easy to understand them. For example, when researchers conduct interviews, they are also able to observe the participants, which is another important aspect of doing qualitative research.
- c) **Multiple methods:** allow the researcher to use the various methods to collect the data, for instance, observations, document analyses and interviews. However, the method that is selected must be relevant to the topic. It should also assist the researcher to obtain rich information about the topic.
- d) **Complex reasoning:** the researcher works back and forth between themes until she/he can choose what is needed to address the research question. It is important to visit and revisit data when doing data analysis. The other aspect that helps here is that the researcher conducts the interviews and transcribes them her/himself. Getting the themes that answer the research question and address the objectives of the study is not done once, but the researcher has to work through the data a number of times. One needs to keep on going back to the data and the research question to see if they are aligned.
- e) **Reflexivity:** researchers' backgrounds inform their interpretations of data. Most of the times, researchers conduct investigations on topics that they are familiar with or are/were involved in. It is important for report readers to know researchers' backgrounds, because they affect their interpretations of the results.

The above characteristics of qualitative research were utilised in this study. Firstly, the researcher went to the field (the VIP Protection Unit in Kimberley),

where the VIP protectors were subjected to work-related stress. The officers were asked to share their experiences with regards to work stress. Secondly, the researcher did not delegate the task of collecting data to someone else. The data were collected by the researcher through interviews. Thirdly, it is well-known in the social science field that the qualitative research approach provides various methods of data collection, such as observations, focus groups and interviews. However, for the purpose of this study interviews were used to collect data from the VIP protectors. The interviews were seen as suitable, because they generally allow the interviewees to share more information about their work experiences. Fourthly, during data analysis, the researcher worked back and forth between themes to ensure that the three research questions of this study were answered. Finally, reflexivity was applied to ensure that the values of the researcher did not interfere with the responses of the participants. Qualitative research has different designs, such as narrative, phenomenology, case study and grounded theory. However, in this study the case study design was regarded as suitable for capturing the experiences of the VIP protectors.

4.4 Qualitative research: Case study design

According to Hancock et al. (2021, p.9), case studies are “intensive analyses and descriptions of a single unit or system bounded by space and time.” Case studies help researchers to explore a real-time phenomenon within its naturally occurring context (Rashid et al., 2019). A case study is a choice of what is to be studied and it offers benefits in terms of the process and outcome of the study; it also provides an opportunity to collect data from different sources, such as interviews, surveys, documents, and observations (Schoch, 2020). The researcher makes the choice of what and how she/he wants to study. One can say that the strength of the case study is that it allows the researcher to view different data collection methods and decide which one will be suitable for the study.

Case studies give researchers an opportunity to do research on a specific phenomenon and gain an in-depth understanding of it (Heale & Twycross, 2018). It means that a case study allows the researcher to use different data collection methods to have a broader understanding of the phenomenon that is under investigation.

Schoch (2020) indicates that a case study assists researchers to restrict their studies within the confines of time and space on a specific case. It also provides a comprehensive understanding of the bounded unit. The research aim, objectives and questions will guide the decision on how to conduct the study. However, Rashid et al. (2019) found that unintended negative consequences may occur due to misunderstanding of the research objective, application of the methodology and validation of the findings. It is important to know why the case study design is suitable for that study and not any other. The objectives of the study might not be realised if the researcher uses an incompatible design.

4.4.1 Single case study and multiple case study

According to Gustafsson (2017), when a researcher wants to study one single thing or a single group, then the single case study can be used. However, when a study includes more than one single case with several experiments, then a multiple case study can be conducted. A case could be a person, an illness, an organisation, an event, a group of people, a region of a country, a social policy or study programme (Ylikoski & Zahle, 2019). Most of the time, multiple case studies are conducted to understand the differences and similarities between cases (Gustafsson, 2017).

The single case study was chosen for this study, because the participants work in the same unit and are doing the same job. The study was not intended to be a comparative investigation. There are other people within the unit, but they were not included in the study because they perform different duties within the unit, so they were not part of the target population.

Availability and accessibility of the research participants was one of the reasons the researcher chose the case study. In addition, case studies do not require large samples, which makes them affordable. Further, the single case study design was found to be suitable because it would allow for an in-depth investigation into how the VIP protectors experience work-related stress. It also allows for different ways of collecting data. However, in this study, only interviews were used as data collection tools.

4.5 Population and Selection of Sample

Majid (2018, p. 3) indicates that the population of interest is “the study’s target population that [one] intends to study or treat.” The population in this study refers to all VIP protectors in Kimberley (Northern Cape province). However, not all the VIP protectors in Kimberley were interviewed about how the issue of work-related stress affects them. Hence, a sample was chosen. Etikan et al. (2016) indicates that a sample is a portion of a population of interest. Purposive sampling was used to select participants for this study. According to Etikan et al. (2016), purposive sampling is the deliberate choice of a researcher to choose participants based on their qualities. Palikans et al. (2015) also posits that purposeful sampling is used for the selection and identification of cases that possess rich information for the study. Moreover, Campbell et al. (2020) states that purposive sampling is a way of selecting cases based on the aims and objectives of the study. Furthermore, a researcher sets out to find people who, by virtue of their experience, are willing to provide information (Etikan et al., 2016). In purposeful sampling, a researcher chooses participants according to their research interests and willingness to participate in the study. Purposeful sampling was used in this study because the researcher knew what she wanted to achieve and who would be willing to take part in the study, as she was once part of the population of the study.

Five male participants, aged between 30 and 42, took part in the study. The researcher approached them one by one and explained that she was conducting research on work-related stress among VIP protectors in the VIP protection unit in Kimberley, as part of a Master of Arts in Psychology degree with Unisa. After being assured about the confidentiality of the study, the five officers agreed to participate. They were provided with informed consent forms, in order to formalise their participation in the study. The researcher also indicated that the officers’ participation in the study remained voluntary, despite signing informed consent forms. This means that a participant was free to withdraw from the study at any time, if she/he lost interest. The following were the inclusion and exclusion criteria for sample selection:

Inclusion criteria for sample selection:

- Police officer

- Working as a VIP protector in Kimberley (Northern Cape province)
- Aged between 30 and 42 years.

Exclusion criteria for sample selection:

- Working as a police officer, but not as a VIP protector.
- VIP protector not based in Kimberley (Northern Cape province)
- Age group (younger than 30 years of age).

4.6 Procedure for data collection

In this study, data were collected using interviews. According to Gill et al. (2008), interviews are used to explore people's experiences, motivations, views, and beliefs on a specific matter, and they are believed to be capable of providing deep understanding of a social phenomenon. Interviews are guided conversations between the researcher and the research participants, and they also provide the former with opportunities to empathise with the latter. In the context of this study, richer and deeper understanding of the topic could be drawn from the participants by using interviews rather than any other method of data collection, notably surveys. Using the interview method enabled the researcher to observe the participants' body language and facial expressions.

There are two different types of interviews: structured and semi-structured interviews (SSI). Structured interviews utilise a list of predetermined questions, with neither variations nor scope for follow up questions (Gill et al., 2008). However, semi structured interviews use a blend of open-ended and closed questions, accompanied by follow up *how* and *why* questions (Adams, 2015). McIntosh and Morse (2015) state that semi-structured interviews produce knowledge which could be politically active, given that they allow the participants room to declare their stances and suggest solutions that can be applied to improve their lives.

Semi-structured interviews were adopted for this study. As stated by Scanlan (2020) these interviews provide for a natural flow of communication and give participants

much freedom, whilst structured interviews limit participants' responses. The use of semi-structured interviews enabled the researcher to capture the views of the participants more comprehensively, as they were allowed to talk more freely, thus, producing much-needed data that were relevant to the aim and objectives of the study.

Five participants took part in the research, so five interviews were conducted. One interview took place at the participant's workplace, however, the other four took place at neutral venues, because the participants did not feel at ease with doing interviews at their place of work. The interviews took rather too long to complete because of the participants' busy schedules. The researcher could only manage to interview one participant per day, depending on his availability. Before the interview started, the researcher introduced herself and explained the purpose of the study. In addition, each participant was shown the consent form, which the researcher subsequently explained. The participants were also advised that they were free to withdraw from the interview at any given time if they felt uncomfortable. As the interviews were recorded, the researcher also requested for permission to record, as well as explained the reasons for doing so, notably to avoid misrepresentation, as well as check the veracity of field notes by comparing them with the audio recordings.

4.7 Reflexivity

Whitaker and Atkinson (2019) state that reflexivity is an awareness that the researcher and the object of study exist in a shared relationship with one another. Furthermore, Davis (2020) indicates that researcher facilitates easy understanding and rapport. As indicated earlier, from August 2010 until April 2016, the researcher was a police officer, having served at Protection and Security Services (PSS) as a Static protector, before taking up a position in the Human Resource (HR) department. Thus, the researcher has intimate knowledge about the relevant management structures and the respective office bearers, as she was reporting to them. However, although she was in the same department as the VIP protection unit officer, she did not experience the challenges of their own unit firsthand. Despite having policing experience, the researcher did not in any way alter the participants' views, nor impose any of her beliefs and understanding on them, as it was important to hear their own views, as per their own experience. Although maintaining such impartiality was a challenge, it was doable.

4.8 Data analysis

According to Terre Blanche, Durrheim and Kelly (2006), there are five steps that can be followed when conducting qualitative data analysis. All these steps were integrated in this study, and they are described below:

- **Step 1: *Familiarisation and immersion***

Terre Blanche, Durrheim and Kelly (2006) pointed out that it is important for the researcher to be familiar with the data collected and to engage with it. I had interviewed the participants. After the interviews, I listened to the recording before I transcribed them. After transcribing, I listened to the recording again to check if I did not miss any information. I then went on to print the transcripts and read them more than three times before coding.

- **Step 2: *Inducing themes***

The process of inducing themes includes using the language of the participants, organising the material in terms of events and, if more themes are being identified, it is advisable that they be rearranged so that there are fewer main themes than sub-themes under each category (Terre Blanche et al., 2006). While reading the transcripts, the researcher noted down the dominant ideas that emerged from each participant. However, the researcher only used the themes that were relevant to the research question.

- **Step 3: *Coding***

Terre Blanche et al. (2006) state that when researchers are searching for themes, they could mark different phrases, lines and sentences containing material that pertains to the themes under consideration. This researcher printed the transcripts and used differently coloured highlighters to identify unifying statements. This process was repeated a couple of times to ensure that all the statements from the transcripts were identified. The statements assisted in identifying and supporting the themes.

- **Step 4: *Elaboration***

According to Terre Blanche et al. (2006), elaboration refers to a closer exploration of themes, because this is the stage where one is likely to find that the statements that one had grouped together under a single theme are different. Nevertheless, at this stage this researcher had to find a way to connect the themes that had been identified after going through steps 1, 2 and 3. Exploring themes was one way of connecting them to the objective of the study. In this case, the themes that were used were those that aligned with the objective of the study and addressed the research question. The storytelling technique was used to connect the themes and recalling how the participants told their stories. This entailed breaking up text into smaller pieces before reconnecting them into logical chunks. The participants' interviews assisted in achieving that goal. The researcher had to create a flowchart to show *where* and *how* each narrative started and ended. The only way to do that was to continually evaluate the themes and read the interview transcripts repeatedly.

- **Step 5: *Interpretation and checking***

According to Terre Blanche et al. (2006), this is the final step in thematic analysis, whereby the interpretation is put together as a written report of findings. After completing data collection, data immersion and coming up with relevant themes, the researcher wrote a report on the findings using the identified themes. The researcher wrote the report bearing in mind that there was a very important research question that needed to be answered. The research question also guided the theme identification process. The report also reflects on the role played by the researcher's background in the police service in the whole process of collecting and interpreting data. The research report addresses the findings and supports them with literature to buttress the meanings that were arrived at in Chapter 5.

4.9 Principles for the trustworthiness of the study

According to Lincoln and Guba (1988), the criteria followed below were founded as parallels for more conventional objective criteria of establishing the reliability and validity of research. Bester (2013) indicates that trustworthiness relates to the

verification of how the findings and interpretations of the study were reached. Furthermore, Elo et al. (2014) states that the aim of establishing the trustworthiness of the study is to support the argument that the research findings are valid and reliable. Therefore, the following four criteria were followed to enhance the trustworthiness of the research, as indicated in Kumar (2014):

- ❖ **Credibility:** Korstjens and Moser (2018) states that credibility is concerned with the aspect of truth-value. Moreover, it addresses the fit between the participants' views and the researcher's representation of them (Nowell et al., 2017). To ensure the credibility of this study, the researcher recorded the interviews with the consent of the research participants. The interviews were transcribed as per recording, with neither additions nor subtractions. The verbatim quotes were used to identify the themes and findings of the study.
- ❖ **Transferability:** According to Nowell et al. (2017), transferability refers to the generalisability of the study, while Korstjens & Moser (2018) indicate that it is concerned with the aspects of applicability. Firstly, the demographics of the respondents and their contexts were described. Verbatim quotations from the interviews were also cited in the research report. Lastly, the researcher thoroughly described the methods that were used to collect analyse data, hence, the results were re-contextualised in the literature.
- ❖ **Dependability:** Korstjens & Moser (2018) point out that dependability in research includes the aspect of consistency. furthermore, the researcher needs to ensure that the research process is logical, traceable, and clearly documented (Nowell et al., 2017). All the aspects of the research, such as the methodology, how the sample was chosen and how data were collected, as well as analysed, were fully described. Data quality checks formed part of the process and all the documentation and audio recordings are safely kept.
- ❖ **Confirmability:** Nowell et al. (2017) indicates that confirmability is concerned with establishing that the researcher's interpretation and findings are clearly defined and aligned to the collected data. It is also concerned with neutrality (Korstjens & Moser, 2018). To ensure confirmability, the recordings were transcribed and can be corroborated and confirmed by the participants themselves.

4.10 Research ethics

The researcher completed the ethical clearance form and attached all the required documents, such as research proposal and interview schedule. The research proposal met all the ethical research requirements and based on that, the Research Ethics Committee of the University of South Africa issued the ethical clearance for this study (Appendix: C). The following are the research ethics issues that were considered for the study:

- **Honesty:** Levine & Schweitzer (2014) indicate that ethics scholars cite honesty as a critical component of moral character and a fundamental aspect of ethical behaviour. This researcher honestly divulged the reasons for conducting this research to all the prospective participants. After explaining the purpose of the research, the researcher indicated to the participants that they had the right to decline the invitation to participate in the study. All the data collected, the reporting of the findings, the methods and procedures that were used to conduct this study were honestly reported without any form of fabrication.
- **Integrity:** Fatemi et al. (2020) states that integrity implies truthfulness and fair dealing. In this study, the data collection process was completed with integrity, as the participants were treated with respect and honesty. The researcher neither made any false promises nor breach any agreements made with the participants. Thus, the researcher acted with sincerity and strived to maintain consistency of thought and actions throughout the process.
- **Carefulness:** Hosseini et al. (2022) posits that carefulness in research means that researchers need to avoid errors, especially when presenting results. The data that were collected and the transcriptions were kept safe. The results were presented as per collected data and the records of research activities were kept good. The researcher critically examined each step of the research process and avoided any negligence that could jeopardise the integrity of the study.
- **Openness:** According to Hosseini et al. (2022), researchers is required to be open to new ideas and criticism by allowing other researchers to review their work. In the context of this study, the supervisor acted as a reviewer and his comments, criticism and ideas were incorporated throughout the research process. In addition, credit was given where it was due, thus, avoiding all forms of plagiarism in the study.

- **Confidentiality:** Surmiak (2019) posits that confidentiality means that researchers have a duty to protect the personal data and privacy of their participants. In this study, the researcher the participants' personal information and identity, were not revealed in any way, as they had been assured that their names will not be included in the transcriptions nor in the published thesis.
- **Respect:** Researchers must not violate the rights and dignity of the research participants (Hosseini et al., 2022). In this study, the researcher promised to keep the participants' identities confidential. In addition, the participants were treated with the respect and fairness that they deserved and were not under any obligation to take part of the study if they did not understand its importance.
- **Non-Discrimination:** The participants experienced no form of discrimination on any basis, such as sex and ethnicity. They were all treated equally throughout the interview process.

4.11 Summary

This chapter discusses research methods that were adopted in this study. For instance, the case study design was adopted and the reasons for doing so were provided. The chapter discussed sample selection, data collection and analysis. The following chapter presented the findings and discussions on work-related stress among the VIP protection officers who are based in Kimberley.

CHAPTER 5

Presentation and discussion of the research findings

5.1 Introduction

This study investigated the phenomenon of work-related stress among the VIP protectors in Kimberley. Chapter 1 of this study provided background information on how work-related stress affected the psychological well-being of Kimberley-based VIP protectors. Chapter 2 discussed the stress models that were used as a framework to understand the nature of the work-related stress experienced by the officers who work in the Kimberley VIP protection unit. The literature on work-related stress and policing was presented in Chapter 3. The research methods that were used to investigate work-related stress among the VIP protectors were outlined in Chapter 4. Chapter 5 presents the findings of the study. In some instances, the participants' verbatim quotes were included in the findings to accurately capture their experiences. Although the researcher had offered to conduct the interviews in the participants' own language (Setswana), they preferred to use English.

5.2 Biographical information of the participants

The following is the biographical information of the participants:

Participant 1: Married for nine years but got divorced due to work-related concerns. He worked as a VIP protector for 12 years and this afforded him an opportunity to travel and meet different people. He gets paid for working overtime and he is happy with that.

Participant 2: Has been in the police service for thirteen years and has worked as a VIP protector for twelve years. According to participant 2, being a VIP protector is more about passion. He is married with children. He mentioned that he enjoys travelling, although it is a pity that he could not do so with his family.

Participant 3: He is 38 years old and is married with two children. He worked for the South African National Defence Force (SANDF) and later joined the SAPS. He completed the Advanced VIP course before assuming work as a VIP protector in Kimberley. He enjoys his work.

Participant 4: He is married and blessed with two children. He enjoys his work, because it exposes him to politicians and allows him to travel and see places.

Participant 5: He has just been blessed with a child. He is 37 years old and has worked as a VIP protector at Northern Cape office for seven (7) years. Being a VIP protector allows him to sleep in hotels and travel around the country.

All the participants are in their 30s and have children. They enjoy VIP protection duties because of the opportunity to travel and meet new people, as well as being paid for working overtime. However, this could be an indication of their own denial of the work stress that they experience. Vos and de Haes (2007) state that denial can be a normal but temporary response to stressful and disruptive situations. Participant 1 could have been displaying denial of work stress, because was married for 12 years, but got divorced because of the VIP protection work, yet he presents himself as a happy officer who is content with being paid for working overtime.

5.3 Overview of the themes

Table 5.1 below presents the themes that were identified in this study:

Table 5.1: Themes

	Themes
5.3.1	Duties of VIP protectors and struggle to maintain balance between work and family
5.3.2	Poor working conditions of VIP protectors
5.3.3	Restructuring of overtime affected VIP protectors' salaries
5.3.4	Coping strategies of VIP protectors

5.3.1 Theme 1: Duties of VIP protectors and struggle to maintain balance

between work and family

According to participants, VIP protectors provide protection and safety for VIPs while travelling from home to the office, between meetings, and at the meetings' venues. In the Northern Cape, VIPs are the Premier, Members of the Executive Council (MECs), and the Speaker of the Legislature. When a VIP arrives for a gathering, the VIP protector must ensure that the place is safe; if there is any sign of danger, then they have to deal with it. VIP protectors are also trained police officers, even though their primary function is to provide close protection to VIPs. The duties of VIP protectors are demonstrated in the following quotes:

Well, my duties as a VIP protector are divided into two aspects. You get what they call close protection: where you have to now be with the VIP wherever he or she is. And now doing all kind of safety for him or her not get hurt and in order for him or her not to be distracted from whatever his or her Constitutional mandate that he/she has, that is called close protection. The other part of my duties is driving where we have to take them everywhere they go. Basically, those are the two basic duties that we are expected to perform as VIP protection (Participant 4).

My duties are to protect the lives of the dignitaries and to drive them to all their destinations so that they perform their duties (Participant 1).

Okay, our core function is to ensure that the VIP identified to which you are assigned is safe. You take them from point A to point B. Wherever they go, you are with them.

You just make sure that they are safe wherever they are (Participant 5).

The above statements highlight the point that the VIP protectors have a responsibility to ensure that the VIPs are protected all the time, even if it comes to a point where the VIP protector must risk his own life to ensure that VIP is safe. Also, the VIP protector must be available to drive the VIP everywhere. This may suggest that the VIP

protectors must be familiar with the rules of the road to ensure that they avoid accidents as they drive the VIPs to perform their governmental duties. On other hand, as much as the VIP protectors have the responsibility to protect the VIPs, they are aware that their lives are as well at risk, because these VIPs are politicians and the political environment is extremely susceptible to risk, as depicted in the quote below:

Wherever you are with these people (VIPs), you do not relax because you must remember that as politicians, the threat is not only from opposing forces. The threat can even be within the same organisation from which they come from. (Participant 3)

The above statement suggests that VIP protectors do not have time to relax, as they need to be aware of the political threats that the VIPs are exposed to, which may also affect the protectors themselves. Consequently, for the VIP protectors, the thought that their lives are in danger is potentially stressful. The following statement explains another important responsibility that the VIP protectors are expected to accomplish before picking up the VIPs for work:

SAPS expects you to follow the correct processes before you go and pick up the VIP; you must check the routes and be there 15 minutes before time, and the principal (VIP) expects you to be on time. When you decide to go straight to the principal and on your way with the principal there are protests, then SAPS will say that you did not do your recognisance. If that happens, you can end up being charged because you did not follow the correct guidelines and you compromised the safety of the principal (Participant 3).

It seems that a preliminary assessment before picking up the VIP is necessary to ensure that the VIP protector is safe. The failure of the VIP protector to do a preliminary assessment before picking up the VIP can land the VIP protector in hot water.

It seems that preliminary assessment before picking up the VIP is necessary, as it also ensures that the VIP protectors themselves are safe. Failure to do preliminary assessment can land a VIP protector in trouble by employer, who can prefer charges of negligence against the officer. The inference that can be drawn from the above statement is that the employer (SAPS) cares more about the well-being of the VIP

than that of the VIP protector. It means the VIP protectors might be stressed that should mistakes happen in the execution of their duties and the safety of the VIP is compromised, that would be the end of their careers.

The VIP protectors revealed that they work long hours, and they spend less time with their families, especially their children. This is articulated in the following quotation:

Let us first deal with probably family challenges that one might encounter. Look because of the strenuous work that we are doing and the fact that you don't get, or you don't really have your knock off time and travelling a lot takes time from your family. So, you don't get to spend too much time with them, which is one aspect of the challenges we face as VIP protectors. You are expected to be with this person you are protecting almost each day, every hour, you only part ways when she or he goes to sleep (Participant 4).

It is evident from the above statement that one of the contributors to work stress among the VIP protectors is the failure to make a balance between work and family, thereby resulting in family-related challenges. Participant 4 even went as far as saying: "You are expected to be with this person you are protecting almost each day, every hour, you only part ways when she or he goes to sleep." Perhaps Participant 4 felt as if he were an absentee father, although the researcher had not canvassed for this point. However, based on the above statement, one may conclude that the nature of VIP protection work upsets the balance between family and work. This sentiment is also reflected in the following statements:

Look, the challenges that come with this work are that you do not necessarily have your own time because the programmes are dictated by politics. When you expect to be free, something happens so you cannot necessarily plan your life. I am a married person with responsibilities. I have children, so most of the time I am not there for my kids. I am not there for my family; You can only support them financially, of which the family is not only about finances (Participant 2).

I will not compromise more than I did because you see that I left my wife highly pregnant last year. You can see that I only came back on 24th and on 27th my wife got a baby. So, I mean that it is a lot that we compromise (Participant 5).

Participant 2 raises an important point that the VIP protectors do not have control of their own time and work schedules, because these are determined by the politicians (VIPs). Participant 5 shows clear signs of being frustrated because he could not find time to be with his wife, who had just given birth.

Theme 1 Discussion

It is evident from the above findings that the lives of the VIPs come first, and the VIP protectors have the responsibility of ensuring that the safety of the former as they perform their duties. Participant 4 stated that one of his duties is driving the VIPs around, hence, it is necessary for him to familiarise themselves with the National Road Traffic Act (93 of 1996), to understand what constitutes reckless and negligent driving, as well as ensure compliance with the laws of the road and the safety of the VIPs. According to the National Road Traffic Act (93 of 1996), the VIP protectors are recognised as traffic officers by law; nevertheless, there is no need for them to chase every small offence on the road as that will distract them from their main function. The Road Traffic Act (93 of 1996) views them not only as the VIP protectors, but also the enforcers of road traffic laws. This can be seen as another burden and stressor for VIP protectors because they should not only care about the safety of the VIPs, but also ensure that motorists comply with the laws of the road.

As they perform their duties, it is also necessary for the VIP protectors to consider the Criminal Procedure Act (51 of 1977), which permits them to approach suspicious-looking attendees at meetings. The act allows them to request that the attendee provide their names and physical addresses to ensure the safety of everyone in the meeting. If the targeted attendees fail to comply with the instructions, they can be arrested. However, when effecting arrests on grounds of criminal behaviour, the VIP protectors must follow the guidelines of the Criminal Procedure Act (51 of 1977). Therefore, the prominence of both Criminal Procedure Act (51 of 1977) and Road Traffic Act (93 of 1996) in the VIP protection unit demonstrates that the VIP protectors

do not perform their duties without applying relevant laws. The need for such compliance might be another contributing factor of work-related stress among the VIP protectors, because even slight transgressions can lead to dismissal, and they can no longer be able to support their families financially.

Moreover, VIP protectors struggle to maintain a balance between work and family, because they work long hours. Dembe (2009) argues that there is an increased likelihood of illness and injury among employees who work long hours due to fatigue-related errors, which include failure to pay attention to work procedures. Such simple mistakes can lead to disciplinary hearing. Dembe (2009) also found that long working hours can cause fatigue, stress, and even medical conditions, such as diabetes, cancer, and heart disease.

Budhiraja and Kant (2020) point out that the emotional aspects of work and family life are important for individuals. This demonstrates that the stress experienced by the VIP protectors can be attributed to lack of time for family. However, it seems that the VIP Protection Unit is not committed to addressing this issue, because the VIP protection officers continue to work long hours and, therefore, they have limited time to spend with their families. Carlson et al. (2009) advances that when there is a balance between work and life, there are ample benefits that accrue therefrom, including job satisfaction and work commitment.

Regarding the above finding, Participant 5 stated that he could not be with his newborn baby because of work commitments. This suggests that Participant 5 does not enjoy the benefits that come with having a balance between work and family. Deducing from his tone, it also seemed that Participant 5 was not willing to compromise anymore, because he had been leaving his wife and new-born baby for the sake of ensuring the safety of the VIPs. The words stated by Participant 5 showed that he was so stressed that he could no longer withstand the work demands of being a VIP protector. According to the Demand-Control model, there is an interaction between work demands and the freedom to make decisions which, if not balanced, may result in mental strain and job dissatisfaction. Therefore, the above findings indicate that VIP protectors were not free to decide on working hours, which would allow them to spend more time with their families. Therefore, the VIP protectors' inability to cope with the high work demands significantly contributes to their work stress.

5.3.2 Theme 2: Poor working conditions of VIP protectors

During the interviews, it has emerged that poor working conditions also caused the VIP protectors to experience work-related stress. Firstly, they were not happy with the way their commanders⁴ communicated with them, as they often tell them that “*we do not reason with juniors.*” Secondly, the superiors made crucial decisions without consulting the VIP protectors, who were ultimately forced to implement those decisions. For instance, the commanders decided on overtime claims without consulting with the VIP protectors, who are the ones required to work overtime.

Furthermore, the VIP protectors felt that the commanders did not adequately support them as they performed their duties. This was evident when one of the VIP protectors was arrested for driving over the speed limit, because he was running out of time to pick up the VIP, but the commanders left him to face the consequences alone. These sentiments are encapsulated in the following statements:

They do not support their members. It seems like one can look at it in a way that they are just waiting for you to make a mistake so that they can charge you (Participant 1).

The management adds on top of what we are stressing about because some of the things, they just came up now, and there is no instruction of this thing, but they expect you to do it. When you ask them to provide me with written proof, they say that you cannot question that. As you are still waiting for their response, the same issue is continuing. You are going back to the same problem (Participant 3)

The issues raised by Participant 1 and Participant 3 reflect the poor working conditions in the VIP protection unit. As much as the protection officers were concerned about the safety of the VIPs, they were not supported by their commanders, who did not seem to care whether the decisions they made would have the negative effects on the

⁴ Commanders: people who command and exercise authority

employees or not. All they cared for was to see the decisions being implemented.

The VIP protectors also revealed that there was a level of mistrust between the subordinates and the superiors in the VIP protection unit in Kimberley. For example, the VIP protectors found it difficult to share their marital problems with the commander as that information may not remain confidential, so they preferred to seek help outside work, as indicated below:

No, I do not go to my supervisors, the reason being you end up hearing what you discussed with your supervisor along the corridors; there is no secrecy, confidentiality (Participant 1).

This is what happens: I am a manager and am fond of someone at work and when this person come with any request, the request is granted. But when somebody else comes with the same request, it is declined. It is very dominant in our work environment. (Participant 2)

There are untouchable members; they work only if they want to, and nothing is being done. Not could, they do refuse to work. If they are posted, they will just tell commanders this weekend I have some commitments (Participant 5).

Since the VIP protectors do not trust their commanders, it can be seen as a clear sign that they are stressed and unhappy at work. The lack of trust between the VIP protectors and their superiors can be attributed to many factors, notably lack of consultation when crucial decisions are taken. This has both direct and indirect effects on the VIP protectors. The work stress experienced by the VIP protectors is the manifestation of many other factors in the VIP protection unit in Kimberley. The participants also highlighted on the issues of favouritism in the VIP protection unit in Kimberley. Some of the VIP protectors requested to attend to a family matter and the commander approved the requests. However, when another VIP protector made the same request, commander declined it. The above quotes show that some of the VIP protectors felt disconnected from their colleagues because the commanders did not treat them the same. Such favouritism is an example of workplace injustice, and it contributes to incidences of work-related stress.

Theme 2 Discussion

The VIP protectors were subjected to poor working conditions, and this may have caused some of them to experience work stress. For instance, the protection officers had several complaints, such as: exclusion from the decision-making process, lack of support from commanders, lack of trust in the unit and favouritism. Scott-Ladd et al. (2006) found that participation in decision-making apparently promotes job satisfaction and commitment. Therefore, it can be surmised that the VIP protectors' work commitment was also proportional to their degrees of participation in the decision-making process. In the long run, any lack of commitment by the VIP protectors negatively affects their performance and potentially puts the lives of the Premier and the MECs in danger. Further, Korodromos et al. (2018) argue that if employees are informed and consulted about a proposed change, they can understand and support it better, unlike when they are told to enforce the changes they were not properly consulted about, which can lead to resistance.

The lack of support for the VIP protection officers, as stated by Participant 1, cannot be overlooked, as it is not only stressful, but it can also decrease the level of interest at work. According to Corner of Excellence (2021), lack of support in the workplace can make employees feel demotivated and frustrated. If the lack of support prolongs, it can adversely affect employees' performance and it might even result in them succumbing to depression. Nobody knows how long the VIP protectors will be subjected to lack of support in the workplace and how this will risk the lives of the VIPs in the future. One can only assume that, should it become worse, some of the VIP protectors may have stronger intentions to quit, which could lead to shortage of staff in the VIP Protection Unit in Kimberley.

According to Pravamayee (2014), when you trust the people, you work with, you form a powerful bond that helps you to work and communicate more effectively. In addition, the better relationships are at work, the happier and more productive the employees are. There is a level of mistrust in the VIP protection unit and, therefore, there is no powerful bond to help the officers to work effectively. According to Ladika (2021), the consequences of lack of trust in the workplace can significantly impact on employee productivity and, ultimately, retention. This suggests that lack of trust can cause low productivity among the VIP protectors, which eventually culminates in complacency,

as the officers would have gotten used to doing the barest minimum (Fortenbery, 2014). In the context of the VIP protectors, complacent behaviour may manifest in lack of care about the safety of the VIPs, thereby putting their lives at risk.

According to Lanier (2022), favouritism in the workplace can be bad for business and when workers think they are being mistreated by their boss, they may experience a myriad of emotions, such as feeling resentful toward co-workers, loss of productivity and lack of respect for team leaders. In this study, some of the VIP protectors stated that they were victims of favouritism by the superiors at the Kimberley VIP protection unit. There is no doubt that the VIP protectors who feel that they have been treated unfairly may become resentful, while those who receive special treatment may begin to feel entitled. Therefore, favouritism can be seen as another contributor of work-related stress among the VIP protectors in Kimberley.

Applying the Transactional Process Model to the above finding (poor working conditions of the VIP protectors) implies that individual VIP protectors can best determine whether stressors, such as lack of support from the VIP protection unit commanders, exclusion from the decision-making process, mistrust in the unit and favouritism, can be considered as stressful (primary appraisal). Also, the affected VIP protectors have the resources to overcome stress (secondary appraisal). Therefore, both factors determine whether the VIP protector will effectively cope well with work stress or not.

5.3.3 Theme 3: Effect of overtime restructuring on VIP protectors' salaries

Prior to the restructuring of overtime, the VIP protectors depended on it to complement their salaries, but the adjustment compelled them to also adjust their monthly expenses downwards. It was unfortunate that the VIP protectors were not consulted about the restructuring and that speaks about the culture of taking crucial decisions in the VIP Protection Unit without involving the concerned officers. The management claimed that they were implementing a divisional letter (ref14/6/2) on overtime, so they argued that they cannot be blamed for those changes. However, according to the VIP protectors, this reason did not take away the management's responsibility to consult with them before the final decision could be made. In essence, the VIP protectors were directly affected by the restructuring, because they work overtime more often,

since the VIPs travel frequently. The participants expressed their views on overtime remuneration thus:

The only advantage of the job is finance; you are working overtime of which you are being remunerated for (Participant 1).

You start making your living arrangements with regards to the overtime that you know you are going to be working, mostly. In most instances protectors do rely on overtime (Participant 2).

It seems that although the VIP protectors acknowledge that the work, they do is very stressful, they are comforted by working overtime, which normally complements their salaries. However, the restructuring caused the officers stress because they were no longer getting the normal overtime benefits. The process of adjusting their living expenses was an overwhelming and stressful process for some of them, as depicted in the transcription below:

Remember when you are appointed, you are appointed at a certain level, meaning you must accept the salary on that level and try to improve going forward. It means that if you gain on overtime, you lose plenty of time to spend with family and on honouring some of your social engagements. In essence, you are sacrificing somethings to better your financial life (Participant 4).

Based on Participant 4's statement, the major concern about the restructuring of the overtime benefits is that working overtime now entails losing time with family and postponing some social engagements, but without being compensated.

According to the VIP protectors, the Department of Labour made clear that employees must not be compelled to work overtime, and doing so should remain the choice of the employee. In addition, an employee can only work overtime if there is a prior agreement with the employer. However, in the case of the VIP protectors, they are forced to work overtime because of the nature of their work, but they feel that the way the employer is applying the overtime compensation statutes constitutes an unfair work practice. This is buttressed by the following statements:

We are having standing authority of overtime, so after you have performed your work, then you are told you are going to forfeit the hours that you worked for, it is unfair labour practice. (Participant 1).

I recently put a grievance because of the decision that is taken which is not in line with the policy of overtime. However, you can write a grievance to say you are not happy about this issue, that grievance of you will not go anywhere. (Participant 3).

There is clear indication from the above statements by Participants 1 and 3 that SAPS may not be handling the issue of overtime in the VIP protection unit effectively. Some of the VIP protectors went as far as lodging grievances about the issue, as they believed that the employer contravened the overtime policy. However, they received no joy, as there has been no redress so far. The VIP protectors, on their part, still view the issue as a serious affront to fair labour practices, because they are not adequately rewarded for sacrificing the quality time that they can have with their families. Participant 4 said: *“When you work overtime, you know you must be paid for it. If you are speaking of money, you are speaking of monetary gains. So, if they going to cut our overtime hours, we are losing money.”* Participant 5 complained that 20 hours was taken away from his overtime benefits, yet there was no policy that allowed the employer to do those hours.

Theme 3: Discussion

The VIP protectors accepted that by nature, their job compels them to work overtime, but they seemed to have a problem the way SAPS managed the issue of overtime. The issue can be seen as another cause of work stress among the VIP protectors. The World Health Organisation (2020) explains that work-related stress can be caused by poor work organisation (the way jobs and work systems are designed and managed). The VIP protectors felt that SAPS do not compensate them well for overtime work, yet it is compulsory in their unit.

Consequently, the VIP protectors feel that they are compelled to work overtime for benefit the employer rather than theirs. This is corroborated by Belcher (2022), who points out that when employees are required to work overtime, employers get the benefit of increased levels of productivity because more work gets done over long

hours, which means that services are delivered at higher rates. In this context, the VIPs directly benefit from the overtime work that the VIP protectors put in as they spend extra hours with them to ensure their safety. The above finding has shown that VIP protectors are not happy with the compensation for the mandatory overtime work, which is skewed in favour of the employer (SAPS).

The issue of the restructured overtime compensation policy may have psychological effects on the VIP protectors. However, the researcher did not canvass this point during the interviews. According to Haeli (2022), overworking has some detrimental effects on mental health and does not necessarily lead to better productivity. For instance, employees can make mistakes regularly and fail to complete tasks in time. When overworked, some employees may become moody and struggle to get along with their co-workers. In the case of the VIP protectors, working overtime not only diminishes productivity, but it can also put the lives of the VIPs at risk. The VIP protectors may be motivated by earning extra cash for overtime work but ignore the attendant psychological consequences. Afonso et al. (2017) state that working more than 48 hours per week increases one's chances of experiencing depression and anxiety. One may assume that, due to continual overtime shifts, some of the VIP protectors experience depressive symptoms because of overtime. However, none of the participants shared this assumption with the researcher.

In the context of the Work Stress model, the VIP protectors' dissatisfaction with the restructured overtime must be understood as one of the difficult working conditions that cause the work stress. There were clear indications that overtime matter was not well managed and the VIP protectors felt that is the benefits were inconsistent with the number of the overtime hours that they were working. Furthermore, according to the Work Stress Model, this can be seen as a reflection of poor organisational structure and climate. As already indicated, the VIP protectors are not included in the decision-making processes on issues that directly affect them, for example, the mandatory overtime policy.

5.3.4 Theme 4: Coping strategies of VIP protectors

The VIP protectors understood work-related stress was taking a toll on them, but they

had no other options, except to continue working in order to provide for their families. The officers adopted different strategies to overcome work stress. Some preferred to be vocal when confronted with a problem in the workplace, while others resorted to documenting stressful incidences, to protect themselves from abuse by their commanders. Participant 2 said “*Some of us are vocal and we are outspoken. We do not allow certain things to happen,*”

Moreover, some VIP protectors found solace in sharing their work challenges with colleagues and the VIPs themselves. They believed that not all was lost, despite the challenges that they faced at work. The same problems made them better people. They accepted that their commanders, unlike the VIPs, were not willing to listen to them. Therefore, confiding in others became another viable way of managing work stress.

There is a tendency of look I do not reason with subordinates. So where would you go in such instances; you would probably go to someone who listens, and it will be your MEC (VIP), someone who is having more power than them (Participant 4).

The VIP protectors who confided in the very MECs that they were protecting seemed hopeful that at least someone would understand their work challenges and see how they could be supported. They believed that since the MECs were more superior than their commanders, they would be able to review the decisions taken by the latter.

Theme 4: Discussion

It is evident from the above finding that some of the VIP protectors decided not to be helpless when they were confronted with a stressor. They coped by speaking forcefully about the stressor, which is arguably the best way to overcome work stress. Participant 4 said: “*Some of them are vocal and do not allow certain things to happen.*” This means Participant 4 is aware that learned helplessness can be a cause of stress in the workplace, therefore, it is not ideal for employees to tolerate unpleasant situations because of the assumption that nothing will ever change. Rizvi (2020) argues that when employees face high work stress, they may develop learned helplessness, which could have adverse effects on their performance, as well as organisational outcomes. There are greater chances that some of the VIP protectors were feeling too helpless

to change the situation in the VIP protection unit. They showed signs of poor work performance, which could put their lives at risk as they would be complacent when performing their duties.

Some of the VIP protectors believed that the best way to overcome work stress was to share workplace challenges with the colleagues. Dreher (2019) explains that talking about problems and verbalising negative feelings to friends has been a source of relief for centuries. Simply talking about problems and sharing negative emotions with someone one trusts can be profoundly healing because it helps to reduce stress. All the above coping strategies, among others, were used by some of the VIP protectors in Kimberley. Whether these strategies are effective or not can be debated in the social sciences domain, but it seems that the VIP protectors found comfort in using them.

5.4 Summary

In this chapter, the findings are based on the four themes that were identified from the research data. These themes are duties of VIP protectors, poor working conditions of VIP protectors, the effects of the restructuring of overtime on VIP protectors' salaries, and the coping strategies used by VIP protectors. Work-related stress among the VIP protectors in Kimberley was influenced by many factors, such exclusion from decision making process, lack of support, mistrust in the unit, favouritism, and unfair overtime compensation. Chapter 6 will focus on the recommendations, limitations, strengths and concluding remarks.

CHAPTER 6

Interventions to reduce work-related stress of the VIP protectors in the Kimberley protection unit

6.1 Introduction

The findings of this study showed that the VIP protectors spent less time with their families due to their work demands. The VIP protectors were also confronted by poor working conditions, such as exclusion from decision making processes, lack of support, favouritism, mistrust in the workplace and the unfair restructuring of overtime compensation. This chapter focuses on the conclusions drawn from this study, its limitations, and strengths, as well as make recommendations based on the findings.

6.2 Recommendations

The following are the recommendations that should be implemented at the Kimberley VIP protection unit for the benefit of both the organisation and the VIP protectors:

6.2.1 Participative decision making

One of the findings of this study is that the VIP protectors were excluded from decision-making processes. This study recommends that the commanders at the VIP protection unit in Kimberley should learn to use participative leadership in their daily activities. Chan (2019) posits that participative leadership behaviours aim to involve employees in problem-solving and decision-making, so that the leaders can pay attention to employees' needs and provide them with personalised support. The VIP protectors did not have input in the work issues that affected them, for example, they were not consulted when overtime was restructured, although this had an impact on their salaries. Therefore, there is need to encourage the commanders to involve the VIP protectors in decision making, because the work issues that the former discuss directly and indirectly affect the latter. Carmeli et al. (2010) found that when leaders invite and appreciate input from employees, it makes the latter believe that their voices are valued, thus, creating a work environment that guarantees the psychological safety of

the employees. Bell and Reed (2021) point out that participatory decision making can increase transparency, accountability, equity, and efficiency. The involvement of the VIP protectors in the decision-making process could also ensure transparency on issues affecting the VIP protectors in the South African Police Service.

6.2.2 Delegative Leadership Style

It is recommended that the commanders in the VIP protection unit in Kimberley use the delegative leadership style. According to Greenberg (2011), the delegation leadership style allows employees to make their own decisions. Moreover, Zulfikar and Rahman (2019) postulates that in delegative leadership, the authority to make decisions lies with the employees on the ground; this can also motivate them to work better and be more careful in trying to achieve the expected target of the organisation. This study found that the VIP protectors were not allowed to make their own decisions, regarding the working systems in the VIP protection unit. For instance, the delegation leadership style allows the commanders to give the VIP protectors space to decide amongst themselves how they would like to structure their work shifts. In addition, Xiong Chen, and Aryee (2007) found that using the delegation leadership style in a work environment fosters high levels of self-esteem, because employees can exercise control and self-direction. It would mean that that the commanders should trust the VIP protectors to make the right decisions, especially when it comes to their work commitments.

6.2.3 Deal with favouritism in the workplace

The VIP protectors also complained about favouritism in the workplace. This study recommends that commanders should display ethical leadership to avoid favouritism. According to Asencio (2019), workplace favouritism can be eradicated if leaders were to lead ethically, which entails honesty, fairness, trustworthiness, showing concern for others, communicating about ethics and values, role modelling ethical behaviour and holding all employees accountable for their actions. Zaim et al. (2021) state that ethical leadership is an influential factor on the success of the organisation and individuals are affected by their leaders' ethical leadership, as their behaviours are interdependent. This means that leaders and subordinates share a mutual responsibility in shaping each other's ethical behaviour.

6.2.4 Supportive work environment

The VIP protectors also expressed concern about lack of support from management. In this case, the researcher recommends that the commanders at the VIP Protection Unit in Kimberley should practice supportive leadership. Ma et al. (2020) state that supportive leadership entails commanders attending to employees' personal goals and values and integrating them into the decision-making process. The commanders need to devise plans that are supportive of their employees' well-being. Stein et al. (2020) found that having supportive people in one's life is a valuable resource; and supportive leaders' actions can help to increase employees' well-being and reduce levels of exhaustion. Supportive leadership is even capable of increasing mutual trust between the VIP protectors and the commanders. Dayanti et al. (2022) note that supportive leadership is characterised by an approachable and a friendly leader who shows concern for his or her employees' conditions, needs and welfare.

6.3 Limitation of the study: Lack of prior research studies on VIP protectors in South Africa

There is a lack of research studies on VIP protectors in South Africa. However, many studies have been conducted on the other policing units. The literature on the VIP protectors also applies to other divisions in the SAPS, such as detectives and Visible Policing. There were no sections in the Criminal Procedure Act (51 of 1977) and National Road Traffic Act (93 of 1996) that are dedicated only to VIP protectors.

6.4 Strengths of the study

The first strong point of the study is the production of new literature on the experiences of the VIP protectors, because there is limited literature in that policing division. The study identified the challenges facing the VIP protectors in South Africa, such as long working hours and spending little time with their families. Secondly, the qualitative research approach applied in this study assisted in capturing the experiences of the VIP protectors, who revealed the causes of their work-related stress and how they manage it. Thirdly, the theoretical framework (models of stress) that was adopted for this study was appropriate. Five models of workplace stress were adopted to

understand the work-related stress experiences of the VIP protectors in Kimberley. Fourthly, the recommendations made in this study were informed by the findings. The VIP protectors complained that they are excluded from the decision-making process in the VIP protection unit. This study recommended that VIP protectors must be allowed to participate in decision making processes about work issues that affect them.

6.5 Conclusion

The purpose of this study was to investigate the experiences of the VIP protectors, regarding work-related stress and how they manage it. The results of this study have shown that the VIP protectors at the Kimberley office are battling with work stress. The objectives of this study were confirmed. The underlying causes and sources of stress among the VIP protectors were determined and the corresponding coping mechanisms were also identified. The key findings were identified, discussed, and supported with existing literature. Relevant recommendations were made to help the VIP protectors to deal with work-related stress. For instance, delegation leadership style is appropriate for improving the self-esteem of the VIP protection officers, as well as their working conditions, because it gives provision for them to participate in the decision-making process on matters that have a direct effect on their duties. There is also a need to deal with favouritism in the VIP Protection Unit effectively, to ensure that all the VIP protectors feel welcome in the workplace.

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APPENDIX A: INFORMED CONSENT

CONSENT FORM

DEPARTMENT OF PSYCHOLOGY

Ref/ Verw: Mr F. Z. Simelane
Tel nr: (012) 429 4438
Fax: (012) 429 3414
E-Mail: simelfz@unisa.ac.za

30 October 2014

Researcher: Kelesitse Reggie Mokae (MA in Psychology student)
University of South Africa

Dear Participant

My name is Kelesitse Reggie Mokae and I am investigating work-related stress among VIP protection officers in Kimberly, Northern Cape province. Participation is voluntary and you are requested to take part in an interview which will be recorded. The interview will last between 45 minutes and an hour and there might be a need for a follow-up interview. You may discontinue the interview at any point or skip questions that you do not feel comfortable to answer.

All information is strictly confidential and will only be used for research purposes. Data that may be reported in scientific journals and in my dissertation will not include any personal information which could identify you as a participant in this study.

Thank you for your cooperation

Yours sincerely

Kelesitse Reggie Mokae

I _____ certify that I have read the consent form and volunteer to participate in this research study.

Signed _____ at _____ (Place) on _____ (Date)

APPENDIX B: INTERVIEW SCHEDULE

Interview schedule

Title of the study: Investigating Work-Related Stress Among VIP Protection Officers in Kimberly, Northern Cape Province.

Researcher name:

Date:

Biographical information

Participant name _____

Gender _____/Male/Female_____

Age_____

Research Questions

1. What do you do for a living?
2. How long have you worked there?
3. What kind of work do you do?
4. What challenges do you encounter in your work and while doing your work?
5. What aspects of your work you find it positive?
6. What about the negative aspect?
7. How do you deal with the negative?
8. What do you think can be done to improve the negative effects of your work?

APPENDIX C: ETHICAL CLEARANCE

Ref. No: PERC-15083



Ethical Clearance for M/D students: Research on human participants

The Ethics Committee of the Department of Psychology at Unisa has evaluated this research proposal for a Higher Degree in Psychology in light of appropriate ethical requirements, with special reference to the requirements of the Code of Conduct for Psychologists of the HPCSA and the Unisa Policy on Research Ethics.

Student Name: Kelesitse Reggie Mokae

Student no. 46809910

Supervisor: Mr F Z Simelane

Affiliation: Dept. of Psychology, Unisa

Title of project:

An exploration of occupational stress in the South African Police Service in Kimberly, Northern Cape

The proposal was evaluated for adherence to appropriate ethical standards as required by the Psychology Department of Unisa. The application was approved by the Ethics Committee of the Department of Psychology on the understanding that –

- Any and all formal procedures that need to be followed to gain access to the participants and to obtain information for the purposes of research, as required by the management structures of the SAPS, have been adhered to, and that the relevant authorities are aware of the scope of the research;
- All ethical conditions related to voluntary participation, informed consent, anonymity, confidentiality of the information and the right to withdraw from the research must be explained to participants in a way that will be clearly understood and will be adhered to;
- Signed letters giving informed consent must be obtained from each of the participants.

Signed:

A handwritten signature in black ink, appearing to read "P Kruger".

Prof P Kruger

[For the Ethics Committee]
[Department of Psychology, Unisa]

Date: 18 November 2015

Interview 1

Kelesitse Mokae: Okay, this is the interview about how occupational stress has impacted on lives of police officers. So can you state your gender?

Godknows Molefe: I am a male

Kelesitse Mokae: And you age?

Godknows Molefe: 38 years

Kelesitse Mokae: Okay. Can you give me an idea about what do you understand about what occupational stress is?

Godknows Molefe: Occupational stress the way I understand it, is how does your work, the way you perform at work affect at home. My work environment and my family how do they affect each other.

Kelesitse Mokae: Okay, so tell me what work do you do?

Godknows Molefe: I am a Close Protector for dignitaries

Kelesitse Mokae: And tell me about your duties

Godknows Molefe: My duties is to protect the lives of the dignitary and to drive them to all their destinations so as to have them perform their mandates like from government. Transportation and the protection side of it.

Kelesitse Mokae: The protection side of it?

Godknows Molefe: Yes, just to protect them their lives because the work they are doing is more to their community, delivering service and sometimes they are unable

to deliver things that they promise by government and you find that the communities are unhappy about their services and end up causing chaos. So my duties is to protect them from those kind of situation.

Kelesitse Mokae: Okay so do you work shift or straight hours?

Godknows Molefe: We are working straight hours. We are working very abnormal hours.

Kelesitse Mokae: By abnormal you mean?

Godknows Molefe: We are not working normal like the way our labour says that we should work up to 40 hours a week if you are working straight hours or if you are working shifts like 12 hours shift. No we are not working what is required by law.

Kelesitse Mokae: Okay so my concept of occupational stress is you have occupation which is work and stress which are challenges that one cannot deal with. So can you tell me what challenges do you encounter while performing your work or on your work?

Godknows Molefe: There are challenges at work and office. The work itself is a challenge. It is having its own stress but as a protector also I am also a human, of which I am having private life of which the work that I am doing also affect my private life, especially for those who are having a family like I am having. I am a married person who is having responsibilities. I am having kids so most of the time I am not there for my kids. I am not there for my family and also in my job you don't get a 100 percent support from your employer when performing the task they are giving you.

Kelesitse Mokae: Okay we going to take it from the employer now, what support are you looking at?

Godknows Molefe: Administration wise there is some administration that we are supposed to do and the work load is too much. Also because most of the time we are operational with the dignitaries and there is some administration that we need to do at the office with our employer, which is our office and there is no time. And also, the equipment that we are given it makes our jobs very difficult because when you have incidents outside you don't get support like for an example if I can give you like an example if you are involved in an accident our commander do not really support us you are on your own. If there is a shooting incident they will just come and do their part from there when you are supposed to go to court you will be standing alone of which the employer there does not really represent you. You are representing your own actions but you were acting on behalf of the organization.

Kelesitse Mokae: Okay, the challenges let us dwell a little bit on the challenges so you mentioned the support and administration, and okay can you add more if you have?

Godknows Molefe: Also just also the moral support in the organisation is not there because there is not really a good relationship between managers and subordinates. There is always fights that is why you end up finding that the members who are operational with the dignitaries end up relying their support. They end up telling the dignitaries their challenges and dignitaries end up helping them to overcome those challenges.

Kelesitse Mokae: Okay, can you tell me how long have you been doing the work that you are doing now?

Godknows Molefe: It is my twelfth year

Kelesitse Mokae: So how long have you been married?

Godknows Molefe: I have been married for nine years now

Kelesitse Mokae: So you said that the work affects your family, can you explain just a little bit but if I am too personal we can skip it?

Godknows Molefe: It is not personal. It is things about life. Anybody is having challenges. Most of the time you are not in your area of jurisdiction you are working all over South Africa. Where the dignitary will be you are with them and most of the time they are not in Kimberley, where we are stationed. They are outside so I am not there for my family physically, you can only support financially of which family is not about finances. Family needs you there. There are some of the things that needs your presence as a father to your kids and as a husband to your wife. You are not physically there the only communication is over the phone but it is not enough like if I can tell you my experience I went through last year of which is 2015 I was going through a divorce because of my job, the job that I am doing. The challenges were about me because I was not giving support to my wife, my wife was acting as a father, a mother, a protector and everything to my kids. And also she has her own needs of which I was not there. Almost 95 percent of my time I was at work because also there is no manpower in the organization. We are few members who are doing close protection of which even when you come back from wherever you are coming from there is nobody who will assist because there is no manpower, so challenges is that you are not there for your family even for yourself you don't have time for yourself because everything that you have to do is only work! Work! Work! Work! There is no rest you are always tired the only time that you rest is when you are on leave or when the VIP is not in the country or is in other regions.

Kelesitse Mokae: So what aspects of your work do you find interesting?

Godknows Molefe: What is interesting about the job is just that maybe you are able to tour and see the surroundings, different people and how they live their life. It is just the same as you are a tourist because there is not much you do, the only thing you do is to protect or sitting in the car. There are two people who are working for an example if you are working with the MEC, there are only two people. The other will be the driver and the other one is a protector. So the protector most of the time is with the dignitary wherever he is and the other driver is most of the time in the car. You will be sitting there if the programme is for the whole day you will be sitting in the car for the whole day

Kelesitse Mokae: So in that if the programme is from seven to four when do you have lunch?

Godknows Molefe: You have lunch when you can, there is no lunch time.

Kelesitse Mokae: When do you eat?

Godknows Molefe: You eat while working

Kelesitse Mokae: So?

Godknows Molefe: Sometimes you can drive for an example you drive from Kimberley to Springbok it is about almost 800 kilometres, you will eat while you are driving unless there is events where lunch is served it is only then that you eat a normal food most of the time you eat junk food.

Kelesitse Mokae: So you said you do not have time even for yourself?

Godknows Molefe: Even for yourself because when do you get time to entertain yourself or even to attend some functions. If you have family funerals you can't sometimes attend, it depends on your relationship to the person who died, like if it is your parents the commanders of which the managers will give you leave but if it is the relative or somebody else, no, they will tell you about there is no manpower.

Kelesitse Mokae: But if you were to be given a chance to leave will you?

Godknows Molefe: If I were?

Kelesitse Mokae: Given a chance to leave this work?

Godknows Molefe: The only advantage of the job is finance, you are working overtime of which you are being remunerated for it, even though the hours that you are working sometimes are more than what you are paid for because you are only paid until 100 hours. If it is more you will have to take take it as flexi time that is the only advantage of my work. The other thing is of driving luxury vehicles but I do not see it as an advantage because I am not benefiting from driving that luxury car, it is not my car it is the state vehicle.

Kelesitse Mokae: If your supervisors were to do something to improve your situation what will that be or if you were a manager then what would you do?

Godknows Molefe: I will employ more people so that they can be relieved, members can be able to take leaves. So that they can be able to take to rest because once you have employees who are overloaded with work they end up not performing to their level best. Sometimes there is fatigue and they have problems at homes so they are putting their lives in danger while they are driving. Driving knowing that they have issues and unresolved issues at home. The second thing I will support my employees.

I will have sessions with them that will build trustable bond with them just to be able to know their frustrations and their challenges because you must understand in this job you are working independently, the only time you liaise with your manager is when there is an incident or when you are when you are telling them about a programme that you will be out of town but most of the time they do not care about what is happening.

Kelesitse Mokae: They don't care?

Godknows Molefe: I will say they don't care because if you care you will phone because you are most of the time as a manager most of the time in an office of which the state is giving you access to phone and cars. You liaise with your members on a daily basis just to know 'guys are you doing fine and is there any hiccups, where can I help you?'

Kelesitse Mokae: Tell me about that, is that happening or what?

Godknows Molefe: It is not happening, that is why I am raising it. It is things that are not happening. The only time you will have a conversation is when you are attacked. They are more concerned about the dress code, the paying overtime but they don't check the relevant issues that can affect the performance of the members first.

Kelesitse Mokae: They are not checking issues like what?

Godknows Molefe: Like 'guys are you fine to work today, do you have any challenges that can maybe disturb you to perform your duties, and are you healthy?'

Kelesitse Mokae: When you are having a challenge for an example like a marital challenge do you go to your supervisors or how do you deal with it?

Godknows Molefe: No, I do not go to my supervisors the reason being sometimes you claim to say that whatever one speaks to commanders will be classified. It will be between the two of you but you end up hearing that whatever that you discussed with your manager along the corridors. There is no secrecy, confidentiality

Kelesitse Mokae: So how do you deal with it then?

Godknows Molefe: You will talk to people you trust or you will go out of the organization.

Kelesitse Mokae: Do you have the support when you as a members of the police are having a challenge and what support does the employer give to you if you are having a challenge especially that is work related?

Godknows Molefe: That is work related sometimes you are doing a job that your managers have no experience of then it becomes difficult for him to help because he does not have a background of the job that you are doing. He is having his own experience of the other units but in a specific unit is a new thing to him so it becomes difficult for one to give you relevant advice on a situation. We have a lot of situations where we asked advices on but I will tell you until today those things are still unresolved.

Kelesitse Mokae: Are those issues taken to management or what?

Godknows Molefe: Yes, it is. In general actually as I experienced previously, where as a close protector, I am also a member of the South African Police Service, where you find that you are protecting your VIP and your VIP is under investigation. He is going to be arrested by another unit that is not wearing uniform then it becomes a challenge because I am playing my part as a protector of which my duties is to protect

him from any threat of which then here comes another unit coming to arrest him and they are not in uniform. There is no communication because if maybe this unit has communicated with my employer just to inform him that this is going to happen then I think it should be much easier because in those situations those like the HAWKS they do not wear uniform. They come to you and they want to arrest your Principal of which you also have the responsibility to protecting, then it becomes a very serious challenge because both of this two units want to win I want to do my part to protect him 100 percent and they want to arrest him.

Kelesitse Mokae: Because they are doing their job also?

Godknows Molefe: Yes, they are doing their job also so it becomes a very serious challenge so it shows that somewhere there is a weakness in the organization because if we are in one organization and we cannot trust each other then it is a problem for especially those who are doing the field work.

Kelesitse Mokae: So what happens when you are driving around and you come across somebody committing crime and you are not wearing uniform, so what happens?

Godknows Molefe: It depends, when I am alone I act.

Kelesitse Mokae: When you are alone, you act?

Godknows Molefe: When I am alone in a vehicle driving, I act as a police officer. I act but when I am with a VIP in the car I don't act, I rather phone the Police Station or whoever to come and attend that scene. You must understand in the police we specialize not only by protecting the dignitaries there are other units that specialize under accidents and the other that specialize under investigations and so forth, so

even though we are still police officers all of us but we still specialize.

Kelesitse Mokae: Okay, you act when you are alone which means you..?

Godknows Molefe: I if for argument sake if it is an accident I will control the traffic while I will phone the relevant people. I will try to control traffic and assist where the need is but those who are specializing in the unit take over when they come. If it is a crime scene I will try to cordon off the area until the relevant people arrive just to protect the evidence.

Kelesitse Mokae: You said you are a police officer that is fine, what measures are in place to support you guys as police officers then, that are available to you, that you know off?

Godknows Molefe: There is the EHW, I think that one relevant is EHW that will assist in spiritual uplifting when you have problems you can go to them but other than that, no, I do not see any other. Once you talk of the legal services of the police is just to advice the employer on decision making, they are not there for you as police officers who is on the ground level because if I can go back there was an incident where one of the protectors was involved in an accident. I think two people died on that accident and that same protector was officially on duty but in court when he was attending court he was alone, at no point did the state offer him any assistance of maybe the advocates from the state or whatever. He was having his own lawyer and the unfortunate part the guy was convicted because of also statements from the employer they did not stand with him but under appeal it was revealed that his actions were negligent and he won his appeal he was acquitted.

Kelesitse Mokae: So the state did not help in any way?

Godknows Molefe: They do not give any support to their members. It seem like one can look in a way that they are just waiting for you to make a mistake so that they can charge you.

Kelesitse Mokaë: So what mistakes will arise from you working for SAPS or not working or performing your duties while you are under or going through stress or occupational stress? What kind of mistakes can or might arise from that?

Godknows Molefe: You can, if the stress is that in that level that you can't think suicides can happen. People can end up committing suicides. People can end up shooting one another because sometimes there is differences between like verbal differences, where people end up using vulgar language between manager and member, exchanging words and you see that these people are angry. These will end up leading them maybe to a fight or end up because we are working with guns and end up using those kind of things.

Kelesitse Mokaë: So we spoke about the interesting part of the job or positive part of the job that you like about the job and you only came up with one thing which is the financial part.

Godknows Molefe: The second part is that you are not working crime you are not fighting crime directly where IPID will always be after you and your actions. Okay they can be against us in cases where maybe there is an incident then my actions are unlawful and those people end up opening a case but I am not on everyday fighting with crime outside, doing whatever getting bribery, doing those kind of things we are far from there the only thing we as protectors are concentrating on is the protection of dignitaries.

Kelesitse Mokae: So you are going through stress and it is work related, how does it affect you?

Godknows Molefe: It affects me because once I wake up at home and I am supposed to come to work, you think twice to say am I really going there again to those people who don't care about my wellbeing, about everything. But just for the sake of your responsibility at home because you have kids that you need to think of and your family you end up being compelled to come to this organization but if one had a choice I will not work here especially here

Kelesitse Mokae: What do you mean especially here?

Godknows Molefe: Especially this unit.

Kelesitse Mokae: This unit or?

Godknows Molefe: Especially the Kimberley unit.

Kelesitse Mokae: Explain yourself?

Godknows Molefe: You can see there is a lot of divisions here, we are not working as one. You will see most of the time you will see these things especially at the end of the year when they start talking about this year-end function where the whole unit is going to come together and celebrate the achievements of the unit. You will see other people pulling this side others pulling that side, showing that people do not like each other and sometimes even in those parties you end up witnessing things where people are fighting one another people are chasing each other with knives you then ask yourself what kind of closing party or unit party is this.

Kelesitse Mokae: So people do not like one another do you perhaps think that is it a

good quality for the work especially in the SAPS?

Godknows Molefe: No, it is not good but I won't say it is the organisation's fault but it is people who are representing the organization who are making this mistakes or members or managers but somebody amongst us who is not performing his duties.

Kelesitse Mokae: Okay, let us see if there is anything that I will need to find out from you I will come back to you but for now, Thank you.

Godknows Molefe: You are welcome. Sometimes...

Kelesitse Mokae: Okay you can go on.

Godknows Molefe: Sometimes we have managers that are abusing their powers and end up acting unlawfully. We are guided by policies and the managers end up changing policies just to fit or benefit them. I don't know if it is them or should I say there is this thing of jealousy between managers and members. Managers end up or they keep on complaining about overtime because there is a policy that regulate the overtime that says the members qualifies to claim up to 100 hours a month, but recently there is some changes to the policy. I don't know how they ended up coming to that point that members qualify for 80 hours, if maybe if I am going to help in one of the dignitaries. I am going to claim only twenty five hours of which the person who has worked maybe for argument sake has claimed 10 hours in that week then I end up claiming more than 25 hours in the same week helping one of the members who is having a problem or is sick then that specific member end up forfeiting the 10 hours that he worked, because I will be helping him so I automatically qualifies for the twenty five hours of which the 10 that he already accumulated he is going to forfeit. Of which the Labour Act is very clear that if the labour says nobody is compelled to work over

time so you work overtime by choice so if the employer and the employee does not reach an agreement so I the one who is supposed to work I have a choice of working or of not working so in this case the members are forced to work overtime.

Kelesitse Mokae: Forced?

Godknows Molefe: It is forced because the work that we are doing requires of us to work overtime. We are having a standing authority of overtime so after you have performed your work you are told you are going to forfeit the hours that you worked for it is unfair labour practice.

Kelesitse Mokae: And if that were to happen to you how will it make you feel?

Godknows Molefe: It is a new thing I was going to be angry and I was going to challenge it.

Kelesitse Mokae: New thing, but is it happening?

Godknows Molefe: It is happening

Kelesitse Mokae: But it has not happen to you yet?

Godknows Molefe: It has not happened to me. I think it is the second month they put it into practice. Mostly it affects people who are permanently with the VIPs because they are the ones with standing authority.

Kelesitse Mokae: What period where you permanently with the VIP?

Godknows Molefe: Since 2004 until February 2016 that is when I took the decision just to come to work. It had already affected me badly because I was going through a divorce. I was not well because the divorce had affected me in a way that I told myself.

I was not going to be able to work well under the stress that I was having because you can't perform to your level best having unresolved or having stress let me put it that way

Kelesitse Mokae: So this law that was passed or the policy that has been changed has been recently implemented

Godknows Molefe: Yes, but it is not in black and white it is something we were told by word of mouth that this is how we are going to operate starting from last month.

Kelesitse Mokae: You said that working overtime is like forced can you do VIP protection without working overtime?

Godknows Molefe: No you can't, because you must understand that the VIP they are having their own programmes, official programs and political programs. Programmes are official, political and private because when they were appointed as dignitaries there was this responsibility that they were supposed to be protected until the duration they are in still in that position so even when they are going to a funeral you are supposed to go with if you are assigned to him or her you are compelled to go because it is your job, you have been assigned to him.

Kelesitse Mokae: So you are working weekends too?

Godknows Molefe: Monday until Sunday

Kelesitse Mokae: So when are you off duty, when you are sick or what?

Godknows Molefe: When you are sick or on leave or the VIP is not in the country

Kelesitse Mokae: That is when you are off?

Godknows Molefe: Yes.

Kelesitse Mokae: But most of the time your time belong to the VIP?

Godknows Molefe: Your time belong to the state.

Kelesitse Mokae: Okay that is something. Any other thing you want to add?

Godknows Molefe: Sometimes you are told if your VIP is not around you should come to the office and in the office there is nothing that you are doing you are just sitting around from half past seven to four.

Kelesitse Mokae: When are you doing your paperwork?

Godknows Molefe: You do paperwork while you are operational, most of the time when you come to the office you do photocopies or updating your certain things can take you about 20 to 30 minutes and then you are finished and then you sit the whole day doing nothing

Kelesitse Mokae: So that is a problem

Godknows Molefe: It is, it is a problem because at least employer should give you something to do because we do not have access to computers point one the only time you hear about posts or advertised posts is when you are told by the commander in parade.

Kelesitse Mokae: So how does your work give an opportunity to be developed, can you be developed while working there?

Godknows Molefe: The disadvantage of this unit especially since this thing of 'Back to Basics' came you are told the courses that you need to do are courses that you are

aligned to the job that I am doing. I am doing protection so the courses that I am supposed to do are courses that deals only with protection. I cannot do crime prevention and so forth.

Kelesitse Mokae: But can you do something to develop yourself?

Godknows Molefe: Yes you can study, that is the only thing.

Kelesitse Mokae: Doing the work that you are doing can you find time to study?

Godknows Molefe: There is small time but if you want to you need to improvise. Like maybe if you knock off at nine 'o clock for an argument you can take an hour to do something for yourself because studying is for your own benefit.

Kelesitse Mokae: I am asking you this because we spoke about the time you spent at home and you said?

Godknows Molefe: It is a problem because if I knock off at nine o clock and stay around Kimberley. I come home, I need to give attention to my wife and kids. There is no time otherwise you must not sleep the whole night.

Kelesitse Mokae: And then work tomorrow morning?

Godknows Molefe: It is a problem. If maybe the employer employed lot of people there was going to be lot of time like for me now as I am working at the office there is lot of time for me because at present moment I work in the pool now.

Kelesitse Mokae: You are doing what?

Godknows Molefe: I am just relieving, when guys are sick, I will go and help if there is an incoming Ministers on this operations I assist.

Kelesitse Mokae: Then one can say that then you are manpower to those that work in the field.

Godknows Molefe: Sorry?

Kelesitse Mokae: I can say that the pool members is manpower to those working in the field.

Godknows Molefe: No, we are about four people who are relieving members protecting about twelve VIPs.

Kelesitse Mokae: How does the relieving work?

Godknows Molefe: When they are sick or on vacation leave.

Kelesitse Mokae: Only?

Godknows Molefe: Only

Kelesitse Mokae: And if they are not sick they are working.

Godknows Molefe: They are working.

Kelesitse Mokae: Throughout?

Godknows Molefe: Throughout. And they are having a lot of unclaimed overtime hours that they need to take time off. There is no time for time off especially after this thing was introduced of once you take time off you are going to forfeit some of the hours, members are abusing themselves. They are overworking themselves because they do not want to forfeit the hours because this unit is all about money.

Kelesitse Mokae: Money for who?

Godknows Molefe: Overtime money, there is nothing special about this unit. It is only that you wearing private clothes of which you are buying them those private clothes with your own money. You still qualify for R1200 like any other police officer it is only that your R1200 you can buy private clothing with it but other than that the only extra benefit is the overtime we are still like any other police unit from there is travelling, yes you qualify for.

Kelesitse Mokae: And not working with crime every day.

Godknows Molefe: Yes and driving luxury cars.

Kelesitse Mokae: The other thing I picked up is lack of support ne?

Godknows Molefe: Yes and the other thing also is the unit operates different okay operated differently from the normal policing. Previously even if there was an accident and you were driving police vehicle you were passing there because we were told that we were not working with crime, then things started changing when we got new management that you can act when the dignitary is not in the car but some of the things we are not familiar with you will end up being charged with something you don't know about.

Kelesitse Mokae: Like give one example of somethings you are not familiar with?

Godknows Molefe: There are standing orders in the police but the question is: does the employer give member workshops about the standing orders? And where do we get standing orders because you will only hear about the Standing Order when someone is being charged. That is the only time you hear them mentioning the Standing Orders. If one can check from Police College up until we did until I did Advance 4 by4 Course at no point was I taught about Standing Orders. The only thing

that I was taught about the Constitution and Criminal Procedure Act, Police Act and other related Acts. Standing Order is not an Act is something that the employer drafted just to give guideline or some sort of a directive I don't know directive for what but I feel that some of the Standing Orders are unfair. I feel that we are not treated as normal people we are being treated like some sort of a special person even though the Constitution says we are all equal in the eyes of the law but you are expected to act as a saint as a police officer. They still do affect us because we are the members of the police.

Kelesitse Mokae: Okay, Thank you. I will make follow ups if I need to clarify some matters. Thank you

Godknows Molefe: You are welcome

Interview 2

Kelesitse Mokae: Good day.

James Dlamini: Good day

Kelesitse Mokae: Thank you for borrowing me your time to come and be part of my research. I am Kelesitse Mokae. I am a student with Unisa. I am doing Masters in

Psychology. And the research that I am doing is about occupational stress and is purely for my studies it has nothing to do with SAPS. The interview is confidential and if you feel the question that I ask is too personal you can just tell me it is too personal you cannot answer it. The interview is confidential and will be between the two of us. It is for me and my studies only. Please introduce yourself.

James Dlamini: My name is James Dlamini and I am working at VIP protection Service under South African Police Service. My job description is to be a Close Protector.

Kelesitse Mokae: How long have you been a police officer?

James Dlamini: Thirteen years.

Kelesitse Mokae: Thirteen years of being a police officer?

James Dlamini: Yes.

Kelesitse Mokae: How long have you performed VIP Protection?

James Dlamini: Twelve years

Kelesitse Mokae: Twelve years?

James Dlamini: Yes

Kelesitse Mokae: Okay that is long. So you have been doing protection service for twelve years?

James Dlamini: Yes

Kelesitse Mokae: Can you tell me, are you married?

James Dlamini: Yes, I am.

Kelesitse Mokae: Kids?

James Dlamini: I do have

Kelesitse Mokae: Okay. Tell me about your work

James Dlamini: It depends what you need to know about it because this is the kind of work that is informed by political environment and obviously it gives a certain classification in regard of security in terms of disclosure.

Kelesitse Mokae: For twelve years that you worked at a VIP Protection environment, what challenges have you encountered?

James Dlamini: Look the challenges that comes with this work is you do not necessarily have your own time reason being that programmes are dictated by politics. When you least expect that you are free then something comes up so you can't necessarily plan your own life in a nut shell especially when you are in this environment not unless you have taken leave of absence whereby you are going out of Kimberley or out of the area that you are working in. You got another leave operational requirements are in such a way that any call that may come through taking to account your availability that you present yourself available.

Kelesitse Mokae: Is time the only challenge that you encounter as a VIP protector?

James Dlamini: Well at this point in time is not necessarily about the time. You find that from our office there is a whole lot of challenges that you get especially from managers whereby we have certain interests to the extent whereby something is used as a bargaining tool for instance like the issue of overtime like the issue of posting,

posting is used as a bargaining tool to be in good terms with some managers

Kelesitse Mokae: Used by who?

James Dlamini: Well I am not at liberty to say who at this point or to disclose a certain manager's name but history has told me that ever since I have been there, there has been changes from time to time. The biggest thing that the managers use there is the issue of we get overtime especially the protectors now they use that as a bargaining tool to deploy or redeploy members and it becomes a problem because from time to time you will be reminded that you are on probation, we don't even know how long is this probation because are always of the of the understanding that if you are deployed with the new cabinet. It is maybe for a term; a term can be 5 years depending whether there is going to be reshuffling or those kind of things that takes place within the process. Then some of us are vocal we are outspoken. We don't allow certain things to be or maybe some person will come to you particularly for no apparent reason, if you go through the whole situation you will see that this person has a problem with me in particular. Our office you know you must remember they were integrated so they also follow politics they are also party members

Kelesitse Mokae: The managers?

James Dlamini: Yes, they were integrated and they also belong to a certain political party so a matter of interest will always be there.

Kelesitse Mokae: What did you mean when you said 'you are on probation'?

James Dlamini: Now initially what they do is when they deploy you they will call all of us there and tell us that there is or might be a new cabinet that will be sworn in. Normally they will tell us you guys will be on probation for three months and then

obviously within that period of three months if you know your work, you will work accordingly because some of us we did not go for training before because training was limited then that was in 2004. So guys just went on gradually to the training Basic VIP and Advance VIP training but we were doing the work because we were working with somebody who was more experienced. Now after this three months period nobody says anything but then for argument sake six months down the line there is a conflict you encounter with your manager and then it will come up.

Kelesitse Mokae: That you are on probation.

James Dlamini: Yes, that 'remember that you are on probation', it is something to put you in your place.

Kelesitse Mokae: So you mentioned that the VIP protectors are dependent on overtime, can you touch on it a bit?

James Dlamini: The issue of dependency also affects any other person who is working in an environment where overtime is dominant. You start making your living arrangement with regards to the overtime that you know you are going to be working, mostly. There are those who are doing that so in many instances you find that guys will go to the extent of buying cars guaranteed that they will be going to get overtime for the next five years, so in most instances protectors do rely on overtime.

Kelesitse Mokae: But is it really guaranteed that if you start with the VIP then you are going to be there for the whole five years?

James Dlamini: Like I said earlier on it depends on the Cabinet itself, if you are posted in terms of one VIP (MEC) and then for whatever reason that your VIP is going to be removed from office then it means you will have to go back to office not unless you

are in good books with your management then they can redeploy you elsewhere but ordinarily they will prefer you to be in office for a certain period of time or they will use you elsewhere. So basically in a nut shell there is no form of guarantee that you might get overtime because this work of us is of such nature that it does not confine you to seven to four hours there is always something before half past seven and after four o'clock. So that is some form of guarantee that you will work overtime and have to get paid for it.

Kelesitse Mokae: Is there any other challenge except for the ones that you already spoke of?

James Dlamini: There are challenges that are not confined to all of us. The other challenge that we have is the issue of being away from family for a long time but then how do you compensate that with something else. Generally speaking, they say most successful people spend two thirds of their time trying to make money and another third of their time trying to raise a family now you have to come to an understanding with your family that this is what I am doing here and it is for a good course. I might not be able to give you the time but I am going to be able to give you the luxury. I might give you comfort and so it depends how family responds to the kind of work you are doing. So many guys have gone to the extent of divorcing because their wives did not take. Okay some of us are still fortunate that we still live in Kimberley and we do work around the province, but not work around nationally like those guys of the president who are working even overseas and go overseas for two to three months.

Kelesitse Mokae: But what about Northern Cape being a vast, sparsely populated province, so how does VIP protector get around that because if you are protecting politicians then it means you should be travelling within the province?

James Dlamini: The main issue is more about the passion.

Kelesitse Mokae: About the what?

James Dlamini: The travelling is vast but the bigger picture is what I get in return for me as an individual.

Kelesitse Mokae: Like the incentive?

James Dlamini: Yes, that goes with it. The vastness does not count at this point in time.

Kelesitse Mokae: Okay, so you mentioned that VIP protectors depends also on the support of their spouses. Do you think you would be doing this work in five years to come if your wife was not supporting it?

James Dlamini: Is it now specifically me?

Kelesitse Mokae: Yes, you?

James Dlamini: What I can say is that this kind of work needs thorough planning. It is not something that you have to indulge yourself in for a long time not unless you have a plan. What I have planned is I said to my wife: "Look what we have here we could or I have been here for a long time and there was a time when we dealt with money especially when I got money for the overtime we will go out and buy not necessarily looking at the bigger picture". We were just trying to enjoy the money trying to compensate for the time that I have not been there for them, but as time progresses you see that you have wasted money in small things but now you must invest in something that is worthwhile and in 2013 I said to her 'let us build a house from the ground and take a loan for five years'. I build my house it is almost complete. I took up

a loan from 2013 so my plan is to be finished with it in 2019. If you calculate with this political heads they will end their term in 2019. So what I am saying is come 2019 when the new cabinet comes in it will be up to me to decide where I want to work.

Kelesitse Mokae: Except for the family life do you enjoy your social life, how does your work affect it?

James Dlamini: It goes with experience, it goes with your interests, and it goes with striking a balance. For instance, I am always working on weekends the kind of person that I am working with is always in Cape Town and comes over the weekends at home, those are the terms I am working in.

Kelesitse Mokae: Weekends?

James Dlamini: Now, weekends ordinarily those are the time that most people prefer to spend with their families.

Kelesitse Mokae: And friends.

James Dlamini: And friends, now what I do during the week fortunately what I do is maybe he might not be here like in this case he is not here I have got time of my life to do whatever I want at any given time. You remember how I told you how one cannot tend to children's needs. Which means I am trying to strike a balance to make up for the time that I am not here. I know when I am not here my wife goes to fetch the kids and drop them at home but when I am here I take my kids and will drop them at home and spend time with them. I will cook or do anything with them for the part of the day. Later on then I will go to see my friends maybe talk and catch up so on weekends I do two things in the morning I go to work and in the afternoon I spend time with my friends. Sunday I go work check with the VIP if he is fine, if he is fine then I can go and play

soccer and after that I check him if he is still fine then I spend the rest of the day with my family.

Kelesitse Mokae: Is it safe to say you are having a very easy VIP to work with?

James Dlamini: Exactly.

Kelesitse Mokae: How is your relationship?

James Dlamini: It is very good.

Kelesitse Mokae: Do you ever share your work concerns with your VIP?

James Dlamini: Yes, from time to time. I do share because he is just an open person to us. I think we need to return the favour also because we are three in that vehicle and whatever happens in that vehicle is for us. We share personal things about relationships. We do share so it is a sentimental relationship that you cannot just say some of the things you would rather not say. We do not disclose everything because we don't want the situation whereby something is going to hit you back but we do share a lot of things.

Kelesitse Mokae: So how does he take concerns that you share with him regarding your managers?

James Dlamini: Well, he at one or two stages has intervened but we have situations whereby some of the situations we can deal with them individually at work. Mostly you will just tell him by the way not for him to make a call and say why are you treating the guys like this. I mean we have trial and tested them at our office, by now we know which buttons to press at the office so that we can get answers and get right treatment. It is like always we are running to the VIPs for assistance if they call all the time. There

are guys who are doing that but there way I know myself I refrained from running to this people because after all this people are just politicians. They are just there for a term and they leave and you remain with the very same managers at our office and to face those supervisors you need to strike a balance. I believe problems that we encounter there always make you a better person at the end of the day.

Kelesitse Mokae: Does the intervention by the VIP into your work matters affect your relationship with your supervisors?

James Dlamini: In some instances, yes but in most instances no. The thing is our office managers I think they respect the VIPs too much. You are sure of one thing if there is a complaint they take it to Cabinet it will be dealt with in accordance. For some years there has been always an issue about overtime, there has been an issue about how we are treated and once it reaches cabinet then SAPS management changes their attitude. So unfortunately like I said earlier on some of our managers have an interests on pleasing these politicians so that is an issue of I will abide with whatever the politician is asking because the politician is a client. One has to tread very carefully when dealing with politicians.

Kelesitse Mokae: Do you find your work interesting?

James Dlamini: It is interesting.

Kelesitse Mokae: What do you like about it?

James Dlamini: If you compare any other police officer they don't enjoy the luxury that we enjoy. You get to fly at any given time. You get to go overseas and sleep in decent hotels. You get to have a state phone that is unlimited. You drive the best of cars even though it is not yours. You get to see a lot of people that nobody ever thinks

of meeting. So the interest comes with that. If you see it in that context it gives you an urge over and above those people. It is only a pity because most of these things you cannot enjoy them with your family.

Kelesitse Mokae: Do you have any negative aspects about your work that you want to share with me?

James Dlamini: There are some negative aspects that goes with it especially with regards to ignorance from managers. From time to time you will say I am requesting leave or rest days and somebody will come and say no you must work. And at that time you look at the pattern, you are not the person who takes leave at any given time but your body tells you that you are tired, you need time to rest so that you can continue doing your best at work but then somebody from elsewhere will come and tell you no you must work only one of you can take leave. And the worst part is this time of a festive season most of these people politicians are going on recess so they will write letters to our offices to say from the 16th of December to the 6th of January I will be on recess.

Kelesitse Mokae: So when they are on recess your services are not needed?

James Dlamini: Yes, the letter state that the services of the following protectors will not be needed for the duration of the recess.

Kelesitse Mokae: And then what happens?

James Dlamini: The commanding officer at our office will say one of you can take leave.

Kelesitse Mokae: One? Why not the two of you? What is this other one going to do

at work?

James Dlamini: That is the problem that this work comes with and the very same commander will go on leave.

Kelesitse Mokae: But you cannot take leave?

James Dlamini: You cannot go on leave.

Kelesitse Mokae: But the person you are protecting is not there?

James Dlamini: Yes, and the VIP will show that this is the document that I sent through to your office to say for the duration of this period I won't be needing your services.

Kelesitse Mokae: What do they expect you to do?

James Dlamini: To be on standby.

Kelesitse Mokae: Standby for?

James Dlamini: For that particular person who is away.

Kelesitse Mokae: Who said he will not be needing your services?

James Dlamini: Yes, that is stupidity at its best. Now those are things creating negativity amongst us. The other example that we are having is unfair labour practice that is taking place at our office and which is done on face value.

Kelesitse Mokae: At face value?

James Dlamini: Yes. This is what happens: I am a manager and am fond of someone at work and when this person come with any request, the request will be granted. But

when somebody else comes with the same request it is declined. It is very dominant in our work environment.

Kelesitse Mokae: Have the protectors ever try to address that?

James Dlamini: Yes, in those instances. This month we had the same problem. Now sometimes you don't want to go to the extent of Grievance procedure if you can really discuss things and get it over and done with. So now you get a commander telling you put a grievance in. But then I say but we can have this discussion why should I put in a grievance while we can talk about this issue.

Kelesitse Mokae: You can get a solution then and there.

James Dlamini: Exactly, so why should we always waste state revenue and resources while we can talk things through. Because I believe our commanders have got ideas and understanding, they are human as we are. We got the same understanding, we all have responsibilities.

Kelesitse Mokae: And they have the power to make decisions.

James Dlamini: Exactly, my point. There is always that thing of okay it is this member, he knows a lot and he is not supposed to know so much so then they will try to deal with this member. Like saying one of you might take leave or one of you must not go there. It is always about 'I want to show you that I am in charge'. It is now the rank speaking not the person speaking. It is always those kind of situation we encounter and we find ourselves whereby it gets out of hand like for instance there is a document that came through of overtime. How overtime is supposed to be claimed. It is not a policy, it has just got a saving measure thing, now there is a distinction between the two. And this document as it is, is written in black and white. It is simple English but

how you interpret it is something else. That is an issue that we are talking about at the moment and are fighting about. It is a guideline, it says a person can claim at least 25 hours a week and makes it 100 hours in a month. We can only claim 100 hours from the overtime hours we worked in a month. Now they say in four weeks you can claim 100 hours as an example but it is not a confinement, it is not law.

Kelesitse Mokae: It is just a guideline.

James Dlamini: Exactly, now our office has come up and said it means for every week we must claim 25 hours not more than that. Now I asked a question what happens if in one month you only work for one week and you have more than 25 overtime hours.

Kelesitse Mokae: So what was their answer?

James Dlamini: They said it will be flexi time. But I said it is stupidity because the maximum hours one can claim is 100 hours. Do not confine yourself to the week. They insist it is what the document is saying. Then I asked a follow up question to that, how do you define a week, what is a week in their understanding. They said a week is Monday to Sunday. I said according to my understanding is that labour describes a week as from Monday to Friday for a person who works office hours and their document is saying and employee can claim 10 hours per day, you are working 8 hours but can claim 10 hours of overtime per day and in exceptional circumstances, my understanding of exceptional circumstances is Saturdays, Sundays and Holidays an employer can pay you for 18 hours. It is that situation we find ourselves in. The commanders want to interpret this document as they understand it but the document is very clear. Now we come up and say for the sake of progress and for the sake of all of us it looks like we are on the dead log now the police have got legal services. Why

don't they take this document there and so that they can assist them to understand the document better? So that both the employer and the employee can have a common understanding, but they said it is not necessary. The document is cut and dry clear. You see the arrogance that goes with their response.

Kelesitse Mokae: You guys have a quite a huge challenge with your management.

James Dlamini: Then there is another one on top of that one it is quite interesting one. They confine them into four weeks, ne? A month has got four weeks, then I said it is fine but in a case that a month has got five weeks, what do you do? Can I claim 125 hours?

Kelesitse Mokae: And then?

James Dlamini: No, no we will talk about it. I said but we are talking about it now.

Kelesitse Mokae: Don't you think that they become emotional when they have to answer your questions?

James Dlamini: Exactly, and the issue is the rank also. If you reason with a person with a higher rank and you have the lowest rank, it becomes a problem because that person will always portray and put the rank of his in front as the dictator of the discussion even though he is not making sense. Worst of all is when we are on parade or our morning meetings and a junior will come up and say this things, the embarrassment that goes with it will make the commander to ensure and make all of you feel that he is in charge. So unfortunately it is a human factor that kicks in, it is something that you as an individual if I were to say maybe you are Captain or manager in the police and then I come from nowhere you do not know my background you just see me as I am. And then you hear a person is talking with a lot of potential but you

feel that I am going to destroy him, you don't take the positive that comes with it and then you feel I am going to deal with him because from time to time he tends to embarrass me or he tends to know more than me and it is an embarrassment to me because other members are present and they will start looking down at me. He will never grow. So those negativities are dominant.

Kelesitse Mokae: Do they ever consider your personal circumstances when it comes to taking leave when your VIP is not there before they refuse to give it to you?

James Dlamini: That also goes with face value.

Kelesitse Mokae: Does it go with I like this member and not this one?

James Dlamini: Yes, it goes with face value. It is not casting stone that this member is in need of this because the MEC is overseas. The only thing that works wonderful in our environment is that when you have a good relationship with your commander, a good relationship. I am talking about the professional relationship. It makes everything easy in a sense that with the understanding that we have as a commander and member it is okay. MEC is not going to be here for a week, here is a programme, we are saying to you we will always be in Kimberley given that there is an opportunity that he comes earlier we will let you know because we always know before our office can know, so we will be here it is a gentlemen agreement we have an understanding.

Kelesitse Mokae: So an agreement with the immediate commander?

James Dlamini: Yes, but then if it happens that our immediate commander goes on leave or whatever then somebody else takes charge that understanding falls off. Because the other one will tell you I do not have that understanding with you, but it is clear my understanding was supposed to be if I am to leave and you need to take over

I need to give you a briefing of what I agreed to with my members so that the transition should be smooth as to avoid hiccups. So we are sitting with that dilemma at this point in time that somebody will tell you no you are permanent now with this person, when the one who was saying you are permanent got promoted then he is now overall in charge he comes up and say no you are not permanent.

Kelesitse Mokae: Is it the same person who said you are permanent just to change after promotion?

James Dlamini: The same person. Now occupying a higher rank in the police in the same unit. Now he just come to me and say I must know I am not permanent with the VIP because the VIP is on an Ad hock position. Now I asked what was different when you were a Captain and now because for me the only difference I see is that you got promoted but you are doing the same work that you were doing all along so what is the difference now? No I am just telling you and I say 'you see this is now at face value because you will never go tell those people at Premier's office where you were in charge at one stage because they are your friends they buy you Cuban shirts, they buy you this, they buy you airtime and give you all the funny things'. The treatment of face value is very dominant in our environment and I can safely say nationally it is the case also because we have got an opportunity to interact with other protectors from other provinces. They will tell you, it is happening and even our province is even less because in other provinces you have to hit the table, give something to get something. It is how bad it is.

Kelesitse Mokae: So what happens if your commanders do not like you?

James Dlamini: Your life becomes a misery because they know, we are there for

overtime money, which is why I am telling you the bargaining tool is overtime. They know they can play around with it.

Kelesitse Mokae: So please define for me a good relationship with your commanders and what happens when that becomes sour?

James Dlamini: You are out when you do not get along with your commanders, it has happened a lot of times. A good relationship can be based on material things. A good relationship can be gentlemanly, can be professional, can be based on material things or it can be all three of them. Now if it happens that the material part goes, the material part can be from time to time I borrow you my car, from time to time I bring you food, from time to time I buy you a Cuban shirt or from time to time I give you money. If that aspect goes because I have created a dependency to you also that from time to time this is what I must give especially when overtime is paid, then if I cut that then it creates a situation.

Kelesitse Mokae: Is that how you explain good relationship?

James Dlamini: Is based on material things and that is the business of it.

Kelesitse Mokae: I wonder how many of you guys are doing this good relationship transaction?

James Dlamini: It is like I said to you 'It is a national thing'.

Kelesitse Mokae: Is it happening around our country?

James Dlamini: It is happening. It is there. There is one particular province that I can tell about. There you find very old protectors their age ranges between 50 and 60 still doing these protection duties. Now you ask yourself what is wrong here using old

police officers while other provinces use younger police officers, what is happening here? The answer to that is very simple this guys are hitting the table and to them it is what they do.

Kelesitse Mokae: So they are not afraid to do it?

James Dlamini: No, it is normal. For them is a way of securing their positions. You go to special duties of national events and they are there. So you don't even ask anymore because we know that they have put something on the table for them to be there. It is also dominant.

Kelesitse Mokae: What you think can be done to improve your work environment?

James Dlamini: I think at this point in time people must just put aside their differences and their ignorance and come to the table and have common understanding. What protectors are experiencing outside can be of assistance to them to be supportive of what is happening there because remember a mere programme that wakes you up at one o'clock in the morning frustrates you already. Once you have to leave your family I mean as a protector of your own family and leave your wife and kids at one in the morning, you going for a week it is frustrating. If there could be a remedy from the side of manager to be supportive and say okay I see a programme is like this, can we also look into that maybe when you come back we can look at you taking some rest days if you want. A commander opens for a discussion to say how best we can take this unit forward let the issue not be about their bargaining tool which is overtime not to use it as a lollipop to say I can do whatever I want with you. That is exactly what is happening and it is an inheritance from old commanders to new ones. It goes on and on. If you want to have them under your pocket talk about overtime and it is doing that.

So if we can do away with that I think we will have common understanding because the fundamental of a manager is always to see that members are positive and are willing to work whether uncompensated by salary and all of those things everybody is working for a salary. If it something that is due to me don't stand in the way because money motivates and it motivates any other person so the fact that I leave my family, I go and work there is an expectation that is created from them. I have set a trend that every time that I leave for a week or two when I come back there is something that I am going to put in the table. I am going to take them out just to try and compensate for the time that I am not home but if you stand in the way of the money that I have to get then you are creating a problem because I suffer there emotionally and I will not be able to do my work up to standard and the VIP will pick it up, and then start asking questions. So it is a circle that we need to sit down and then stop this issue of showing favouritism. Treat us the same and say 'this are my protectors and I know each and everyone's problem but that is for me to know I am not going to share their problems with any other members'. I will tell you my personal problem and you go and share with someone else, it is not supposed to happen that is lack of professionalism. So once common understanding is there we can have harmony.

Kelesitse Mokae: Do they ever offer emotional or psychological support to you guys?

James Dlamini: Not at all.

Kelesitse Mokae: What happens when you have a traumatic experience then?

James Dlamini: They just remove you from the position you are working.

Kelesitse Mokae: And the support?

James Dlamini: No, the support in our office for instance take this example if you lose

your firearm, they will remove you and sent you to Static Unit.

Kelesitse Mokae: If you are in an accident?

James Dlamini: If you are in an accident, your medical aid will sort out that because it is their baby but maybe from time to time depending who you are you will get a visit from one or two Captains but if they do not like you they might not even go there. They will take a report from whoever goes to see you. So it is how things are that is why I am saying the face value issue is dominant. It is most dominant so it is not casting stone that they say now the member was in an accident is there an emotional support that he seeks or he must get. It is all in the news that we have EHW in the police but they will never go to an extent to say for one week or maybe there is a Cabinet EXCO all protectors are there that means it will be from nine until one for that they can allocate an EHW representative to come and talk to the protectors. Those three hours I believe will be sufficient that is what I used to propose from time to time but sometimes when proposals are coming from individual like us they might not be taken seriously or do any good or are viewed as of significance because they look at us and say it is this member coming up with this I am not going to do anything about it or I will make it my idea. Those are situations that we are sitting with.

Kelesitse Mokae: Have you ever had someone who was deeply depressed and not coming to work, if you know of someone, what does the managers do with a member like that?

James Dlamini: The managers what they do is, we had a member who was not liked by most managers because he was outspoken and he also had a relationship of those items that I mentioned and then he decided to cut some of the benefits that he was

using to be in a good relationship now he was on his own. He was involved in an accident unfortunately two people lost their lives in that accident that was now their time to say now we have got him it was opportunistic no moral support no anything whatsoever instead he was on his own. My understanding is very simple if I am on duty and anything that happens whether is unlawful or what the fact that I was on duty and there is an on duty statement written by my commanders justifies and qualifies me to get protection from the police. That is clear, now in this situation for this member no one was prepared to assist him nothing came from our office to say okay our member we are going to help you, we have this resources to assist instead they were looking at replacing him with somebody immediately. Instead they looked at charging him departmentally instead they wrote statement to the detectives to say this member was reckless instead they are taking statements from witnesses and those are kept in the docket to say this member was driving recklessly. It was because it was him and the good relationship had ended. That is the situation he found himself in. There is also another member who has a history of being involved in a lot of accidents and all those accidents are caused by alcohol but it is that situation that you say the member has nine lives.

Kelesitse Mokae: He is very fortunate.

James Dlamini: That he is because he will be helped from all corners, from all this corners people will come through for him until the MEC said I am fine with this person.

Kelesitse Mokae: Meaning if it was not for the MEC he will still be doing protection?

James Dlamini: Yes.

Kelesitse Mokae: How often do you have team building sessions?

James Dlamini: Those are something that I suggested but they never materialized.

Kelesitse Mokae: I think your management has a lot to do to improve your work environment.

James Dlamini: Yes, they have.

Kelesitse Mokae: Do you have any questions for me?

James Dlamini: No questions but this was quite interesting.

Kelesitse Mokae: Thank you for your assistance.

James Dlamini: Anytime.

Interview 3

Kelesitse Mokae: Let me welcome you and thank you for being part of my research. We will conduct the interview in English for study purposes. My name is Kelesitse Mokae. I am a Master's programme student with Unisa. I am conducting research on Occupational Stress in the Police concentrating on the VIP protectors. The research is confidential. It is only for my studies purposes; I was not requested by the police to

do it. Welcome and please introduce yourself.

Tebogo Morolong: I am Tebogo Morolong currently a member of SAPS working in VIP unit in Kimberley.

Kelesitse Mokae: Is that all? That was short.

Tebogo Morolong: Besides that, I am married and a student with Unisa doing Public Admin, I have two children.

Kelesitse Mokae: How long have you been working at SAPS?

Tebogo Morolong: I started in 2009 from November before that I was working at SA Army Defense Force.

Kelesitse Mokae: So when you started in 2009 you started at VIP unit?

Tebogo Morolong: I started at Static.

Kelesitse Mokae: Tell me about your duties at Static.

Tebogo Morolong: Static duties is normally of National Key Points like ensuring that access control is manageable like it is specified in the Access Control Act. You search, you scan, you screen and then from there you monitor the movements within the National Key Points. In Kimberley being the Northern Cape Provincial Legislature whereby the access it should be of high standard because as a National Key Point it can be exposed to threats and trespassing and security bridge.

Kelesitse Mokae: When did you start at VIP unit?

Tebogo Morolong: I went to do Advance VIP course in 2011 and then I crossed to

VIP in August 2012.

Kelesitse Mokae: What are your duties as a VIP protector?

Tebogo Morolong: Being a VIP protector is all about protection duties in transit to the extent of venue protection but mainly VIP protector duties is to ensure that the safety of the principal assigned to you at all times and of high level of security.

Kelesitse Mokae: Do you work office hours?

Tebogo Morolong: No actually what is happening in VIP is that you are assigned to one principal. Your duties are determined by the programme of the principal or like we used to call them VIPs. You might say in terms of administrative we are not shift workers; we are working office hours which is from seven to four. But then you find that after four the VIP is having a problem after finishing the programme of the day, two or three hours she or he will call saying there is an urgent meeting we need to attend, so you have to go. You are obliged to act upon such a request and so you have to go back and log in at work again and go perform your duties, no matter what time it is.

Kelesitse Mokae: Anything positive that you like about your work?

Tebogo Morolong: I was also doing this kind of work in the army and then I took the departmental transfer. I took a transfer from the army to the police. Well this work it depends on the person and on how you really feel. It is a question of is this what you wanted to do or you are just doing it for the sake of maybe extra money in terms of overtime. So for myself I come a long way with it.

Kelesitse Mokae: Do you enjoy it?

Tebogo Morolong: Yes, I enjoy it.

Kelesitse Mokae: You like it?

Tebogo Morolong: Yes.

Kelesitse Mokae: You love it?

Tebogo Morolong: I love it but not to the extent that I will say 'no' to other opportunities and not quit it. I just love what I am doing and like what I am doing with its challenges but it is what I enjoy doing.

Kelesitse Mokae: Okay, let us talk challenges then.

Tebogo Morolong: You know that when you work with a person for an example when I was in Burundi in 2004/2008 I was assigned to protect a very difficult person. He will go out all night and did not care how you felt or if you were tired.

Kelesitse Mokae: All night doing what?

Tebogo Morolong: Partying and sometimes meetings.

Kelesitse Mokae: So what do you do?

Tebogo Morolong: You need to be there, there is nothing much you can do. You need to be there and advise where you can. Advice in terms of his safety if he goes to the areas that you feel they might not really be safe for him. And you can advise and say 'I think we might have overstayed our welcome we need to move'. You will do your own observations; you will see especially in other African countries it is bit a I don't want to say dangerous because danger is everywhere. But you cannot relax in a sense of they are fighting each other. When you come to our country South Africa I think I

am going to make an example of Kimberley because I worked in Kimberley, I never worked in other provinces. I think the leadership that is currently in the Northern Cape and the principals that are being protected they have got that Ubuntu, because in most of the cases the one that I am working with currently and the one that I worked with before, in most cases it is only work related issues with them. We sometimes are able to stay at home and not go to work over other weekends because we need to be home. You see they are trying to accommodate those things as us spending time with our families. But even though it is like that in terms of challenges it is hard as a protector or as a person to relax. You cannot relax. Wherever you are with these people you do not or cannot relax because you must remember as politicians the threat is not only from the opposing forces or the opposite. The threat can even be within the same organization they come from. It can be the business people; it can be ordinary community people that might have issues. You find maybe I was as a politician earmarked to become the MEC of something and things don't go my way and my family or my close friends will always have that attitude towards the principal that was appointed. So there are threats everywhere and it is the duty of the protector to see where they can come from. It is not obvious threats but the one that you need to as a protector, you need to assess to say here is a situation we are in this area and I think we should move. The second challenge that we are facing as protectors is we have families and we have kids. And with kids most of the time you have to give them attention, unlike us we grew up understanding but with the kids of nowadays they need you there, they need you to be there. You find that sometimes you are needed at school and you cannot be there, and always maybe it is always the mother that is going to school. Like recently my daughter told one of our neighbor that 'my dad is not always at home'. Because my time depends on the programme of the VIP. If the VIP's

programme is tight there is nothing much that I can do unless I take leave and then there is someone that is going to replace me for that period. But like I am saying if your family does not support you, you will struggle to perform these duties. More or less if they don't have understanding of your duties itself because if you do not have support of your own family in life there is nothing much you can achieve because you end up going to the wrong people getting wrong advices. That was the second challenge. The third challenge is personal challenge for an example this job if you are a person who drinks alcohol you have to change.

Kelesitse Mokae: So are you saying you cannot drink liquor?

Tebogo Morolong: You can but to a certain extent because remember if I want information about your certain VIP and I know you are a person that drinks alcohol too much you are exposed to such things that people can now approach you very easy.

Kelesitse Mokae: So you are easy to be bribed?

Tebogo Morolong: You understand, because they know that now this guy likes this whiskey and they bring you the whiskey and then you start to talk and you start to relax then information comes out. So at some point the challenge is you have to change your life style to ensure that you don't violate any rules.

Kelesitse Mokae: So I guess they are very conscious about who they take to become a protector at the unit.

Tebogo Morolong: Yes, I believe a certain process they must do in terms of your health, in terms of your life style, in terms of your capabilities and qualities because like I am saying we are talking about lifestyle there is certain criteria to say your weight, your height.

Kelesitse Mokae: What does your weight have to do with your work?

Tebogo Morolong: No, for an example your weight should be reasonable I mean you can't be 120kg and you can't even run 10metres. Should something happen you see in VIP it is not only about in transit you must be able to for an example with this thing that started now the fees my fall, if you are here with the VIP you must be able to carry that person and escape with him.

Kelesitse Mokae: Carry?

Tebogo Morolong: Yes, carry.

Kelesitse Mokae: So your VIPs cannot run?

Tebogo Morolong: No, they can run but you will find at some point that you are in the position that you need to know how to cross an obstacle and some of them the age is a disadvantage so you will have to be able to carry them and run. You also have to know how to swim as a protector.

Kelesitse Mokae: You also said health.

Tebogo Morolong: Health, yes you need to exercise, you need to keep yourself fit. You have to keep yourself physically and mentally fit.

Kelesitse Mokae: What does SAPS do to make sure that you as a police officer you are mentally fit and you are capable?

Tebogo Morolong: Currently in Kimberley, I know that is why I want to focus in Kimberley, I know there is a gym but that gym to me it is not up to the standard that you can accommodate all the exercises and all the necessary training that we need to

do. The equipment is not enough to say you can exercise there hence you find companies like Virgin Active they opted to say if a police officer they are giving discounts for you, so that you can be able to exercise in your own time. But there is nothing much that really is forcing you to go and exercise at the SAPS gym it is voluntary, it is on your own time if you want to. Now I get to the gym and there is an assessment that they do, I am not sure if it is once or twice a year but recently I did one so then after that there is nothing really in place to say you must exercise, for an example if I compare to where I come from the Defense Force you know each and every month there is a fitness test that you must do. Every month.

Kelesitse Mokae: So you are forced to keep fit in the army?

Tebogo Morolong: Every day is Physical Training (PT) before commencement of any duties. You are going to run maybe 2.4 kilometres for that day and Wednesday is sports day, you play sports of your choice but you have to play sports for that day. So in SAPS, we can say maybe the reason police officers are not exercising much is because of the duties that they perform. Other officers are working shifts, when others come in the morning, some go out in the morning so it can be the factors that affect the problem of not exercising in the police. They do not have measures in place that they can foresee that you exercise so it depends on individuals and it depends on you how serious are you with your job and all that is outlined in terms of the requirements that you need to reach.

Kelesitse Mokae: When you have a traumatic experience what happens then?

Tebogo Morolong: Me, myself I have never been in that situation but it is difficult in the police because there are people that experience a lot of things, there are people

who have been in accidents, people that have been in a situation sort of ambush like it happened recently at the elections. What I heard is that some were referred to counselling. There are counsellors in the police there is social workers, there is chaplains to counsel but to say the extent of it working I cannot really say.

Kelesitse Mokae: Back to challenges, is it all the challenges that you have already mentioned or do you still have others?

Tebogo Morolong: No, the other challenge is the expectations that comes with problems. Remember you have SAPS, and you have the principal and your own family. SAPS expect you to behave in this manner or perform your duties in this manner. There are SAPS guidelines that guides how you should perform your duties, for an example in the morning you must know that before you take your VIP somewhere you should do your recognizance and check if there is no protest in the route that you will be taking. And you find the other side the principal maybe wants to start somewhere before he goes to the destination for an example maybe he will want to go to the salon before going to the right destination. Now maybe you came home at eleven 'o clock at night but now because you know the programme is going to start at seven 'o clock he wants to go at six 'o clock before the programme starts. And now your family is expecting to see you in the morning because you came home late, SAPS is expecting you before you go pick up the principal you must go do your routes and your principal expects you to be there on time. It is a big challenge to balance them all.

Kelesitse Mokae: So you should be there at six and you came home at eleven and you still need to go and check the routes, so what time must you leave home?

Tebogo Morolong: Both you must compromise now and say which one you are going to sacrifice remember for an example let us say you went away for the weekend. You did not see your kids and wife during the weekend. You come Sunday eleven 'o clock at night hoping to see them Monday morning when they wake up. Because now you know the programme starts at seven so you will see your family before you leave and you have worked out your time, that is your plan but then you get a phone call to say quickly pick me up because I need to go to the salon before we go to this meeting at seven. That is why I say there is the expectation that is always there and the compromise because your wife and kids expect to see you in the morning, SAPS expect you to follow the right processes before you go and pick up the VIP, the routes and you must be there fifteen minutes before time and the principal also expect you to be on time. So you have to decide now same moment that which is one that is going to be compromised.

Kelesitse Mokae: Usually who do you sacrifice?

Tebogo Morolong: It is difficult because either way if you decide to leave home quickly as it is and quickly go out and come back you will have to account because there will be complaints like you just came back and then you left. When you decide let me stay at home and go straight to the principal and on your way with the principal there is protests then SAPS will say you see you did not do your recognizance.

Kelesitse Mokae: What happens if that happens?

Tebogo Morolong: If that happens you can end up being charged because you did not follow the correct guidelines and you compromised the safety of the principal.

Kelesitse Mokae: Now what can be the worst punishment for that?

Tebogo Morolong: Normally in this case they will withdraw you from the principal and have internal disciplinary hearing or maybe they will even take you to go work at Static Unit or police stations.

Kelesitse Mokae: Oh, they just take to another unit within the SAPS.

Tebogo Morolong: Yes, so those are the things.

Kelesitse Mokae: What about SAPS management?

Tebogo Morolong: The issue of management to me they can have impact but what I came to realized is certain individuals within the management itself you find people that will be honest with you, people who tells you this is how you work and this is what we expect from you but you will find others that do things because they want you to do something.

Kelesitse Mokae: They want you to do something?

Tebogo Morolong: Yes, for an example they will be friendly to you or they will not be hostile to you because at some point they can come and say maybe when you want leave then they say no you can have leave because you are working but if you are that person that is submissive to them and you do what they want you to do for example they will just tell you buy me cool drink and if you are that person that go and buy the cool drink then it is fine if you are that person that do anything that come and you do not question it then they don't have a problem with you. If you are that person that normally asks and say your instructions are not in line with the policies, then you become the enemy. They will try by all means 'you must feel them'. The management add on top of what we are stressing about or feel pressure about because some of the things they just came up now, now and there is no instruction of this thing but they

expect you to do that. When you ask to say provide me with the written prove they say no you can't question that. I have seen some Brigadier who is in charge that says so but in the police you cannot run the police like that. It is a fact the management also plays part in our stresses and putting pressure in the workplace like I said the expectations sometimes they expect you to perform miracles. For an example they will say there is a document that you must come and sign, and then you come and sign it but by going to the office and signing you already deserting your post, maybe you are at Sol Plaatje municipality with your VIP they call you come and sign now indirectly they are saying you must leave your post to go and sign. Then it is fine with them but then you are there as a protector and feel hungry. You quickly want to go and buy something unfortunately while you are away maybe they come or see your colleague is alone then it is a problem.

Kelesitse Mokae: Then when do you eat?

Tebogo Morolong: You eat when you get a chance like I said the current executive committee they are not like old ones as it was, they are accommodating if there is something to eat they share, we all eat.

Kelesitse Mokae: So all this challenges what do you think can be the solution to your problems at VIP?

Tebogo Morolong: The challenges in VIP they will not go away, I am saying that because I think that employees or protectors or members of the SAPS in a way they are put in the corner. I am saying that because you can write a grievance to say you are not happy about this issues, that grievance of you will not go anywhere as long as you implicated some of these people.

Kelesitse Mokae: Some of who?

Tebogo Morolong: Some of the managers or your commanders. I can make an example recently I put a grievance because of the decision that is taken which is not in line with the policy of overtime. Now when I took this grievance to the grievance officer, she told me that the commander said she must not take the grievances anymore. Then I said to this Captain there is no such a thing, your work is to get the grievance from me and register it then take it to the appropriate people. You cannot take instructions from Colonel to say what you must do; you are supposed to know what you must do. Then we argued but she ended up taking it because I said she must give me a letter to say she is not going to take my grievance because of the instruction from the Colonel, then she took it. SAPS system of the grievance procedures to me is not effective. You have got a problem now that really affect you and your finances and your family and then it takes long time to be resolved and as it is being processed and so on. The same issue that you are raising is still taking place.

Kelesitse Mokae: So takes place as you are still waiting

Tebogo Morolong: Yes, as you are still waiting for their response and the same issue is still continuing. You are going back to the same problem. You find seven day passed since you put in your grievance and nothing was done. Then you get the response and it is 'I was not in office for the whole week', meanwhile you wake up in the morning to go to work and to also face the same problem and it continues. There is labour relation issues in terms of the unions not that you do not have trust in the shop stewards but the current situation that I am now facing is that the union that I am a member of it is difficult to go and raise issues with them.

Kelesitse Mokae: How so?

Tebogo Morolong: Because the same commander that maybe you have issues with on weekends they are together with the stewards. So their approach is they say we will handle this matter to your face but over the weekend the possibility that you are being discussed is huge and they say just squash it we will talk to our guy. Then the matter is closed. You opt to go to this anonymous thing of the SAPS and the report crime hotline you report it last we heard there is investigation until today it is about two years nothing happened.

Kelesitse Mokae: If they say they are not taking grievances then what options are being presented to you or what are they saying you can do as an alternative?

Tebogo Morolong: They don't give you options. Two weeks back I was listening to SA FM, they were talking about bullying in the workplace. Some of this managers they are using bullying tactics like I said if you are submissive they will always come to you with that attitude, it is like that you are not going to question it because they know you are submissive. You are not going to do anything about it and you are going to let it go, but when you get home you are a different person because you are under stress when people at home do stuff you get angry. So those are the things that are there it is reality. But you get some good managers that will address your issues and to a certain level because on top there is also someone so from there is stuck. Recently our Divisional Commissioner had met with us, we raised this issues here we are today it is about three months since his visit there is no change. So what next step we can take? You go to your legal people they will tell you 'You must first exhaust the internal processes' but that internal processes are a problem. For me is just another way or another method system of how to attend to the challenges that people face, you can

complain about certain individuals or commanders but you must know for a fact you are victimized.

Kelesitse Mokae: You are?

Tebogo Morolong: You will be victimized. I am saying that because myself I talk too much, when I have issues I raised them and I will not try to put it nicely I say it as it is. Here is an issue this is what you said I don't like this, for an example for me to come to VIP I went to course, passed all my modules got my certificate and came back on top of that there was an instruction that said people with qualifications they must be transferred from Static to VIP. The instruction is clear, we expect if the instruction is coming from above it must go down, it is a chain and you must comply all of us, but then when it got to our management level they broke it and did not comply. Then I wrote my transfer and my immediate commander approved it.

Kelesitse Mokae: You wanted transfer from Static to VIP?

Tebogo Morolong: Yes, it got stuck when it got to VIP, then when I went to ask they said they are attending to it, they said they will sort it out. After two months I took it upon myself because I told myself I am not going to put in a grievance, I am going to the National Office. I set up an appointment and was going to Pretoria to see the National Commissioner of the police, somehow information got leaked that I am going to the National Commissioner, then I was called in and told as from today you are working at VIP. It clearly shows that if I did not take that step there was nothing that was going to happen. Since from then I became a problem. Now I am being called names and they are saying I am influencing others. But the fact remains there was an instruction which each and every province was supposed to comply with and they did

not comply with. Some province complied but Northern Cape did not. So I had to take a step and say if this one is not working then I must take a different step.

Kelesitse Mokae: How often does the management come to the lower level?

Tebogo Morolong: They will come if there is something that happened that is negative. I came to the police in 2009 until today, there was not a day that one of our managers or commanders came and said to us 'Thank you very much for the job that you do'.

Kelesitse Mokae: Since you came over to the police?

Tebogo Morolong: Since, the only thing that is there is the one that is being recognized by the Provincial Commissioner. It is a certificates that we received three weeks back from the Provincial not from our office.

Kelesitse Mokae: How did that come about? Maybe you were nominated by your office, or did the Provincial Commissioner just decide to honor VIP protectors?

Tebogo Morolong: It might be possible but I can tell you something about our Provincial Commissioner, he is someone that is always on the ground. Whenever there is government meeting or Indaba he is always on the ground. You will find him he is always there with us, at some stage, you will find him there with us whilst our commander is not but you will find him amongst us. So I think at some point he came to realise that look you can check you can google you will find that incidents in the Northern Cape's VIP unit are very low. This year if my mind is serving me correctly we only had two incidents.

Kelesitse Mokae: Incidents like what?

Tebogo Morolong: Accidents but what I know is the driver at fault was not our protector but the other driver. So the rate of the incidents or security bridges maybe our performance is very good.

Kelesitse Mokae: So the Provincial Commissioner has appreciated your efforts?

Tebogo Morolong: Yes.

Kelesitse Mokae: That is very thoughtful of him.

Tebogo Morolong: But our own commanders that we report to each and every day since I came to that Division in 2009, I can put my head on the block there is not a day that they appreciate what we do. They will only come if they hear I have done something wrong and come to point fingers at me. They will never come and say guys it is July since we started in January there is no complaints from your principals, you are always on time you are attending your shooting practices.

Kelesitse Mokae: How is the spirit of unity in the unit?

Tebogo Morolong: Those things do not exist there by us. You see I can make you a typical example it is end of the year but now it is November, they come out they want money for year-end function. To me it does not make sense you can't have now demands. I am saying this out of experience because there is what we call Strategic Planning where you plan your calendar for the year to say okay we will have this when and this when. It is whereby now you engage with the members to say maybe March we will have a team building what are we going to do, June is youth month what are we going to do and there is women's month what are we doing for the women we work with. Until we come to say here we have our year end function what are we going to do. What I witnessed few years we go to Langley braai and go. Why can't we use that

opportunity to say let us make our year-end function formal dinner and have prize giving to say performing shift and have get a speaker to motivate us and have best shift, best personnel and so on. Obviously there will be improvements.

Kelesitse Mokae: Is it safe to say that they do not develop you guys?

Tebogo Morolong: No, we are developed to a level of what you must have according to the job requirements after that there is nothing. I came in 2009 and only did the courses that are required for VIP work, only those from there nothing. I even went to Welkom to an SAPS institution I wanted to do Human Resource level 2 I struggled. At Welkom they said they can put me through the course but it was a challenge here at our offices so I gave up.

Kelesitse Mokae: When you did the job requirements courses then you are just supposed to do your work?

Tebogo Morolong: Yes, now you want to motivate yourself on your own and say let me study with Unisa and apply for the bursary within the SAPS. Only few of you will get that bursary you must do it on your own. So those are challenges that are there.

Kelesitse Mokae: Okay, but you still like your work?

Tebogo Morolong: I try to focus. You need not allow those things to take your focus away and then you start to be negative and frustrated. You need just to find ways to handle them because in the police if you can check the rate of the suicides and really look what is the cause some of the things that we are talking about they played a role in those guys taking their lives. Like I said you will complain and complain and nothing is happening.

Kelesitse Mokae: So what kind of a relationship do you form with your principal?

Tebogo Morolong: Our relationship is limited because of what we were taught at the SAPS College that you speak when you are spoken to but then you find those principal that will engage you. They will not want to interfere between your work issues and yourself, but recently they called a meeting. They wanted to hear what our issues are and so the MEC of Safety, we the protectors and the management of the SAPS met and talked.

Kelesitse Mokae: Where they impressed with you guys?

Tebogo Morolong: Who?

Kelesitse Mokae: Your managers?

Tebogo Morolong: They were not impressed at all because they felt we are taking the internal issues out of the organization but then again you raised the same things with them and they are not taking them to consideration, they are not attended too. So what are we supposed to do?

Kelesitse Mokae: How long ago was the meeting with the MEC?

Tebogo Morolong: It was in August.

Kelesitse Mokae: Is there anything happening then?

Tebogo Morolong: No you see those people they listen when they are here but when they go out it is done. They will when they hear there is a next meeting they will want to see us so that when they go they will say no we had a meeting with our members. So those are the things that are there, those are the challenges we are facing in the

police and like I said people become bitter for what we do for example some MECs they will treat you like their own people so when you have a problem they will be like okay let me quickly check my programme so that you can quickly go and sort it out and you find out that MEC changed the programme and allowed the guys to go somewhere or gave them the tickets for a concert they get angry they feel now you have become friends with the principal.

Kelesitse Mokae: So you are not supposed to be friends?

Tebogo Morolong: You are not supposed to but on the other side it is them our commanders who will write letters requesting funds for the year end functions for the protectors from the VIPs but the protectors are not going to be there.

Kelesitse Mokae: How come you are not there?

Tebogo Morolong: Because like I said they are not planning you will find out if they are going out for the function you are out in Joburg there is a programme that is running. It is too much. Recently we had a meeting I think it was on Wednesday we were talking about the issues of over time.

Kelesitse Mokae: With management?

Tebogo Morolong: No, no only us the protectors because we submitted joint grievance. I told them some of the things that they as our commanders do is just to push you to a point where you will explode and when you explode you will commit crime or commit things that you are not supposed to, but I advise them they need to control themselves. You see myself I note whatever that is happening so that if I have a platform or something happens I can go back and say but on this day I raised this issue and it was never attended to.

Kelesitse Mokae: That is how you work with them?

Tebogo Morolong: Yes, you need to have something to back you up. Some of the things I record them, what is said on parade people telling you that no I will not hear from a junior and so on and you are advising them. Recently we just advised this one Captain and said if you say the policy of overtime is saying this and we when we read it are saying the other thing why don't you take it and go to your own legal services that it will be able to interpret it for you. 'No you can't tell us what we must do' but it is an advice because we understand it and they don't understand so why can't you use your own services to interpret it for you. Now we consulted with our lawyers and they said we have a strong case.

Kelesitse Mokae: So you VIP protectors are up in arms with the management?

Tebogo Morolong: Yes, it is like that and it is not a good employee and employer relationship.

Kelesitse Mokae: And I believe the relationship between the two is a very important component of a working environment.

Tebogo Morolong: What I realized you know the issue of what they call 'rank', a rank what I observed is that people or our commanders are allowing the rank to be on top of their thinking. When you do something because you are on this rank not to say you is it logic to apply it, and when you get the instruction you as a manager you can read it and check and say maybe this one is not in line with the Employment Act or the Safety and Security Sectoral Bargaining Council (SSSBC) or Police Act then there is nothing that stops you from taking a phone and make relevant enquiries to understand the contents but no they will just take it and bring it and implement it. There was an

Instruction saying every six hours they must deduct thirty minutes from your overtime because it is lunch now if you come to a police this thing called lunch does not exist because by the time you are supposed to take lunch you are busy. At the station at lunch time you are busy opening a docket with the VIPs you are busy on the road to Bloemfontein and you cannot say okay principal it is my lunch time I am going to stop for lunch. We engaged it with even the guys from our National Office. The current acting police commissioner studied the instruction and found out it is not going to work in some of the units then he wrote the instruction to say it must be stopped. And we ask them our VIP provincial commanders this what we told you it is not going to work because the same guidelines of basic Employment Act say if the person cannot go on lunch because his duties does not allow lunch at that time you must pay him that thirty minutes. But they had already started to cut our overtime.

Kelesitse Mokae: Already?

Tebogo Morolong: Yes, now it is difficult for them to pay us back our money. I think if they were applying their minds they will ask about the contradictions in this instructions before they implement them.

Kelesitse Mokae: Implementation is another part, you have received the policy that you have to introduce to others, and you do not engage with them they just implement and realise later it was a mistake.

Tebogo Morolong: They just implement. I can tell you one thing maybe some of the units within the SAPS, I do not want to generalize because I do not know how they operate but to be specific VIP Northern Cape operate on its own because today you knock off knowing this tomorrow when you come back it has changed. There is no

consistence and it is that thing that I am saying that the managers will say 'What I am saying must happen you cannot question it'. You want to advice you can't advice because you are a junior. Currently the members of Static I was there Wednesday night, I mean if you value yourself you won't stay there for thirty minutes.

Kelesitse Mokae: Why?

Tebogo Morolong: Because there is a smell, maybe drain smell, I don't know it is very bad. They had raised this issue but it is not attended to.

Kelesitse Mokae: But they are expected to work?

Tebogo Morolong: Yes.

Kelesitse Mokae: And be healthy despite being exposed to the smell for their hours of work?

Tebogo Morolong: Exactly, some of the guys there maybe because they understand that they have to work for their families but if it was a matter of your choice I do not think people will be working there. I just want to say also people are resigning from the police because I believe to an extent we are not being taken seriously.

Kelesitse Mokae: It is a pity because our country needs the police and if people are going to keep resigning what is going to happen to our country. Thank you for your time, do you have anything you want to ask me?

Tebogo Morolong: Not really but just to confirm that this is between us.

Kelesitse Mokae: Yes, it is between us.

Tebogo Morolong: I don't have a problem but in the police talking about the police.

Kelesitse Mokae: If ever it happens that they ask for assistance from me regarding the research that I did. They will only receive a report with no mention of the names. It will just highlight what I did and what I found out.

Tebogo Morolong: But like I said VIP Northern Cape needs intervention, the other thing is the comfort zone. Staying in one position for more than ten years you don't care what is what.

Kelesitse Mokae: But if you are comfortable then it means you had settled down.

Tebogo Morolong: People becomes now Pharaohs and Goliath because they feel they are in charge of the police but if you can interview all of us there you will be shocked. But what can we do, we must work to earn a living.

Kelesitse Mokae: Thank you again, for your time

Tebogo Morolong: Thank you very much.

Interview 4

Kelesitse Mokae: My name is Kelesitse Mokae and I am conducting a research on Occupational Stress. I am doing this research for my studies not for SAPS. I hope you

will be free to express your opinions and concerns which may arise from this interview and it is confidential. So thank you for making time to come for this interview. As I already said I am doing research on Occupational Stress in the SAPS I am concentrating on VIP Protectors. Please introduce yourself.

Christopher Khumalo: Thank you, for giving me this opportunity to come and assist you in your studies. I am Christopher Khumalo. I am a police officer and I am working at VIP Protection it falls under PSS Northern Cape.

Kelesitse Mokae: PSS?

Christopher Khumalo: Protection and Security Service Northern Cape. Like I said I am a police officer, I am a close protector that is the work that I am doing, protecting whom we call your VIP or those said to be a VIP, your MECs, your Premiers, Your Ministers and so forth.

Kelesitse Mokae: Are you done introducing yourself, is it all that I must know about you?

Christopher Khumalo: Do I get to include family matters and so forth?

Kelesitse Mokae: You can tell me about your marital status but you do not have to go deeper.

Christopher Khumalo: I am married to a wonderful lady and blessed with two children, a boy and a girl being 7 and two years of age.

Kelesitse Mokae: How long have you been married?

Christopher Khumalo: I think I have lost count but I think it is six years now.

Kelesitse Mokae: How long have you been working as a police officer?

Christopher Khumalo: I am now in my ninth year doing ten years next year January.

Kelesitse Mokae: Uhmm can you just a little explain in detail what are your duties?

Christopher Khumalo: Well my duties as a close protector is divided into two aspects. You get what they call your close protection: where you have to you now be with the VIP wherever she is, she is at. And you are now doing all kind of safety work for her in order for her not to get hurt or in order for her not to be destructed from whatever her Constitutional mandate that she has, that is now close protection. The other part of it is driving: where we have to take them everywhere they go. Basically those two are the two basic duties we are expected to do at VIP Protection. Doing close protection and driving them, ensuring that they are safe wherever they are, they are not being destructed doing their duties. It is a strenuous work because wherever she (VIP) goes you have to be there and as politicians they do have these meetings so you spend most of the time with them.

Kelesitse Mokae: So how does your schedule of the day look like?

Christopher Khumalo: We are working normal office hours but due to the nature of our work we are working abnormal hours, sometimes you will knock off at 00:00 'o clock or 01:00 'o clock in the morning but as it is we are supposed to work normal office hours.

Kelesitse Mokae: Tell me what is it that you like about your work?

Christopher Khumalo: What do I like about my work?

Kelesitse Mokae: Yes?

Christopher Khumalo: Ummm, going places number one, you will see places which is an opportunity most people do not have, being exposed to the politicians who are taking decisions on our behalf, getting a chance to talk to them and also you know getting to know them better because normally we see them on TV, so at least we can exchange ideas with them. Sometimes they value your opinion most of them because as a person or individual you will not know everything. Ordinary people might teach you something that you did not know or that you know but might have overlooked.

Kelesitse Mokae: How long have you been doing this kind of work?

Christopher Khumalo: I believe it is seven months now.

Kelesitse Mokae: Before what were you doing?

Christopher Khumalo: Before then I was working at Static, we call it Static: it is where now you are deployed to go and work at this designated areas like your National Key Points: that is your Legislatures and the residence of your VIPs especially the Premier and at the Premier's office.

Kelesitse Mokae: Doing what exactly?

Christopher Khumalo: We have remember, we have a mandate as police officers to protect the property of the people the inhabitants of this country.

Kelesitse Mokae: And that does not include everybody right?

Christopher Khumalo: It includes everybody but now there are those places that are designated they are so much important you know for an example your Legislature. Your Legislature building you must remember that there is a lot and lot of information at the legislature that we as police officers must protect. This is because if the

information can go in the hands of those who wants to harm our country they can bring our country down. So it is very much important for us to protect those places or premises.

Kelesitse Mokae: What are challenges that you experienced when you worked as a Static protector?

Christopher Khumalo: Yes, Static Guard or Static protector. Look there is no growth at Static. Growth in terms of building your career. Look you are only going to do two courses or three courses probably and those are specific. Those are courses that deals with your functions as a Static Guard like doing your Basic VIP Course or your Identification of Explosives Course from there you are stuck at the gate. It is a routine. You come from work and go home, you come from home and go to work. There is nothing really challenging at Static. There is nothing challenging your mind. There is nothing challenging you physically. You become so much in a comfort zone.

Kelesitse Mokae: So was there any aspect of being a Static Guard that you enjoyed?

Christopher Khumalo: Being the person that I am, I want to believe that I am, I want to challenge the world, nothing was challenging me there so I was becoming a bit frustrated so forth because you would go there okay you will find the same faces every day and you will be working after that you are going home. What is, there is no life really for a young person.

Kelesitse Mokae: That is different to what you are doing now.

Christopher Khumalo: Yes, it is totally different.

Kelesitse Mokae: Okay, then let us talk about challenges that you are encountering

as a VIP protector now?

Christopher Khumalo: Uhhh, let us first deal with probably family challenges that one might encounter look because of the strenuous work that we are doing and the fact that you don't get or you don't really have your knock off time and travelling a lot it takes time from your family, so you don't get to spend too much time with them that is one aspect of challenges that we are getting as VIP Protectors. Because you are expected to be with this person that you are protecting almost each and every day, each and every hour you only part ways when she goes or he goes to sleep. At work, now work itself where to start okay let me start from the beginning probably look uhhh I want to believe that there is no work that does not have problems and whatever but how we solve these problems is key for people to can create an environment that is suitable for each and every one. You know I said I am seven months there now at VIP Protection, there is no meetings that are being held, from management and the employees for sitting you know discussing issues be it operational, issues be it administrative issues, be it you know issues that are there in a working environment.

Kelesitse Mokae: You will have to tell me those issues.

Christopher Khumalo: Currently or even just yesterday we had a meeting as protectors

Kelesitse Mokae: Only you protectors?

Christopher Khumalo: Yes, only us.

Kelesitse Mokae: No management?

Christopher Khumalo: Yes, no management because they don't seem to care or

probably they care.

Kelesitse Mokae: But at least you had a meeting even though it was only you.

Christopher Khumalo: But now you know that meeting is where we are going to point fingers at this particular people which is management. Because they are not there to answer and bring their side and we might be wrong to think that management is not taking us seriously. Just yesterday we had a meeting and it was about issues of overtime. We are having a problem of our overtime being reduced or cut without our permission. And the management came with their side of the story by just giving us the overtime policy saying they are using this policy to cut the overtime but if you read this policy it does not really say that they should cut the overtime.

Kelesitse Mokae: Is this policy implemented only by your management here or does it come from the SAPS's National Office?

Christopher Khumalo: The policy comes from above. It is the National Directive it comes from our Divisional or our Commander office so the interpretation of the policy is the problem because how we interpret it as employees is not how our management interprets it. So it is an issue of interpretation that is why I say if there was a meeting then we could not have a chance to point fingers at each other and say but you are doing this and you are doing this, we could have at least found a common ground as to a way forward.

Kelesitse Mokae: So was this policy just given to you guys, did they not explain how is it going to be effected?

Christopher Khumalo: Remember there are parades that we stand, and in this parades that is where the inspection is done. They (commanders) inspect your

equipment and so on and then they will tell you about the operations that are going to take place so it is more of them giving information to the employees. It is not a meeting so you are not allowed to engage on issues at length, so yes they did tell us that there is this policy and they are going to implement it.

Kelesitse Mokae: How long has the policy been in place?

Christopher Khumalo: This policy is a policy of 2014 but they are only implementing it now. They say now they have to come up with these control measures because they are using a lot of money on overtime.

Kelesitse Mokae: You guys are spending a lot of time with your VIPs it seems.

Christopher Khumalo: And the general issues that are there you know management feels that we are having an influential role, we are influencing the VIPs that we are working with.

Kelesitse Mokae: How so?

Christopher Khumalo: Because sometimes let us say you are posted in pairs like two per VIP so now here comes a problem when someone has to go on leave and then this other one that remains will say 'I will work alone; it is fine'.

Kelesitse Mokae: So is he saying 'no' to replacement for the other?

Christopher Khumalo: Yes, no replacement of that one. Look on that one is a fault of us employees because if something were to happen really one will not be in a better position to safe guard the VIP alone, so now management says even though they go an engage with the MECs, they (MECs) say 'It is fine I will work with him alone'. And then on some other issues also were issues of ill-discipline again maybe are raised

from the part of the management they would say this member now fails to comply with or fails to carry out instructions whatever instructions we are giving them, when they arrive at those MECs or VIPs they will find out that the VIPs are defending the members in most cases that is why say that the protectors are influencing the VIP or Principal.

Kelesitse Mokae: Is it safe to say that there is a relationship between the VIP and their protectors?

Christopher Khumalo: Well naturally, if you work with someone and that particular person is entrusted you with his life there would be a relationship.

Kelesitse Mokae: What kind of a relationship?

Christopher Khumalo: It is more of a working relationship but as time goes on because most of them are parents they would some of them will take you as their child or part of the family, which is the level that relationship can escalate to. Well now you will probably need to do some other chores like going to take the kids from school whereas there is a messenger from the department to do that. There is a saying that they also do other things that I am not aware of as we speak. So the relationship that the protector and his or her principal are building is much of a working relationship and also can escalate to being attached to each other.

Kelesitse Mokae: I was going to say the escalation is there because if you get to a point where you share your concerns about what is happening at work with your principal, then escalation of the relationship should be there.

Christopher Khumalo: No, but if you feel that you are not being listened too and someone offers an ear then you are going to confide in that particular person

sometimes you just want to be listened too.

Kelesitse Mokae: Does it get to the point that because this VIP is a person with power you think that he or she can assist in any or other ways to sort out your challenges?

Christopher Khumalo: I must say you now to a larger extent it gets there because this person he is an executive authority he can if he engages with this particular people who does not want to listen to you as subordinates, then at least those people will be able to listen to him or her. You know maybe they can create a platform because really it has worked at some stage where the protectors were having some problem. It was also this problem of overtime because we were raising it collectively because we are a collective in most cases in the decisions that we are taking as protectors. There was an overall feeling we feel that probably management might be jealous because you know you get this overtime of a maximum of up to approximately R10 000 a month now all of a sudden here they are they want to cut hours although the policy does not dictate as such so when we relayed this message to our VIPs our principal now they then called the meeting.

Kelesitse Mokae: With the management?

Christopher Khumalo: With the SAPS management saying 'Come to us come to the executive committee and prepare a presentation that speaks to the overtime policy. That speaks to the challenge to the overall challenges that is there at work'. So the management went there, they went to explain and even came up with this strategy. They call it a Rotation Strategy that says that per MEC now we are going to introduce the third protector: so this two will be working for the first two weeks of the month and then one between this two will go on rest days and we will introduce the third one. Also

that Rotation Strategy was met with a great deal of resistance from the members, you will be surprised it was not only from the protectors but also the MECs, there are MECs that feel that they were given these two members and they are comfortable with them, so they only want them. Yes, if one goes on leave for two weeks you can come train this other third person but when this one comes back, the replacement must go back to the office. Those are the issues that we are having. Apart from this other thing is the issue of the management that seems to be somewhat arrogant, you know I believe that if you have got people working under you, you have to take them into your confidence and say 'But guys I am working with you let us sit down and let us try to get solutions to the problems that you might be encountering', not only to impose things as they come from Head Office, for an example this thing of introducing the third person it is only implemented in two other provinces. It is working for them.

Kelesitse Mokae: Did they ever give a reason as to why they are introducing it here in the Northern Cape?

Christopher Khumalo: The reason really for them introducing the third person was if you can look at it sober minded you will see that this was a good decision.

Kelesitse Mokae: To introduce the third person?

Christopher Khumalo: To introduce the third person, Northern Cape is a very vast province it is huge, you can travel around 1500 kilometres in this province and now they were concerned that fatigue will kick in and end up killing this very same people we are supposed to protect.

Kelesitse Mokae: And what about you protectors, are they not saying you will also be killed?

Christopher Khumalo: They are not saying that it will kill us only those we are protecting. We are not important as such, there are people who are more important than us.

Kelesitse Mokae: Is this according to your management?

Christopher Khumalo: According to the management because we have had the reports that one of my colleague was involved in an accident and then one of our commanders called. When he called his first question he asked was whether the MEC is alright and after asking about the MEC he asked whether the car is alright.

Kelesitse Mokae: Did he ever get to ask whether the protector is alright also?

Christopher Khumalo: So the person who answered the phone and was talking to the commander on the phone said but you have asked about the MEC and the car but you are not even concerned whether we (protectors) are alright or whether there is no trauma. He said 'No, you must come to the office and then we must deal with this thing accordingly'. So they wanted to assess who was at fault.

Kelesitse Mokae: So the well-being of the protectors?

Christopher Khumalo: Instead of looking at the well-being they are looking at who is at fault. And it even happened with the protectors of one of the MECs. The protectors of this particular MEC were involved in an accident where their car was pushed out of the road by a truck so instead of trying to get to know whether the guys are well they called the MEC and asked if the MEC does not need other two protectors.

Kelesitse Mokae: So tell me after the accident and when they called the protectors to the office, do they get to a point where they ask if the protectors require or needs

psychological assistance seeing that they had a traumatic experience?

Christopher Khumalo: I remember one of our colleague was arrested in another province. He was told to go and pick up the MEC there. He was not called timeously because issues of the programmes from the office between the ministry and our office, so it happened that this guy had to speed now to get to there because the flight will be landing initially it was arranged that the MEC is going to land in Kimberley but now the MEC apparently changed and said he is going to land in another province because he has things to do there. The protector had to speed to go to there and he was arrested.

Kelesitse Mokae: For speeding?

Christopher Khumalo: For speeding because the speed was too high he was travelling at something like 180km per hour. So he was arrested and so the MEC for Safety in that office had to intervene and the guy was released but he was in the cells, he was locked up.

Kelesitse Mokae: So what about the MEC that he was going to pick up?

Christopher Khumalo: He called the MEC and told him that he is arrested and they are taking him through the processes. So it happened that the MEC called the MEC of Safety in the Northern Cape and this one liaised with the one of the province where the protector was arrested, that is how he was released. Then he came home and then it was on Friday so Monday he had to arrange with EHW for counselling.

Kelesitse Mokae: Himself?

Christopher Khumalo: Himself and that is also what we raised with the MEC of Safety. The MEC said that it is incorrect at least the commanders should have

foreseen that the protector might be going through trauma. So since I came here it has only been complaints ne?

Kelesitse Mokae: No we also spoke about what you like about the work, so please go on.

Christopher Khumalo: So there is no level of assistance coming from management towards the protectors. On Tuesday I was talking to one of the Colonels in our office. I said to him you know Colonel just the other day the Provincial Commander was awarding those guys from the stations, the detectives and so forth for having done excellent job, doing ordinary things or extraordinary and so forth but it does not happen often with us. Then he said I must remember we are a National Component and so forth. I then asked him from them as commanders did they probably select one of us as protectors to be a protector of the year. He said it is not their job to do it we have to do it ourselves, we have to nominate ourselves. But I said to him look the criteria could have been simple because here we are speaking about the protector of the year, someone who is doing his administration work and putting it in on time for example someone who is always writing his SAP5: that is where we record the movements of the MECs, who is doing that and submitting it in time. Someone who their car is always clean. You could have just created some criteria of some sort that will guide you to say this is the protector of the year. And then he said but we must nominate ourselves. I said it could be good if management was doing it and I said you know what Colonel we sat with the Head of Ministry (HoM) of Safety. MEC arranged a meeting for us with the head of ministry so that they could hear the challenges that we have. When the head of ministry finished talking and it does not happen in our office. The head of ministry said to me and another member, 'The MEC has asked me to pass a message

of gratitude to you, she is appreciating what you are doing. She said you are doing your job very well when it comes to close protection and the other one is driving well not to say that he is not doing close protection well. She is more comfortable when you are doing close protection and he is driving, she is appreciating that'. I said to him 'You know that we are getting this words from you and the MEC. You are not even our direct employer but we are not getting it from our employer which is our commanders at SAPS because they always want to see fault at what we are doing'.

Kelesitse Mokae: Always?

Christopher Khumalo: Always wants to see faults at what we are doing.

Kelesitse Mokae: You will have to go a bit at this 'always'.

Christopher Khumalo: No, we are not getting anything, sometimes we should get praises for what you are doing but nothing.

Kelesitse Mokae: So there is no level of appreciation from SAPS management?

Christopher Khumalo: Yes, it is our managers. I don't think we feel appreciated at work.

Kelesitse Mokae: So the level of intervention by your VIPs into your issues at work, how does your management deal with it, if you know? If now the VIP is saying, we are calling a meeting because our protectors have issues. Come management and answer. When they come back from such a meeting, how does it affect your working relationship with your commanders then?

Christopher Khumalo: You know their meetings ne, the meeting of the management and the executive committee it would create more harm than good because when they

come back they feel that they have been grilled there. They have been put in an oven and grilled and it all thanks to us the protectors because we have been talking to our VIPs. It is doing more harm than good, the intervention.

Kelesitse Mokae: Do you get a level of psychological support arranged by the commanders?

Christopher Khumalo: For the seven months that I have been there nothing of that nature has happened. The only people who came there was during the Immunization phase for this flu or whatever but as for social workers it has not happened.

Kelesitse Mokae: So in the issue of overtime, the way they are structuring it now using the policy how is it going to affect you as a protector?

Christopher Khumalo: If you are speaking of money, you are speaking of monetary gains. So we are losing money. And you know this money you would have made plans for it. When you are working overtime you know you have to get paid, but now if it being cut but you continue to work the same hours. Remember they can only pay up to a maximum of 100 hours and sometimes we work until 180 hours which means the 80 hours should go to what we call time off. You should take those hours to rest but we don't really get time to rest we don't really get time to take all those 80 hours because you will be required to work. Now if they cut this overtime it comes with a financial burden to some if not all of us. Remember you are used to getting R10000 or R7000 and now it is being cut to maybe four or five thousand rand really your life style will also change but not for better for the worst. That is how most of us view this cutting and introduction of this policy which is not well interpreted according to the protectors.

Kelesitse Mokae: You just said they are going to cut the money but not the hours you

work and you do not get time to rest, when do you rest?

Christopher Khumalo: Look now for an example if I can take myself as an example, the MEC that I protect is not here she is somewhere else so her being not here gives me and the other the opportunity to take leave and rest. You know at PSS the is what they call the Ad Hock Protection Group we call it the operational group you find that most of them will be deployed especially when Ministers are coming to the province. There are always ministers coming to the province so they would also be deployed to go and work somewhere so now you will be required to work even if you wanted to take leave because you can't take leave the two of you at the same time when you are assigned to protect one person. I must take leave this week and the other must remain because we both know the MECs' needs and so on.

Kelesitse Mokae: But you are allowed to take leave?

Christopher Khumalo: Yes, you can take leave. Depending on the programme.

Kelesitse Mokae: Family life you said the work does affect it but now do you guys have a social life?

Christopher Khumalo: Time with friends. We even sometimes forget that we have friends those that you used to hang around with because this work introduces you to a new family and start to develop new friends at work but social life also suffers but you get a chance to meet people.

Kelesitse Mokae: On the road?

Christopher Khumalo: You get to meet new people and even having fun with them.

Kelesitse Mokae: When we spoke about what you like about your work you spoke

about travelling ne?

Christopher Khumalo: Yes,

Kelesitse Mokae: That is fine, what is it that you do not like about your work?

Christopher Khumalo: Okay probably the fact that it takes me away from my family in most cases. And we do not value things the same we value things differently and prioritise differently. You know this work can steal time you could have spent with your family that is one thing that I dislike or not like about this job but the package and perks that come with the work they are nice for a young man like me.

Kelesitse Mokae: The negative aspects of your work, how do you deal with that?

Christopher Khumalo: You know sometimes I will like to take myself as someone who can see beyond negativity, someone who can deal with negativity. There are negative things like there are guys who would not accommodate other people. Look you are working with a partner ne and then this partner would feel that if another person comes to work if I am not there he might take my position or do something far better than myself, so it would necessarily take or put me in a negative position. So it creates this inferiority complex saying that this guy might do something better, then the MEC might like him better.

Kelesitse Mokae: So it is like you people are undermining your own skills, thinking that someone can do something better than you.

Christopher Khumalo: Remember somehow it is survival of the fittest, if you are weak automatically you are going to be eliminated.

Kelesitse Mokae: Where? Do you mean in the VIP environment?

Christopher Khumalo: Yes, if you are weak you are going to be eliminated and if you talk too much you are going to be eliminated. I believe that it is something that the management is using again knowing that this guys we know they want this overtime; they want this perks that comes with the job. So if we want to punish him, maybe if he can just do a silly mistake and then we get a complaint from there we are not going to address that in a way of getting a solution and try to solve the matter together with the MEC we are going to take him off. He will be coming back to the office just working in the office. It happened with two of my colleagues apparently they were supposed to take the MEC to a Gala dinner, the MEC said 'I will call you, immediately you see I do not call you and it is after six then you should know I am no longer going'. And then it happened that the MEC did not call them until after six now these guys have got lives, one took the family to dinner and the other was at home. The one out to dinner with the family was in possession of the state vehicle. So when the MEC called he was busy with dinner with his family now he had again to say to the family they must quickly go back home but he had explained to the MEC that he was having dinner with wife and kids, it will probably take him an hour to get to the MEC. Now the MEC said but I am late as it is, the MEC called the office and those guys were removed. So those are some of the challenges programme changing now and then, you have to rush.

Kelesitse Mokae: Except for the EHW where else can you guys go for help when you are facing challenges at SAPS?

Christopher Khumalo: Well it depends on the nature of your challenge like now with the overtime challenge we have registered the Grievance and some of the guys went to consult with their lawyers. If it is issues that are work related, then there is this tendency of 'look I do not talk to subordinates. I am not going to reason with

subordinates', in fact what he means is whatever I say goes. So that is the tendency so where would you go in such an instances you would probably go to someone who listens and it will be your MEC, someone who is having more powers than them.

Kelesitse Mokaë: Surely you VIP protectors are fortunate because you are having your MECs or VIPs that listens to you but others like at Static positions are unfortunate.

Christopher Khumalo: Yes. Let me say we are at a much better position compared to our other colleagues who does not have a platform to raise the abuse or concerns but again we cannot always point fingers at the management we have to bring our side. Because I remember when I was at Static management used to call meetings and the guys would say that they are not attending the meeting because we are going to speak about the same things we spoke about two or three years back so it is not helping really. But now if you attend the meeting it is where you can influence the decision of the management and then if they do not want implement the decisions that were taken you can always go to your unions.

Kelesitse Mokaë: My very last question, what do you think can be done to improve your situation at VIP Protection Unit?

Christopher Khumalo: I believe some of the things can be solved if only management can come and meet with employees. Remember this is not our problem alone, if we do not perform it affects them as well. If they want to enforce decisions and we somewhat not striking because we cannot really strike but we just decide to drag our feet and that becomes problematic because we end up not delivering good services. In order for us to solve issues the platform must be created where management come probably on a monthly basis or quarterly sit with the protectors but not only with the

protectors but with the guys at Static also and say 'Guys we know you have problems. This is how far we have solved your problems and from here I think we need to take each other's hand and try to work and get the solutions to these problems'. So number one is meetings, meetings should be held regularly. Number two if you are a worker or an employee I believe that if you are doing something good at least you should get not a reward but at least be told that you are doing something good and that is so encouraging.

Kelesitse Mokae: Thank you for your time, if there is anything or any matter that I need clarity on, I will call you.

Christopher Khumalo: Thank you. I hope the recordings will not be leaked.

Kelesitse Mokae: No it won't. Thank you.

Christopher Khumalo: My pleasure.

Interview 5

Kelesitse Mokae: Thank you for coming. I am Kelesitse Mokae. I am a student of Psychology with Unisa. I am doing my Masters. Uhhh I am conducting research in English because for my study purposes. So I am doing research on Occupational

Stress concentrating on VIP Protectors, in fact I am exploring Occupational Stress. I am looking at challenges that you face while doing your work and how they are affecting you. Feel free to not answer any question that you do not feel comfortable with. Ummm, this interview is confidential is only for my studies it has nothing to do with SAPS. SAPS will not have access to this recording. It is only for my studies. Strictly for my studies I am not going to do anything but use it for my studies. Please introduce yourself.

Mothibedi Senokwane: My name is Mothibedi and Senokwane is my surname. I am a Sergeant. My core functions in the SAPS is to protect the identified VIPs for the province. I am just doing the close protection duties.

Kelesitse Mokae: Is that how you introduce yourself?

Mothibedi Senokwane: Yes.

Kelesitse Mokae: You did not even mention your age.

Mothibedi Senokwane: I am Thirty-seven of age. I have been a police officer for thirteen years now, this year will be my fourteenth year in the SAPS.

Kelesitse Mokae: Fourteen?

Mothibedi Senokwane: Yes. this year I will be fourteen.

Kelesitse Mokae: Great, you say you are a Sergeant

Mothibedi Senokwane: Yes, Sergeant.

Kelesitse Mokae: So you are fourteen years in the SAPS, so where did you start?

Mothibedi Senokwane: Career wise?

Kelesitse Mokae: No in the SAPS? There are sections I believe.

Mothibedi Senokwane: Yes, I started with basic training. I did my basic training in 2003 starting from May month.

Kelesitse Mokae: May month?

Mothibedi Senokwane: Yes, I started the training on the 25th of May 2003 at a Pretoria Centre. Then on August I passed out. I went for my second leg of Field Training in the Province in the mining area that is called Lime Acres.

Kelesitse Mokae: Here in the Northern Cape?

Mothibedi Senokwane: Northern Cape, yes. It is not far from Postmansburg. Then in 2004 January I think it was on the 19th I became a full constable now. I pursued my duties there at the Legislature.

Kelesitse Mokae: So since you have been a member of SAPS you have been doing VIP protection? Have you not done like attending complaints in the SAPS or Crime Prevention stuff?

Mothibedi Senokwane: No that, we only did at Field Training. Our training includes four months of Field Training then from there from January 2004 until May 2009. For that six years I was just doing Static duties at the Legislature.

Kelesitse Mokae: For six years, how was it?

Mothibedi Senokwane: Actually static duties when you are young, you get bored sometimes because you are doing the same thing over and over.

Kelesitse Mokae: That is why I am asking about your experience as a static protector.
How did it feel?

Mothibedi Senokwane: It is bad because even if your child can just ask how your day was, you can't even say because it is a repetition of the same thing every day, every year.

Kelesitse Mokae: So why did you go over to VIP?

Mothibedi Senokwane: I was identified on 2009 to be permanent that side but since I have been helping out when someone is not present.

Kelesitse Mokae: So you mean in the six years that you were at static you were also called to help out at VIP?

Mothibedi Senokwane: Yes, if someone was going on leave or someone was at court or something or courses. I just went to help out for maybe that week after go back to my uniform.

Kelesitse Mokae: So you became permanent which year?

Mothibedi Senokwane: 2009

Kelesitse Mokae: At VIP?

Mothibedi Senokwane: At VIP.

Kelesitse Mokae: So you have been doing it since then?

Mothibedi Senokwane: Since then

Kelesitse Mokae: Until now?

Mothibedi Senokwane: Until now

Kelesitse Mokae: How is it? How is it different to static? Because with Static duties you were bored because of the repetition of the duties?

Mothibedi Senokwane: Now you see even at Static, the term itself simply means not in motion. Static means stagnant. You don't move if you are static. It will just be around buildings at the gate sometimes even be posted at the Premier's office or Premier's residence, then at VIP is so much better as compared to static because as we speak now I think the only place that I do not know in the province is Sutherland, that is the only province that I have not been to.

Kelesitse Mokae: The only town?

Mothibedi Senokwane: The only town in the whole province is Sutherland. I have travelled a lot. I can proudly say I know my province.

Kelesitse Mokae: Because of the work?

Mothibedi Senokwane: Because of this job and some of the things this job has introduced us to them like sleeping at this big hotels, honestly because on my own I would not have afforded to sleep at places that are costing R1800 per night.

Kelesitse Mokae: So?

Mothibedi Senokwane: Yes, even when all those big people are around I can just come. These big cars they don't scare me.

Kelesitse Mokae: So Ummm this work of VIP protection, can you explain it a little for me, can you say what it entails?

Mothibedi Senokwane: Okay our core function is to ensure that the identified VIP that you are assigned to is safe. You take them from point A to point B. Wherever they go you are there with them you just make sure that they are safe wherever they are.

Kelesitse Mokae: So it involves driving them?

Mothibedi Senokwane: Driving them.

Kelesitse Mokae: So do you like what you do?

Mothibedi Senokwane: Let me rather say I am comfortable with what I do. Driving a lot is killing us, it is not nice.

Kelesitse Mokae: Since you are raising that, tell me about the challenges that you encounter while doing your work.

Mothibedi Senokwane: Actually one may say that you do not have your own life, let me put it in that way. You live according to your principal's programme which can change at any second, at any time.

Kelesitse Mokae: So when you have a family how do you balance family life and work?

Mothibedi Senokwane: Striking a balance there is quite difficult you can't strike a balance unless you compromise by maybe taking a whole month off then that is the only time and it is not enough.

Kelesitse Mokae: But then can you, will they allow you, your supervisors to take the whole month off?

Mothibedi Senokwane: It is a challenge because as we speak now the people who is supposed to be at the pool ne? The pool is place where the standby members are

placed, just waiting to be posted and relieve other members. We hardly have ten members there, they are six and out of the six only few are willing to work. There are some untouchable members.

Kelesitse Mokae: Are you saying that there are members that could refuse to go work?

Mothibedi Senokwane: Not could, they do refuse. If they are posted they will just tell commanders this weekend I have some commitments, even now I am on leave. I gave them the leave from yesterday. I told them that I have a new born.

Kelesitse Mokae: Wow! Congratulations.

Mothibedi Senokwane: Thank you, my sister. So now I have to go and perform a traditional ritual for my child at home like slaughtering for my child and shaving the head. So I handed the leave form to the immediate commander yesterday. So after so four hours he called me to say he has got a challenge, it seems that he does not have a replacement for me.

Kelesitse Mokae: But meanwhile there are people there on standby. Does it mean they are refusing to do it?

Mothibedi Senokwane: They work only if they want to and nothing is being done. So I don't have a replacement so it is not just going to be easy for them to approve that leave. So I just said to them that no it is not a problem, you agree that I should just go and relax. I will see you on Tuesday, if you have to take some steps it is okay. I will face it when I come back. It is not fair because last year November, December actually we left Kimberley after the department was closed we left on the 9th of December then went to, we had something ahead of the trip.

Kelesitse Mokae: With the?

Mothibedi Senokwane: With the MEC and the family.

Kelesitse Mokae: So with MEC's family, what about your family?

Mothibedi Senokwane: My family was left behind.

Kelesitse Mokae: So you were away?

Mothibedi Senokwane: Away from the 9th I only came back on the 24th Christmas Eve and when I got here we had plans with my wife so that we should go to Bloemfontein because that is where she was going to give birth. Also because her gynecologist is that side. The 24th I came here then it was off straight to Bloemfontein. I only came back on the 29th with the baby.

Kelesitse Mokae: So did you ever take that leave paternity leave?

Mothibedi Senokwane: I got it from the 27th but unfortunately is only for five days but the most unfortunate part was that there was a lot of holidays in between so I only benefitted three days.

Kelesitse Mokae: Three days?

Mothibedi Senokwane: Yes.

Kelesitse Mokae: Okay, that is challenge number one you have pool members that would refuse to go to work which means then your leave gets revoked.

Mothibedi Senokwane: Yes

Kelesitse Mokae: Or pending?

Mothibedi Senokwane: Like now I am not sure where I am standing but I won't compromise more than I did because you see I left my wife highly pregnant last year. You can see that I only came back on the 24th and on the 27th she got a baby. So I mean it is a lot that we compromise. The policies just don't say that; the commanders just don't want to do their job because if you have a stubborn member I think the disciplinary steps should unfold.

Kelesitse Mokae: So despite having your own life what is the other challenge? I mean you said basically you do not have your own life and there is another challenge of members refusing to be placed? What are others, if there are more?

Mothibedi Senokwane: Even if you try and further your studies there you try but it is not easy.

Kelesitse Mokae: Are we talking about while working as a VIP Protector or the police as a whole?

Mothibedi Senokwane: I am talking about the protection work.

Kelesitse Mokae: Okay, is it not easy to work and study at the same time?

Mothibedi Senokwane: Yes, because simple even for submitting the assignment on time is quite a challenge.

Kelesitse Mokae: Because?

Mothibedi Senokwane: There are times where you will work for four months without having a single weekend off.

Kelesitse Mokae: Four months?

Mothibedi Senokwane: Yes.

Kelesitse Mokae: So what is the reward?

Mothibedi Senokwane: Overtime but money is not everything. That is what I can tell you.

Kelesitse Mokae: Four months, without resting?

Mothibedi Senokwane: Yes, and they pay that overtime when they feel like it.

Kelesitse Mokae: Is it not the case that every month you are paid that overtime?

Mothibedi Senokwane: No. They are always left behind.

Kelesitse Mokae: How does it affect the quality of work performed by the protectors?

Mothibedi Senokwane: The thing about it is that some of the protectors become so relaxed or comfortable around the VIPs that sometimes it is difficult to distinguish what is going on.

Kelesitse Mokae: Do you mean the relationship between the VIP and the protector?

Mothibedi Senokwane: They become so close in such a way that our guys just forget the boundaries. There are boundaries there but you won't even say this is a VIP and this is a protector.

Kelesitse Mokae: So are they like friends?

Mothibedi Senokwane: They are like friends. Like I have been working with the same person maybe since 2009 until now that even at home the children are used to this protector. If you hear just the children start to call you a protector 'uncle', you must

know it is bad now.

Kelesitse Mokae: You are like an extended member of the family.

Mothibedi Senokwane: I am telling you. You will end up doing chores that don't really need you.

Kelesitse Mokae: Does it happen?

Mothibedi Senokwane: Guys allow it. You will be on leave then maybe your VIP is in Joburg or somewhere. But then you get a call to say 'Please assist here'.

Kelesitse Mokae: Can't you say 'no'?

Mothibedi Senokwane: That is the word that you cannot say to the VIP.

Kelesitse Mokae: Seriously?

Mothibedi Senokwane: You can't say no.

Kelesitse Mokae: What happens when you say 'no'?

Mothibedi Senokwane: You know what the moment you say 'no' the VIP is going to have a problem now.

Kelesitse Mokae: With you? Are you saying you are messing up your chances? You might be removed the next time?

Mothibedi Senokwane: Yes, and this people can talk. The politicians when they are like in a group they can talk.

Kelesitse Mokae: So when you as a protector said 'no' to a VIP, do they tell others?

Mothibedi Senokwane: They will talk and say 'That one this and that', then you will be removed. Sometimes when you have to go and assist somewhere they will just say 'It is you, no they rather bring someone else'.

Kelesitse Mokae: Ha!

Mothibedi Senokwane: Yes, they have got that power. Sometimes you will be working with someone, you will not be aware that the person is having a problem with you. You will just hear that the person has made a confidential report and took it to the office then they will just remove you. You will just hear that the principal is not comfortable with you, so you are being replaced. That is the way it is.

Kelesitse Mokae: Does it ever get to a point where you feel like you do not want to do it anymore?

Mothibedi Senokwane: I did it once. I was working with the Speaker (Of the Northern Cape Legislature) from 2009 until 2014. They did not want to relieve me I was having a funeral at home, so I was having a problem of leave and whatever. It was that time of local elections. I was running this province alone asking for our management to just give me someone so that when I get tired at least there is two of us.

Kelesitse Mokae: Where you working alone?

Mothibedi Senokwane: Alone, working with the Speaker alone. I was running around the province from Kimberley to Springbok wherever.

Kelesitse Mokae: And then what happened?

Mothibedi Senokwane: No at last I just told them that I am studying so I cannot cope with this work anymore and even though it was not the real reason because I wanted

to leave and they refused. Then I had to come up with some stuff but it did not help me. I worked at the office for only six or seven months then they told me come here and assist for at least four months. From there we are waiting for some other lady. There is a lady on maternity leave when she comes back she will take up her position and I because I was her replacement will return to the position I was before helping out. I have been waiting, it is two years now I have been waiting for that lady to return to work. I think that child now is going to crèche.

Kelesitse Mokae: And you are still waiting for her to come back so that they can take you off?

Mothibedi Senokwane: Yes, so if you start it is nice because you just learning places. That exposure is nice but when you do it over and over and over you get tired. And there is a challenge in the SAPS that a person's growth is very slow. Very slow.

Kelesitse Mokae: You can tell me about that because I know.

Mothibedi Senokwane: There are people who are now having 35 years of service but are still Warrant Officers it is bad. It is bad.

Kelesitse Mokae: So now you just mentioned that when you start working as a protector is nice. What would you say are interesting aspects of your work?

Mothibedi Senokwane: I think the only part that I can say is interesting is when you get rewarded for this overtime.

Kelesitse Mokae: Is that the only thing?

Mothibedi Senokwane: That is the only thing.

Kelesitse Mokae: What are the negative aspects of your work then?

Mothibedi Senokwane: If your partner at home is not stable enough, you end up losing your family, that one I can assure you.

Kelesitse Mokae: Stable or supportive?

Mothibedi Senokwane: Stable because when you start that person will just support you and support you but when the time goes by then that person will get tired.

Kelesitse Mokae: Okay?

Mothibedi Senokwane: Then that person will end up, she won't just tell you straight you will just hear no this should be the problem. This should be the problem.

Kelesitse Mokae: What do you think could be done to improve your workplace?

Mothibedi Senokwane: There is only one solution.

Kelesitse Mokae: What solution?

Mothibedi Senokwane: The SAPS can remove the word 'commanders' and replace them with 'managers'. SAPS will be a better place.

Kelesitse Mokae: So SAPS needs managers not commanders, why are you saying that?

Mothibedi Senokwane: Like now I was having a problem with overtime, they cut about 20 hours from my overtime and when I asked them. They said no you were on leave some other time and another member came and worked in your position so you have to share. I said okay there is no problem just show me the policy that is saying

that because I had just read the policy but there is nothing here.

Kelesitse Mokae: How does it work? Are they taking your hours?

Mothibedi Senokwane: And giving to another person. It is okay I did not fight but then when time goes by I said but the policy. I checked the policy again and it does not say anything like that. These people they don't want to be advised. I just went to the Captain and said Captain you know you are messing up stop this thing. It was another month; September they did the same then I took the matter to the lawyers as we speak now they are struggling to pay us the money for the hours they cut. They can't because the schedule for that month is lying on the system and they cannot pay two schedules for the same month. They are trying to reimburse us.

Kelesitse Mokae: They are trying.

Mothibedi Senokwane: They are trying now

Kelesitse Mokae: But it is a challenge.

Mothibedi Senokwane: It is a challenge now because the system is revoking the schedule because there is already a schedule lying on the system.

Kelesitse Mokae: How did they do that?

Mothibedi Senokwane: The problem is that someone just came up with the idea to save money. So what they did is not to follow the rightful channels. The thing is for an example two other provinces are having too many manpower, there is too much they are too much so they sat down with their commanders. The members met, sat down, discussed and they came up with the solution that each MEC is allocated only 200 hours per month. "Let us do like this, let us give four members per MEC so that one

member can work one week each then the rest can do administration at the office". Then they agreed. Everything is going smooth, our commanders here did not consult.

Kelesitse Mokae: The commanders discussed and made a decision?

Mothibedi Senokwane: Without consulting with us in the province. The problem is they did not consult with other provinces and ask them how did you do it.

Kelesitse Mokae: Who did not consult with who?

Mothibedi Senokwane: The financial commanders

Kelesitse Mokae: They did not consult with?

Mothibedi Senokwane: Us the members on the ground. I don't think that we would have had a problem with that because if you sit down, speak and everything there won't be a problem.

Kelesitse Mokae: How often do you sit with your commanders and table your concerns?

Mothibedi Senokwane: The meeting was last year it was on November if not early December. That was the only meeting we had at the Premier's office with the Director-General (Premier's Office) with the SAPS's Provincial Commissioner and our management.

Kelesitse Mokae: Why at the office of the premier?

Mothibedi Senokwane: Because they are having a big venue to accommodate all of us that side.

Kelesitse Mokae: Who called the meeting?

Mothibedi Senokwane: Our Provincial Commissioner.

Kelesitse Mokae: Then the members got an opportunity to tell the SAPS management their concerns. How often does the VIP that you protect intervene with your issues at work?

Mothibedi Senokwane: Actually they cannot go directly because SAPS is having policies and stuff. So but when they see that this thing is just affecting the members too much then they can jump in. That is why that meeting was convened.

Kelesitse Mokae: So the relationship between the VIP and the protector is of such that the protector can share with the VIP their concerns?

Mothibedi Senokwane: You can, if they just see you are not fine today they ask 'what is the problem' then you open up and tell them.

Kelesitse Mokae: How does it affect the working environment?

Mothibedi Senokwane: Obviously when you are stressed up you cannot do your things to your outmost best.

Kelesitse Mokae: But I am saying let us say when the VIP confronts your commander, how does it affect the relationship between you as a protector and your commander?

Mothibedi Senokwane: Ohh, the management think that we as protectors are untouchable because our MECs always call the commander and say 'they should get things straight' because we cannot work like that.

Kelesitse Mokae: Does it help?

Mothibedi Senokwane: Some way it does help.

Kelesitse Mokae: Do you ever meet as protectors to discuss how you are doing without commanders?

Mothibedi Senokwane: Yes, we did that and after this many concerns we ended up drafting a grievance, but now they did not respond at the office. It went up, I think now it is due for Arbitration.

Kelesitse Mokae: Does it mean they cannot respond to your concerns?

Mothibedi Senokwane: They cannot because when you sit down with them and show them the policy. The policy state that, they see clearly what does it state but they do the opposite. They can't so if they do not want to listen and I am sorry to say this but the management can be sometime arrogant when you come up with issues they will just tell you that 'we do not speak to the juniors'.

Kelesitse Mokae: Maybe the SAPS must do away with?

Mothibedi Senokwane: They must do away with commander

Kelesitse Mokae: Commanding and comply and complain later thing.

Mothibedi Senokwane: You see now the thing that they say since 2009 or 2010. SAPS say that all must go back to basics. It must be like serving military style but the thing that amaze me is that they adopted some of the things you see like clothing allowance. They give you R1200 and when it is done is done but at the army there is no limit whenever you can go and exchange uniform. They just revolve like that. That is point number one. Point number two at the army when the junior is involved in the shooting incident or whatever, the junior is not going to be asked the commander is

going to take the punch but at SAPS you are on your own they won't even come to court to support you.

Kelesitse Mokae: Yes, I picked it up in one of the interviews that one member was arrested for driving fast, in a situation like that what does the management do for you as a driver?

Mothibedi Senokwane: The management must just call the nearest police station and tell the commander what is going on and that person must go and intervene, you cannot get the member arrested for that, but our office for that instance they were arranging relieve for that member. They just said they member can be taken and they will bring someone to take the vehicle further. Just imagine, what is that?

Kelesitse Mokae: So what about the member arrested?

Mothibedi Senokwane: No support?

Kelesitse Mokae: What do they do, do they charge you and are you left on your own in jail?

Mothibedi Senokwane: You will be charged then you have to see your way out.

Kelesitse Mokae: I guess those are the things that make people not comfortable to work there.

Mothibedi Senokwane: But it has to be done, someone must do that work.

Mothibedi Senokwane: Thank you.

Mothibedi Senokwane: Do you have all the major points?

Kelesitse Mokae: I have got the major points. Do you have a question or anything you want to add?

Mothibedi Senokwane: I just want to say 'Good luck with your research'

Kelesitse Mokae: Thank you so much

Mothibedi Senokwane: Thank you.