

**AN EVALUATION OF CONTRACT AND IN-HOUSE SECURITY: A SOUTH AFRICAN
CASE STUDY**

by

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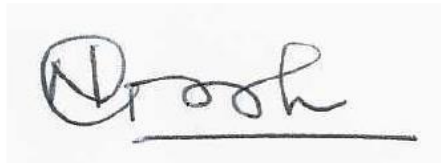
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DECLARATION

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I NYEPERAYI GWARA, assert that this dissertation: **“An evaluation of contract and in-house security: a South African case study”** is my individual effort and complete references have been acknowledged.

A handwritten signature in black ink on a light grey background. The signature consists of a circled 'N' followed by the name 'Gwara' in a cursive script. A horizontal line is drawn underneath the signature.

SIGNATURE

DATE **9 March 2021**

(N Gwara)

DEDICATION

This study is devoted to Sethukile Dube and my daughter Makanaka. I give praise to GOD in all I do.

ACKNOWLEDGEMENTS

This study would not have been successful without the Almighty God and His grace, who helped me complete this dissertation. I wish to acknowledge Mrs Sethukile Gwara and my first-born Makanaka Gwara for their endurance throughout this period. I further dedicate this dissertation to my mother Zviyemurwi Zimombe and my uncle Oliver Pwaka for always believing and encouraging me in my studies. Through this dissertation, I honour you.

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Lastly, May God bless all the contributors who participated in this study.

ABSTRACT

The existence of security breaches in most spheres of modern society has caused loss of property and life. Some of these losses are so big that they eventually cripple organisations they affect. There is a need for private security within the South African context. Private security is executed through various security strategies. In most cases, companies operate with both contract and in-house security personnel on site. Regardless of the strategy adopted, companies continue to experience a variety of security risks. Therefore, swift transformation is needed in the security industry. To achieve this, appropriate security strategies will be necessary to overcome security risks.

This study was directed by its aim and objectives. The aim was to evaluate contract and in-house security strategies in order to recommend the appropriate strategy to be used in security programmes. This aim was achieved through the sum of its outlined objectives. The first research objective was to establish the advantages and disadvantages of contract and in-house security. The second objective was to examine the effectiveness of contract and in-house security strategies, and the third to recommend appropriate security strategies to be used in security programmes.

This study evaluated contract and in-house security in a registered security company located in Johannesburg, South Africa. A qualitative inquiry was implemented, and a case study approach was used to conduct the research study. The research study combines both literature and empirical research to reach its findings and make its recommendations. While there are 500 employees in the company, the sample was made up of 38 participants. A non-probability sampling method was adopted, and a purposive sampling method was used to select the participants. Furthermore, a face-to-face semi-structured interview schedule that included probing questions was used to collect data. The participants were targeted based on their knowledge and experience in issues surrounding management, policy, and security strategies. The sample consisted of 10 employees in the management category, 13 human resources employees and 15 security employees.

The findings of this study were wide, but specific to the context in which it was researched. The advantages and disadvantages of contract and in-house security were comprehensively explored and narrated. This was done through a review of the literature and the raw data obtained from the research participants. The study determined the effectiveness of the two security strategies within the milieu of the case study under study. Furthermore, the study determined that there is no conclusive answer with regards to the most appropriate security strategy to be used. This chosen strategy is dependent on the specific security requirements. Once these requirements have been outlined, the specific strategy can be chosen, namely: contract security, in-house security or a hybrid approach.

Recommendations are surplus to the findings of the study. The findings of a research study often go beyond the aim and objectives it set out to achieve. This study produced findings wider than the context of its predetermined aim and objectives and that are relevant to role players within the security industry.

Keywords

Absorption; contract security; crime prevention; exposure; in-house security; loss control; physical security; security; security programmes; security strategy.

NGAMAFUPHI

Ukuba khona kwezenzo zokuphula amahlelo wezokuphepha emikhakheni eminengi yomphakathi wesimodeni sekubangele ukulahleka kwepahla nepilo. Ezinye zezehlakalo zalokhu kulahleka kwepahla ngendlela kukukhulu ngakho kuze kubulala neenhlango ezithintekako. Kunesidingo sehlelo lezokuphepha langasese ngaphakathi kobujamo beSewula Afrika. Ihlelo lezokuphepha langasese/langeqadi Ihlelo lezokuphepha langeqadi lisetjenziswa ngamano ahlukeneko. Esikhathini esinengi, iinkampani zisebenza ngabasebenzi besivumelwano sesikhatjhana (*contract*) nabasebenzi bezokuphepha abahlaliswe esikhungweni esisodwa. Ngaphandle kokuqala amano amukelweko, iinkampani ziragela phambili nokuhlangabezana neengozi zokuphepha ezahlukahlukeneko. Yeke-ke, ihlelo elirhabileko lamatjhuguluko liyadingeka ebubulweni lezokuphepha. Ukuphumelela kilokhu, kuzokufuneka amano wezokuphepha afaneleko ukuze kuqedwe iingozi kezokuphepha.

Leli rhubhululo belirholwa phambili mnqopho neenhloso zalo. Umnqopho kwakukuhlola ikontraga kanye namano wezokuphepha okwenziwa esikhungwini esisodwa ukuze kunconywe amano afaneleko okufanele asetjenziswemkumaphrogremu wezokuphepha. Lo mnqopho wafikelelwa ngeenhloso zoke zeminqopho zawo eyendlaliweko. Irhubhululo lokuthoma kwakukuhloma amathuba amahle kanye namathuba amambi wehlelo lezokuphepha eliyikontraga nelingaphakathi kwesikhungo. Umnqopho wesibili kwakukuhlolisisa ukusebenza kuhle kwamano wekontraga namano wezokuphepha ezisesikhungwini, kanti umnqopho wesithathu kuncoma amano afaneleko wezokuphepha ukobana asetjenziswe kumaphrogremu wezokuphepha.

Leli rhubhululo lihlole ihlelo lezokuphepha lesivumelwano/sekontraga nelesikhungo kukhamphani yezokuphepha etlolisiweko enzinze eJohannesburg, eSewula Afrika. Iphenyisiso elidzimelele kukhwalithi lisetjenzisiwe ukwenza isifundo serhubhululo. Isifundo serhubhululo sihlanganisa yomibili imitlolo yobukghwari kanye nerhubhululo eliphathekako ukufikelela kulwazi belenze iincomo zalo. Njengombana kunabasebenzi abama-500 kukhamphani, isampuli yenziwa ngabadlalindima abama-38. Indlela

yezampula i-*non-probability sampling* yalandelwa, kanti kusetjenziswe indlela yesampuli enehloso i-*purposive sampling* isetjenziselwe ukukhetha abadlalindima. Ngaphezu kwalokho, itjhejuli yehlolombono equntwe phakathi yokuqalana ubuso nobuso efaka imibuzo ephenyako isetjenziswe ukubuthelela idatha. Abadlalindima bebakhethwa ngokuqala ilwazi labo kanye nelwazi elimalungana neendaba zokuphatha, umthethomgomo kanye namano wezokuphepha. Isampuli beyinabasebenzi abali-10 esigabeni sezokuphatha, 13 yabasebenzi bomnyango wezokuqatjiswa kwabasebenzi kanye nabasebenzi abali-15 bezokuphepha.

Ilwazi elitholakeleko laleli rhubhululo belinabile, kodwana linqophe ikakhulukazi ebujameni lapho irhubhululo lenziwa khona. Ubuhle nobumbi bamahlelo wezokuphepha wekontraga newesikhungwini ahlolisiswe begodu acocwa ngendlela enabileko. Lokhu kwenziwe ngokubuyekezwa komtlole wobukghwari kanye nedatha ehlaza etholakele kubadlalindima berhubhululo. Irhubhululo liveze ukusebenza kuhle kwamano amabili wezokuphepha ngaphakathi kobujamo (*milieu*) besibonelorhubhululo (*case study*) ngaphasi kwesifundo serhubhululo. Ngaphezu kwalokho, irhubhululo liveze ukuthi akunapendulo yinye esiphetho malungana namano afaneleko wezokuphepha okufanele asetjenziswe. La mano akhethiweko adzimelele phezulu kweemfuneko ezithileko zokuphepha. Ngemva kobana iimfuneko lezi sezendlaliwe, amano athileko angakhethwa, wona ngilawa: ihlelo lezokuphepha lekontraga, ihlelo lezokuphepha langendleni nanyana indlela ehlanganisiweko.

lincomo zizinsalela zaleli lwazi elitholakeleko lerhubhululo. Ilwazi elitholakeleko lezerhubhululo kanengi lingaphezu kwehloso neminqopho eliyibekileko ukobana ifikelelwe. Leli rhubhululo likhiqize ilwazi elifunyenweko elinabileko kunobujamo behloso yabo obuqaliweko kanye neminqopho kanye naleyo ekhambisanannabadlalindima ngaphakathi kwebubulo lezokuphepha.

Amagama aqakathekileko

Ukudoswa/ukufakwa, ihlelo lezokuphepha lekontraga, ukuvikelwa kobulelesi, ukuhlangabezana, ihlelo lezokuphepha langendlini, ukulahlekelwa lilawulo, ihlelo

lezokuphepha okuphathekako, zokuphepha, amaphrogremu wezokuphepha, amano wezokuphepha.

MANWELEDZO

U vha hone ha matavhi a tsireledzo kha masia manzhi a tshitshavha tsha zwino ho vhanga ndozwo kha ndaka na matshilo. Dziñwe dza ndozwo idzi ndi khulwanesa dzine dza fhedzisela dzi tshi khou hoṭefhadza zwiimiswa zwine zwa khou zwi thithisa. Hu na ṭhoḽea ya tsireledzo ya phuraivethe kha nyimele ya Afrika Tshipembe. Tsireledzo ya phuraivethe dzi shumiswa kha zwiṭirathedzhi zwa tsireledzo zwo fhambanaho. Kha nyimele nnzhi, khamphani dzi shuma na vhuvhili ha vhashumi vha khonṭhiraka na vha tshiimiswa kha vhupo. Zwi si na ndavha na tshiṭirathedzhi tshine tsha khou shumiswa, khamphani dzi bvela phanḽa na u tshenzhela khohakhombo dza tsireledzo dzo fhambanaho. Nga zwenezwo, hu khou ṭoḽea tshanduko nga u ṭavhanya kha ndowetshumo ya tsireledzo. U swikelela izwi, zwiṭirathedzhi zwo teaho zwa tsireledzo zwi ḽo vha zwa ndeme u kunda khohakhombo dza tsireledzo.

Tsedzuluso iyi i ḽo sedza kha ndivho na zwipikwa zwayo. Ndivho ho vha u ela zwiṭirathedzhi zwa tsireledzo ya khonṭhiraka na ya tshiimiswa u itela u themendela zwiṭirathedzhi zwo teaho u shumiswa kha mbekanyamushumo dza tsireledzo. Ndivho yo swikelelwa nga kha tshivhalo tsha zwipikwa zwo bviselwaho khagala. Tshipikwa tsha u thoma tsha ṭhoḽisiso ho vha u bveledza vhuḽi na vhuvhi ha tsireledzo ya khonṭhiraka na ya tshiimiswa. Tshipikwa tsha vhuvhili ho vha u ṭola u shuma ha zwiṭirathedzhi zwa tsireledzo ya khonṭhiraka na ya tshiimiswa, na tsha vhuraru u themendela zwiṭirathedzhi zwo teaho zwa tsireledzo zwine zwa ḽo shumiswa kha mbekanyamushumo dza tsireledzo.

Tsedzuluso yo ṭola tsireledzo ya khonṭhiraka na ya tshiimiswa kha khamphani ya tsireledzo yo ṅwaliswaho ine ya wanala Johannesburg, Afrika Tshipembe. Ho shumiswa maitete a khwaṭhathivi, na maitete a ṭhoḽisiso o shumiswa u ita ngudo dza ṭhoḽisiso. Ngudo ya ṭhoḽisiso yo ṭanganyisa maṅwalwa na zwithu zwi re khagala u swikelela mawanwa ayo na u ita themendelo dzayo. Musi hu na vhashumi vha 500 kha khamphani, tsumbonanguludzwa dzo bveledzwa nga vhadzheneleli vha 38. Ho shumiswa kuitele kwa tsumbonanguludzwa dza vhadzheneleli vhane vha si fhiwe zwikhala zwine zwa eḽana,

na u shumisa kuitele kwa tsumbonanguludzwa ho sedzwa vhukoni kha vhadzheneleli. U isa phanḁa, kha u kuvhanganya data ho shumiswa inthaviwu ya u tou livhana zwifhaṁuwo ya mbudziso dzo tou u dzudzanywaho ine ya katela na u vhudzisa mbudziso. Vhadzheneleli vho tiwa ho sedzwa ndivho na tshenzhemo zwavho, kha mafhungo ane a kwama ndangulo, mbekanyamaitete, na zwiṁirathedzhi zwa tsireledzo. Tsumbonanguludzwa dzo vhumbwa nga vhashumi vha 10 kha khethekanyo ya ndangulo, 13 u bva kha vhashumi vha zwiko zwa vhashumi na vhashumi vha tsireledzo vha 15.

Mawanwa a ngudo heyi o ṁandavhuwa, fhedzi o dodombedza nyimele ye ha itwa ṁhoḁisiso khayoy. Vhuḁi na vhuvi ha tsireledzo ya khonṁhiraka na ya tshiimiswa zwo wanulusa na u ṁalutshedzwa nga vhuḁalo. Hezwi zwo itwa nga kha u sedzwa hafhu ha maṁwalwa na data i songo vanganyiwaho ye ya waniwa u bva kha vhadzheneleli vha vhaṁoḁisisi. ṁhoḁisiso yo ta u shuma ha zwiṁirathedzhi zwa tsireledzo zwivhili fhethu ha ngudo nga fhasi ha ngudo. U ya phanḁa, ngudo yo ta uri a hu na phindulo yo khwaṁhisedzwaho zwi tshi ḁa kha tsireledzo yo teaho nga maanḁa ine ya fanela u shumiswa. Tshiṁirathedzhi tsho nangiwo tsho ḁitika nga ṁhoḁea dza tsireledzo dzo tiwaho. Musi ṁhoḁea idzi dzo no bviselwa khagala, tshiṁirathedzhi tsho tiwaho tshi nga nangiwa, tshine tsha vha: tsireledzo ya khonṁhiraka, tsireledzo ya tshiimiswa, kana maitete o ṁanganelaho.

Themendelo ndi zwo salaho kha mawanwa a ngudo. Mawanwa a ṁhoḁisiso dza ngudo tshifhinga tshoṁhe a fhira ndivho na zwipikwa zwo vhwaho u zwi swikelelwa. Ngudo heyi yo bveledza mawanwa o ṁandavhuwaho u fhira nyimele ya ndivho na zwipikwa zwo tiwaho u thoma o teaho kha vhashelamulenzhe kha ndowetshumo ya tsireledzo.

Maipfi a ndeme

U ṁanganelana; tsireledzo ya khonṁhiraka; u thivhela vhutshinyi; u ṁanela; tsireledzo ya tshiimiswa; u xeelwa nga ndango; tsireledzo ya vhatu na ndaka; tsireledzo; mbekanyamushumo dza tsireledzo; tshiṁirathedzhi tsha tsireledzo.

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LIST OF ABBREVIATIONS AND DESCRIPTIONS

ATM	Automated Teller Machine
BBBEE	Broad-Based Black Economic Empowerment
CCTV	Closed Circuits Television
CPTED	Crime Prevention Through Environment Design
EFF	Economic Freedom Fighter
FETC	Further Education and Training Certificate
IRMSA	Institute of Risk Management South Africa
IT	Information Technology
MOU	Memorandum of Understanding
NC	National Certificate
NQF	National Qualification Framework
OGT	On-Going Training
OJT	On the Job Training
PSIRA	Private Security Industry Regulation Authority
PST	Pre-Site Training
PwC	PricewaterhouseCoopers
SAPS	South African Police Service
SAQA	South African Qualifications Authority
SASSETA	Safety and Security Sector Education and Training Authority
SOB	Security Officer's Board
TUT	University of Technology
UNISA	University of South Africa
USA	United States of America

CHAPTER ONE

INTRODUCTION AND PROBLEM STATEMENT

1.1 INTRODUCTION AND PROBLEM STATEMENT

Security practices and protocols have been researched and implemented worldwide; however, security breaches are still prevalent in most spheres of modern society. In most cases, these security breaches can cause loss of property, machinery and life. The losses incurred by the corporate world are so big that some organisations can be crippled in terms of its operations. Often, some of the losses cannot be measured in quantitative terms. Thus, losses due to security threats are under reported (Allan, 2015: 1). As a result, there is a call for swift transformation within the security industry for organisations to determine prospective challenges and respond to them accordingly. The call for appropriate security strategies that can react to any negative aspect is a key concern within the security industry (Mathooko, 2015: 335). The need for change within the security industry is encouraged by the high level of competition; turn down in performance and the demand for continued operation. As a result, companies are required to be adaptive and anticipative in order to avoid rigidity and ineffectiveness regarding security issues (Brown, 2014: 33).

Moreover, companies and residences are regularly facing challenges of theft even though there are security personnel on site (Mokgale, 2016). These losses are a challenge to the businesses and individuals alike. In most cases, these security companies are operating with both contract and in-house security personnel on site with the same instructions and procedures. Depending on the security strategy adopted, each method should entail different operating procedures for the method to be effective (Dorn & Levi, 2007: 214). In addition, research studies have been done on general security principles. A typical example of this is the PricewaterhouseCoopers (PwC) research study on the crime rate in 2007, which articulates the statistics of the crime in the corporate world. Moreover,

official statistics and pertinent information regarding the security industry is still underdeveloped (Van Steden & Sarre, 2010: 2). This lack of contrast is also reflected in protection studies (Williams, 2010). As Jones and Newburn (2006: 1) mentions “Regardless of the growing academic attention in security, a relative dearth of comparative study in the field remains”. This study aims to add practical and innovative recommendations and initiatives on how security strategies can be improved.

Relative investigation is of immense significance for grasping the similarities and differences regarding contract and in-house security. This can assist in recognising why organisations make use of different or similar strategies (Jones & Newburn, 2006: 2). The expansion of contract and in-house security in terms of their strategies in crime management demonstrate a cut-off point in the development of their systems in crime eradication (Van Steden & Sarre, 2010: 2). Furthermore, companies experience a variety of security risks. These risks comprise employee theft, fraud, cargo theft and warehouse theft. Often, these security breaches happen in the attendance of both contract and in-house security being on site (Murunga 2014: 75). This has motivated the researcher into investigating security strategies and procedures in a registered security company, where permission was received (see Annexure B).

In the context of the above issues raised, this study evaluated contract and in-house security. The study’s aim was to evaluate contract and in-house security strategies in order to recommend the appropriate strategy to be used in security programmes.

1.2 BACKGROUND TO THE STUDY

In light of the above problem statement, a research study conducted in 2006 by the Business against Crime for the National Anti-Corruption Forum examined the degree of corruption within industries. The findings of the above research established that in 80%

of surveyed departments, losses were caused by inadequate security measures (Van der Westhuizen, 2010: 1). The insufficient security measures could be owing to limitations on the equipment which security officers can use regardless of the risks involved. For instance, in Sierra Leone, due to the civil war that raged from 1991 to 2002, security personnel were not permitted to carry firearms thus limiting their initiatives (Van Steden & Sarre, 2010: 6). Although necessary, security departments are often deemed too expensive and incompetent (Dorn & Levi, 2007: 214). The security business is linked with the depiction of poorly paid, badly qualified safety officers who execute tedious everyday duties such as right of entry and patrols at night (Randy, 2013: np). High expenses cannot be the main reason for the lack in security strategy or for an increase in the rate of crime at both corporate and national level. In countries like Nigeria, private security is the second largest income earner for the nation (Van Steden & Sarre, 2010: 6).

Furthermore, Lewis (2013: 15) concurs with the above findings, as he reported that economic crimes are on the increase. Regardless of low security standards by both contract security and in-house security, the sector is expanding rapidly in African countries like South Africa and Nigeria as well as internationally, in places such as Russia, Japan and China (Van Steden & Sarre, 2010: 6). Within radiance of these findings, it is important that research be done on contract and in-house security.

In the increasingly competitive and demanding atmosphere that organisations function, as business grows the wave of crime also mounts (Fisher, 2013: 3). As a result, some companies concentrate on their main commerce and look for other business-related entities which are outside of their expertise to be outsourced. However, other organisations opt to bond non-related duties to security services providers. Moreover, other companies will absorb their own in-house security (Holden, 2016: 1). According to Sandi (2007: 5) crimes are committed against business, workers and the society but in some cases, the victims are also offenders as a result, safety providers should be outsourced or employed as in-house security providers for a safer atmosphere. In most

cases these security providers are seen working together as a mix or independently applying their strategies with the intention of achieving unity (Dorn & Levi, 2007: 222). Generally, the capability of security companies to bring competent services is reserved by guards who may lack the necessary security qualities (Singh, Chetty & Karodia, 2016: 105).

The aim and objectives of the study will be outlined below as they provide direction to the study.

1.3 STUDY AIM AND OBJECTIVES

Welman (2005: 192) defines a research aim as what is intended to be attained when carrying out a research study. An objective is the sum of all the actions undertaken to attain or accomplish the aim (De Vos, 2011: 108). The below section highlights the aims and objectives of the study.

1.3.1 Aim of the study

To evaluate contract and in-house security strategies in order to recommend appropriate strategies to be used in security programmes.

1.3.2 Objectives of the study

The following objectives were used to achieve the aim of the study:

- To establish the advantages and disadvantages of contract and in-house security.
- To examine the effectiveness of contract and in-house security strategies.
- To recommend appropriate security strategies to be used in security programmes.

1.4 RESEARCH QUESTIONS

De Vos, (2005: 327) states that a research question points to an unclear idea about something that can be answered using empirical data. To achieve the above research objectives, the research questions were developed:

1.4.1 Primary research question

How can the evaluation of contract and in-house security strategies provide recommendations in order to implement appropriate strategies in security programmes?

1.4.2 Secondary research questions

- What are the advantages and disadvantages of contract and in-house security?
- How effective is contract and in-house security as security strategies?
- Which security strategies should be used in security programmes?

1.5 KEY THEORETICAL CONCEPTS

For the purpose of this study the following terms are identified as key theoretical concepts:

Absorption is an engagement through recruitment. Absorption assumes the burden of an order to provide security services and become part of the organisation that receive equal and fair treatment just like any other employee within the organisation (Karen, 2013: 11).

Contract security is a security strategy in which independent commercial organisations are responsible for all the security matters of a client organisation. The hired security organisation will be assigned duties such as employee clearance, investigation, detection and apprehension of offenders within the client premises (Randy, 2013: 208).

Crime Prevention is the removing of some risks or decreasing the extent to which the effect of risks. This can be achieved using security control measures (Funnelly, 2012: 172).

Exposure is defined as the amount of time that an asset is vulnerable to a risk (Rogers, 2011:14).

In-house security is a security strategy in which an organisation in need of security services will develop a security department within its organisational structure. This means that the security function will be owned and controlled by the organisation (Fisher & Green, 2004: 21).

Loss control programmes these are long and short-term loss countermeasures put in place to reduce loss (Kole, 2010: 43).

Physical security is a measure intended to discourage and notice possible intruders, through monitoring and footage with the use of closed circuits television (CCTV) systems and alarms (Lynn, 2007: 46).

Private security refers to any measure provided to a client to protect and ensure safety against risks (Murunga, 2014: 3).

Programme refers to a strategy of action designed to achieve a clear business objective with information on what work is to be done, by whom, when and what means, or resources will be used. They differ in security operations owing to security risk threats experienced (Webster, 2017: np). Moreover, a programme is an organised list of instructions used to implement set strategies using security techniques (Hayslip, 2018: np).

Security is the process of protecting property and humans against crimes and threats through the implementation of cost effective measures (Rogers, 2010: 94; Van der Westhuizen, 2010: 2). According to Craighead (2003: 21) the term security was derived from a Latin noun called 'Securus' which means to be free from danger. In security management, protection is key because it reduce losses. In this investigation, protection is explained in terms of proactive security control measures or strategies that should help seal prospective security loopholes.

Security guard is a protection officer who is with the duty of guarding a place or premises to avoid unlawful entry and damage to property as well as protecting people against harm (Daniel & Benny, 2016: 81).

Security leadership is the act of prompting security staff to follow perceived direction in the attainment of a common goal (Pwaka, 2007: 19).

Security model is a combination of security functions to achieve specific objectives (Le Roux, 2004: 21).

Security strategy is a systematic methodology used to implement security policies and controls with the aim of minimising potential attacks and threats (Dombrowski, 2017: np). Nicklos (2016: 3) describes it as a plan of action to achieve security objectives.

1.6 VALUE OF THE RESEARCH

The results of the study highlighted the differences in application between contract and in-house security strategies. In as much as the application of these strategies are practical, there is still a lot of misunderstanding (Levi, 2003: 19). The confirmed status of security management is uncertain thus jeopardising security management performance. Therefore, the adaptation of the recommendations from this study is necessary as it informs security performances. While there is research in general security management, little research has been done in assessing application suitability. This study added value in security strategy applications especially in an African context. The research study adds practical value at different levels - industry, national and international level. Additionally, the study makes an academic contribution to the security discipline.

- **Industry level**

The outcomes of the research could be employed by the private security industry in South Africa to improve professionalism, specifically the security guards' sector. Business can make use of the recommendations to assist security companies regarding security strategies.

South Africa's official crime statistics for 2018-2019 showed a crime increase in the private division (South Africa Police Service Report, 2019). This lack of security leads to over \$60 billion worth of damage to corporations through theft of trade secrets (Randy, 2013: 15). Additionally, the South African crime statistics for 2017 showed an increase on burglary at non-residential premises, stock theft, commercial crime and robbery at non-residential premises (South Africa Police Service report, 2017). Relevant recommendations can afford companies the opportunity to make their business safer by implementing better security strategies. If security processes are in place to safeguard machinery and property this will ensure that both property and machinery are protected.

Therefore, the process saves corporate organisations' financial resources and effort. Also, the outcomes of the investigation would confidently guide the company to mitigate any problems uncovered from the research analysis. Moreover, the outcomes would help security organisations minimise losses experienced in the presence of both contract security and in-house security. The investigation promoted the security functions to generate a culture of safety, which will encourage the need to guard the organisation's assets as their own as opposed to that of the organisation despite security strategy employed.

- **National level**

According to the 2018 PricewaterhouseCoopers' (PwC) Global Economic Crime and Fraud Survey, South Africa has the highest security threats on the economy worldwide (White, 2018: 9). Furthermore, it suffered more attacks than any other country in Africa with a total of over R2.2 billion of loss. The Institute of Risk Management South Africa [IRMSA] (2015) report showed that the threat of security is on number five on the top ten lists of threats to the state and its industries. Therefore, it is undeniable that South Africa suffers massive losses due to security breaches. As a result, the study is deemed important as once the appropriate security strategy understood in its entirety and subsequently allocated to a specific security programme, security breaches will decrease.

- **International level**

The various African countries including South Africa are vulnerable to security threats (Kole, 2010: 1). In the last two decades, an outburst of educational studies included broad accounts on policing and security (Brodeur, 2010). They exposed little attention on the evaluation of contract and in-house security. This lack of concern might be influenced by the fact that contract security has outpaced in-house security growth (Lippert, 2013: 14). This means that the study will serve as a direction to practitioners and assist scholars in exploring areas such as productivity and effectiveness. This investigation highlights the present status of safety programmes and technology at international level. In addition to

this, the study encourages programmes that provide and analyse existing information on security thus reshaping security.

- **Academic contribution**

Reports and studies on private security and agencies often focus on expansion and trends in the security business as well as redefining the responsibility of private security (Adam, 2010, Strom, 2013 & Malcom, 2014). However, these studies lack the inclusion of contract and in-house security. In addition, at present there is no official data sources that make available comprehensive information specifically relating to these two security strategies. This notion was supported by Cebekhulu (2016: 12) who maintained that there is an absence of realistic evidence focused on investigation for crime prevention strategies in the industry. The findings contribute to the academic body of literature pertaining to security science within the South African context.

1.7 LIMITATIONS OF THE STUDY

The following aspects limited this study:

- **Dearth of academic literature**

The security industry is largely operational, and profit driven (Shearing, 2005: 62). Hence, there are few academic and scientific studies conducted. It was difficult for the researcher to source such studies, thus relied on the sources contained in this dissertation and present in the extensive list of references.

- **Sample size**

Saunders, Lewis and Thornhill (2009: 150) state that it is difficult to bring together all data from the population due to time, cost and right of entry restrictions. As a result, a sampling approach was used in carrying out the research. Non-probability sampling was used taking advantage of its low cost as compared to probability sampling (Emerson, 2015:

166). The number of research participants for this investigation was limited to 38 participants. Small sample sizes in qualitative research is acceptable (Francis, 2011: 24). Even though the 38 participants were not representative of the total population, the purpose of the study was to explore in house and contract security within its context rather than to make generalisations. The study used a South African registered security company as a case study when exploring in house and contract security. The case study can be used as reference when applying security strategies within various security programmes.

- **Delimitation**

This study compromised of a case study within a registered security company. Although security operations cut across the globe, the study was delimited to the highly regulated South Africa security business which might be different from the global security industry. The researcher was therefore cognisant that it is unfeasible and impractical to extend this study transversely to the global security business. The researcher also accepts the likely intricacy of trying to conduct this study to comprise the entire security industry in South Africa, hence the motive to limit the study to one. However, the study's aim was not to make generalisations but to rather use the company as a case study to positively impact the security industry.

- **Time, financial and logistical constraints**

The researcher was constrained by time, financial and logistical limitations. The researcher is a full-time employee who engages in part-time studies. Although his employer recognised the importance of his study and thus allowed him limited time to conduct it, a feasible time frame to conduct the study needed to be adhered to. The study was funded by the researcher and thus logistical and financial aspects of the study needed to be considered. In addition, as the study progressed, the title of the study changed as originally delineated in the ethical clearance received.

Below is an outline of chapter demarcation which compromises the dissertation.

1.8. CHAPTER DEMARCATION

CHAPTER 1: INTRODUCTION AND OVERVIEW

This chapter provides an overview of the study in terms of its problem statement and background. Additionally, outlined in this chapter was the aim of this study; study objectives and questions; as well as the significance of the study. Furthermore, the limitations of the study were discussed.

CHAPTER 2 RESEARCH DESIGN AND METHODOLOGY

This chapter delineates the research design and approach used in this study. The study further describes the study area, the research methodology that was used to meet the objectives of the study and highlights the sampling procedures, target population and data collection instruments. It gives motivation for choosing qualitative methodology and highlights the sampling methods and analysis techniques that were used to collect and interpret data. Topics such as the research instruments used and how validity and reliability of the semi-structured interview schedule are also discussed.

CHAPTER 3 LITERATURE REVIEW ON CONTRACT AND IN-HOUSE SECURITY

This chapter discusses the applicable literature on security strategies. The literature that was reviewed included an overview of security as a profession, security strategies and security programmes. In addition, the advantages and disadvantages of the security strategies were discussed in depth. The literature on these security aspects were covered to unearth the identified gap in research.

CHAPTER 4 DATA PRESENTATIONS, ANALYSIS AND INTERPRETATION

A detailed analysis of collected data are presented in this chapter, showing outcomes and findings drawn from the analysis. The research findings are interpreted and presented in relation to the research aim and objectives.

CHAPTER 5 ACHIEVEMENT OF STUDY AIM AND OBJECTIVES, SUMMARY AND RECOMMENDATIONS'

This chapter gives recommendations and conclusions on the research topic. All the recommendations and conclusions were derived from the reviewed literature and collected data.

1.9 SUMMARY

Contract and in-house security organisations engage in a number of significant roles in the industry, extending from investigative services and safeguarding to alarm monitoring and security consulting. Furthermore, relationships between contract and in-house security have improved in recent years but concerns remain surrounding security strategies and the ability to provide qualified, compliant security officers. This chapter provided an overview of the elements under discussion, as well as general evaluation of contract and in-house security in terms of its advantages and disadvantages in order to recommend and implement appropriate security programmes. The next chapter will explore the literature pertaining to the topic at hand.

CHAPTER TWO

RESEARCH DESIGN AND METHODOLOGY

2.1 INTRODUCTION

This chapter describes the research methodology used to meet the aim and objectives of the study. It also highlights the research design and methodology adopted in this study. The chapter further describes sampling procedures, target population and data collection instruments used in the study. All the methods adopted are explained in detail and relevant motivation is provided. The study was conducted in an ethical way with the intention to assess contract and in-house security strategies to recommend the most suitable security strategies in security programmes.

2.2 RESEARCH DESIGN

Research design is the roadmap of the study that guides the researcher on how to establish the nature of the association between variables (Maree & Van der Westhuizen, 2007: 299; Sissing, 2013: 12). Fouche and Schurink (2011: 397) concur with the above definition as they describe research design as the decisions made in preparation for the research by the researcher. In addition, a research design is a set of small, worked out plans from which researchers can select the best methods that satisfy their research goals and objectives (De Vos et al, 2012: 157; Saunders, et al, 2012: 159). The study made use of a case study research design as further elaborated in the following section.

A research plan provides the structure of the research that informs the researcher in choosing suitable and significant solutions to research questions. Furthermore, a research plan is a strategy according to which the researcher acquired and accumulates information from the participants (Welman, 2005: 52). Through a research design, the researcher explains what should be done with the participants, the research problem and research questions. In addition, a research design is used to test a theory which is a

requirement in solving a research problem (Bless, Higson-Smith & Kagee, 2007: 71). Furthermore, Babbie and Mouton (2009: 112) assert that a research design is an intentionally planned proposal that inspires the selection of research methodology in the study. The authors above show that planning and following steps are crucial procedures to be performed in the research design process.

Each research project needs a research strategy that is carefully followed to achieve suitable data for examining the detailed research question (De Vos et al, 2012: 144). Several research design approaches are used in qualitative research, namely, exploratory, case study, explanatory, and descriptive research designs. Considering this background, a case study research design was used to carry out this study.

2.2.1 Case study

According to Van der Watt (2011: 19), a case study is a methodical way of gathering evidence about a specific individual or group that helps the researcher to fully explore the research question. Additionally, a case study is a research design that describes a person or situation that has been researched for a long period of time (Guest et al, 2013: 14, Creswell, 2009: 3). Through the case study method, multiple sources of information ranging from historical reports to current events can be used to collect data. The data can be collected using content analysis of records such as annual report and financial statements and from interviews as well as analysing company policy and contract forms for both contract and in-house security (Pwaka, 2007: 43; Guest et al. 2013: 14). However, it is noted that the disadvantage of this approach is that the generalisation of the collected data will not be suitable to the wider population as conditions and situations will be different (Bless, 2013: 17). Alternatively, the advantage of using a case study is that it gives an in-depth examination of the unit of interest. This method helped to acquire comprehensive details about the study. In addition, the chosen sample can be used to represent a designated population. It also helps to explore existing knowledge and to develop new information on the subject matter. Lastly, the case study approach uses various instruments that serve different purposes. This ensures the addressing of critical

issues in study (Guest et al, 2013: 14). Furthermore, it assisted the researcher to evaluate underpinning security strategies of both contract and in-house security. Moreover, the case study was used to analytically put together information about the participants on how they operate and function (Van der Watt, 2011: 19). The study did not intend to generalise the findings but rather to explore the topic within a South African context.

The registered security company which was used as a case study was founded in 2013 after the final adjustments of Codes of Good Practice of the Broad-Based Black Economic Empowerment (BBBEE) which was gazetted by the South African Government on 11 October 2013 was drafted. This transformation of economy led to the formation of the security company which the research is centred. It is a local security company that provides security solutions beyond regular standards using contract and in-house security strategies. Its mission is to serve as an ambassador for a world class customer security services culture. It also provides security training such as Pre-Site Training (PST) On the Job Training (OJT) and On-Going Training (OGT). Furthermore, the company is licensed by the Private Security Industry Regulation Authority (PSiRA) and is based in Alberton, Johannesburg South Africa. The company gave the researcher permission to publish its name. However, the researcher decided against publishing this information to protect the anonymity and confidentiality of the research participants.

2.3 RESEARCH METHODOLOGY

Methodology denotes the technique in which a research study is to be conducted (Ajigini, 2016: 13). It also determines the participants' interpretation of the realities surrounding their social setting, originating from the answers to the research questions (Choy, 2014: 99). A research philosophy is categorised into two, namely, positivism, and interpretivism (Ajigini, 2016: 15). Positivism owes its existence to empirical nature (Lewis, Nicolls & Ormston, 2013: 24). In addition, Bhattacharjee (2012: 17) argues that the basic principles of positivism emanate from experience. This study is informed by the experiences of the research participants.

Quantitative research approach deals with numerical measurements and analysed statistics (Saunders, 2012: 162). Quantitative research methodology follows a development and utilisation of statistical models and theories regarding the core phenomena (Bless, Higson-smith & Sithole, 2013: 4). On the contrary, qualitative research entails the collection of non-numeric or descriptive data, using a research strategy, such as non-structured interviews, in-depth interviews or a combination of both. The latter are meant to obtain data through judgments, descriptions, decoding, explanations and interpretation of data gathered as words, pictures, and diagrams. They are normally used in situations where world interpretations and human activity are involved (Guest, Namey & Mitchell, 2013: 2, Maree et al, 2010: 149). The qualitative method consists of content research, and it allowed the researcher to explore vital notions and probe participants on aspects applicable to the research under study.

Additionally, qualitative research is a method that answers questions through description and collects rich descriptive data (Mtsweni, 2017: 78). This notion is supported by Delport, (2011: 308) whereby qualitative research is viewed as an approach that is unstructured and flexible. Furthermore, this approach ensures that in-depth knowledge on the subject of inquiry is solicited (Bless, Higson-Smith & Sithole, 2013: 16). The merits of using a qualitative approach are that the new field of research is explored in detail and there is a chance of building new theories. In qualitative research, data are collected from real life settings. Furthermore, qualitative researchers tend to make use of multiple data sources such as empirical and theoretical data (Bhattacharjee, 2012: 103).

Considering the above advantages, a qualitative research approach was used in this study. The approach afforded the researcher an opportunity to get information that facilitated the answering of the research aim and objectives in the case of this study, the researcher combined theory, in-depth interviews and extensive examination of documents as a means of data collection. Initially, the literature review was used to examine what other researchers have learned about the evaluation of contract and in-house security (Pholotho, 2017: 68). In the social sciences, evaluation refers to the

process of ascertaining the successful achievement of goals (Hus and Matjašič, 2017: 664). The research focused on the experience of the participants and the literature reviewed. The explanations of the research were based on what was heard, understood and seen (Creswell, 2007: 38; Sissing, 2013: 13).

2.4 STUDY POPULATION AND SAMPLING PROCEDURES

A population is a full set of cases or elements that have one or more characteristics in common (Guest et al, 2013: 42; Welman et al, 2005: 52). The above definition implies that the population of the study must have certain characteristics that are representative of individuals. According to Strydom (2011: 223), a population is a set of entries that includes events, persons, organisation units, case records, or other sampling units in which the research seeks to investigate. There is a total of 500 employees in the company and this served as the population of the study. The sample consisted of management, human resources department and a section of security staff who are involved in security issues. These groups of employees were targeted in this study because they are involved in daily security issues and management and are knowledgeable in aspects pertaining to contract and in-house security. The employees in the management category who were part of the sample are 10 while the human resources employees are 13 in total. Lastly, 15 members from the security sections group were sampled. Thus, making a total sample of 38 participants.

Sampling is a process of selecting representatives from the target population (Khan, 2014: 229; Saunders et al, 2009: 213). Accordingly, a sample must be chosen from the targeted population and reflect it accurately (Delpont & Roestenburg, 2011: 192). However, owing to time, cost and the willingness of participants to take part in the research study, it proved difficult to interview the entire population. Therefore, sampling techniques were applied (Delpont & Roestenburg, 2011: 192).

There are sampling approaches such as probability and non-probability sampling (Babbie & Mouton, 2011: 122). The analysis of these sampling strategies is done below to motivate for the most appropriate technique that was used in the research study.

2.4.1 Probability sampling

Probability sampling is a sampling technique in which everyone in the population has an equivalent chance to be selected. This allows the researcher to calculate an approximate of the correctness of the model even before the research is finished (Gilbert, 2008: 234). Furthermore, probability sampling is composed of simple random sampling, systematic sampling, stratified random sampling, clustered sampling, and panel sampling (De Vos et al, 2011: 228). Since probability sampling is complex, time consuming and relatively more costly than non-probability sampling the researcher opted for the latter (Khode, 2017: 1).

2.4.2 Non-probability sampling

Non-probability sampling is a sampling technique in which the probability of selecting an individual is not known (Unrau, Gabor & Grinnell, 2007: 280). Non-probability sampling techniques include snowball, quota, purposive, and convenience. Each component in a sample frame does not have the same probability of being selected for a particular study (Unrau et al, 2007: 280). Furthermore, the approach permitted the researcher to embrace participants founded on their familiarity with the case researched. Thus, this technique is good for in-depth qualitative research for understanding complex social phenomena. One of the merits of non-probability sampling is that it is low cost as compared to probability sampling (Emerson, 2015: 166).

Non-probability sampling was adopted in the research study. The samples were selected based on subjective judgment. Therefore, it was necessary to interview individuals who were experts and were involved in the management of security services. Purposive sampling was used in this study. Participants were selected based on their professional

experience and employment in the organisation under study. Thus, purposive sampling allowed the researcher to select the appropriate participants who bear specific knowledge of the study (Emerson, 2015: 167).

2.4.3 Unit of analysis

The data for the research were collected from specific participants which Cebekhulu (2016: 21) refers to as the unit of analysis. The unit of analysis is made up of management, human resources department and a section of security staff who are involved in security issues. Other sources for the research include literature review. In-depth interviews were carried out with employees in each of the three sample categories. No discrimination was used in selecting the participants. The only requirements were that they had to be employed in one of the three sample categories and willing to take part in the study. The first stage was to pilot test the main research instrument for challenges that might hinder the carrying out of the full research. This was done using one participant in each of the three categories (see section 2.9).

This process resulted in redesigning the order of the questions and improved the research instruments into a well-framed tool.

2.5 RESEARCH INSTRUMENTS

This section is made up of the measures that were used in the research study to collect data. According to Walliman (2011: 42), a research instrument is “a tool used to collect data”. Pwaka (2007: 52) defines research instruments as media of measurement. For instance, an instrument has a scale that is designed to measure knowledge attitude and skills from participants with different experiences. The data obtained prevent information bias and therefore increase credibility regarding the information.

2.5.1 Two sources of data collection

The two main sources of collecting data are primary and secondary data

2.5.1.1 Primary data

Primary data is data that is collected originally from the field using selected and justified methods which includes interviews, observation and questionnaires to solve a specific problem (Hagan, 2012: 174).

In order to collect primary data, face-to-face interviews were conducted. The semi-structured interview schedule consisted of two sections. Section A included questions that assessed the demographic information of the participants in the study. The demographic information questions contain the age, gender, educational qualifications, and the number of years of experience of the participants. Section B included questions on security management and was aimed at determining different risk within the organisation and how it impacts organisational performance and efficiency. The questions were designed to obtain the participants' experiences on contact and in-house security strategies. Open-ended questions were used during the interview process.

Furthermore, Section B had questions which gave the participants a chance to express their daily experiences and challenges in managing risk within the organisation. Questions were structured in a way that the participants could not only give out a list of the different techniques, but they would additionally give details on how they applied them within the organisation.

2.5.1.2 Secondary data

Secondary data is the use of information that has been collected by others, the researcher obtained information through literature studies found through books, periodical journals,

media, online sources and papers presented at research conferences (Sekaran, 2013: 118).

2.6 ADMINISTRATION OF RESEARCH INSTRUMENT

Data are the elementary material with which researchers work (Van der Watt, 2011: 12). The researcher made use of qualitative data to understand the fundamental assigned meanings of interactions, events or other phenomena. Access to documents and people is a prerequisite to the achievement of any study (Van der Watt, 2011: 50). Accordingly, the researcher sent an application to the Human Resource Department of the security company under study. The company responded with a permission letter (see Annexure B).

The permission letter enabled the researcher access to documents and potential participants. The researcher used in-depth interviews to collect data. Interviews took the form of a conversation with the purpose of collecting data in qualitative research (Pwaka, 2007: 56). In addition, dockets such as company policy and contract forms from both contract and in-house security were reviewed. Moreover, data were collected by the researcher using an interpretive inquiry in the form of semi-structured interviews using an interview schedule as well as analysing available literature on contract and in-house security (Van der Watt, 2011: 12). The participants were encouraged to participate in the research using a cover letter that underlined the importance of the research to the organisation (see Annexure D). The interview was conducted in the boardroom of the company. English was used as the medium language of choice. The participants were allocated 60 minutes for each interview but most of the interviews took between approximately 20 to 30 minutes. Prior to the interview, a few minutes were allocated to the participants to allow them time to go through the interview questions.

2.7 DATA ANALYSIS

Data analysis is a practice of bringing order, structure and meaning to the mass of collected data (Schwandt, 2007: 6). The four main stages for data analysis are decontextualisation, recontextualisation, categorisation, and compilation (Bengtsson, 2016: 9). According to De Vos et al. (2011: 399), data analysis can be treated as a science and as an art with the aim of uncovering and bringing the big picture through labelling and coding for similarities and differences recognition.

Content analysis is a data analysis method that creates a replicable and valid meaning to the context of the research (Bengtsson, 2016: 10). Qualitative content analysis involves a process designed to compress raw data into frame of categories or themes (Zhang & Wildemuth, 2016: 2). Moreover, this involves detailed analysis of documents and verbal material. In the same vein, Bengtsson, (2016: 9) concurs that content analysis is a data analysis method that provides a systematic and objective means to make valid inferences from verbal, visual, or written data to describe specific phenomena. It can be used when qualitative data has been gathered through observations, interviews, focus, groups, and documentary analysis. As for this case study, the study used pattern matching analysis. A pattern is any arrangement of items or entries and it always, involves an attempt to link two patterns such as theoretical pattern and an observed or operational pattern (Trochim, 2006: 12). This involves taking several pieces of information that seem to be logically related and connect them to some idea or theoretical proposition (De Vos et al, 2011: 411). Detailed information about the themes addressed in the interview was gathered through content analysis. It involved the counting and coding of lines, usage of words, and disclosure (Fouche & Schurink, 2011: 317). Furthermore, data was conveyed by quoting extracts of verbal interview statements to make known patterns (Wiid & Diggines, 2009: 240).

Data generated in this study were intended at gaining insight into the company employees through evaluating contract and in-house security strategies to recommend and implement within security programmes.

2.8 PILOT STUDY

A pilot study is a *modus operandi* (MO) for testing and validating a tool by administering it to a small collection of participants prior to executing the main study (Calitz, 2011: 256). The aim of a pilot study is to improve or confirm the interview schedule in preparation for the main research (Campbell & Lancaster, 2010: 1). In addition, Roudsari (2014: 4) describes a pilot study as “a small-scale rehearsal of the research design whereby the researcher identifies the obstacles that can elude his/her foresight”. According to Saunders (2009: 394), the questions should be pilot tested before they are actually used to collect data. Saunders (2012: 269) further considered the assessment of research interview to be important before it is used for data collection.

This process helped to refine the questions by assessing the questions’ validity and to ensure that the research methods used are feasible, and to see if there will be no problem in answering the questions. The semi-structured interview schedule was piloted on three participants and used in the final sample due to the small sample size of the study. The feedback from the qualitative interview pilot test was used to enhance the interview schedule before it was administered to the participants. The process provided the researcher with an opportunity to evaluate the questions’ validity and to be able to correct any errors found in the questions.

2.9 METHODS TO ENSURE TRUSTWORTHINESS

The lack of measures such as external validity, internal validity, objectivity, and reliability, that add to findings originating from quantitative data results in the criticism of qualitative

data (Anney, 2014: 276). A non-discriminatory representation of race and gender was created to eliminate bias in this study. To ensure all were represented in the study participants of all races, gender and ages were taken into consideration. The sampling procedure comprised knowledgeable and experienced participants and allowed for fair representation. The concepts of ensuring data reliability in a qualitative research include credibility, transferability, dependability, and conformability (Anney, 2014: 276).

Questions were posed to interviewees that are credible and relevant to the topic under study and participants were able to bring clarity to the study questions to ensure credibility and trustworthiness to the research study. In each of the three sample categories such as management, human resources and a section of security department an in-depth interview was piloted on members of staff to ensure credibility, transferability, dependability, and conformability.

2.9.1 Credibility

Anney (2014: 276) asserts that credibility indicates the quality of justifying the precision of the results obtained from the research. Credibility can be increased through a number of strategies such as prolonged engagement with interviewees, triangulation of data from a number of inputs such as interview, note books and audio recordings, and confirmation by authority. A deep collaboration with the participants was created to avoid bringing up information, which might distort the field of study of the research interviewing processes. This was done to acquire a wide knowledge about the subject under study.

Accordingly, triangulation was utilised where data were collected using brief note taking and audio recording to acquire coherent detail to assist the researcher to minimise bias and it verifies integrity of participants. The researcher also made use of company policy and literature to further inform the findings obtained from the raw data.

2.9.2 Transferability

Patton (2001: 10) and Anney (2014: 276) state that transferability and credibility are tools used to judge the quality of the study. To ensure transferability in qualitative research, examination of trustworthiness is crucial (Seale, 1999: 60). The researcher requested his supervisor to moderate his interviews before conducting research since this would provide a wider range of professional perspective to interpret the data.

The researcher used the criterion for accessing transferability and credibility as suggested by Patton, (2001: 15, Saunders, 2009: 139) inter alia;

- Are research questions clear and understood by the participants?
To ensure that the questions are understandable by the participants, a pilot study was undertaken prior to the final data collection process.
- Is the researcher's role and status clearly explained to participants?
An ethical clearance letter issued by the registered university was given to the participants.
- Were any forms of peer or colleague review employed?
The researcher shared his proposed questions to postgraduate peers for further moderation.
- Were coding checks made and did they show enough conformity?
Discrete qualitative variables of the participants were coded. For example, demographic groups were coded accordingly; age, educational level occupational level and sex was observed.

2.9.3 Dependability

Dependability requires a study to be logical and well documented. In addition, it should be able to produce similar results if observed twice (Schurink, Fouché & De Vos, 2011: 420). The researcher maintained dependability by transparently documenting the research methodology used in this study.

2.9.4 Conformability

Conformability evaluates the degree to which the results of a study can be confirmed by others (Schurink et al, 2011: 421). The findings of this study was confirmed through literature and scientific insights from the researcher's supervisor and colleagues.

2.10 ETHICAL CONSIDERATIONS

Ethical implications are important to consider when conducting research on humans (Paul, 2010: 101). In this study, the University of South Africa (UNISA) policy on ethical values published in 2014 was consistently applied. Ethical values were guaranteed and supported by the researcher during this study. The values of performance which monitor the researcher's behaviour with respects to the privileges of the focus group are referred to as ethics (Saunders et al, 2012: 226).

The researcher was guided by ethical principles as contained in the UNISA ethical policy document. No pressure was put on the participants to take part in the study and it was explicitly stated in the cover letter that their involvement was voluntary. It was also pointed out to participants that they have right to withdraw from participating in the study at any stage of the research processes. Participants were also assured that their identity will not be exposed. Furthermore, their data will remain anonymous. This was further ensured by removing the identity of the company used as the case study. All raw data were securely put in the researcher's storing device that cannot be easily reached by any third party. The data examination and reporting of findings were centred on the entire sample and not individual responses, making it difficult to recognise distinct participants. Additionally, the research study got approval from the company's Human Resources Manager. The letter of authorisation to conduct the research is attached as Annexure B (see Annexure B).

The section below gives a concise summary of the ethical considerations that were used in the study.

2.10.1 Informed consent

The principle involves the provision of sufficient assurance to the participants to understand the implications of participating in a study (Mouton, 2013: 244). All the participants were given an informed consent form to sign (see Annexure D). Each participant was informed of the purpose of the study and participants signed a consent form prior to the interviews (Saunders, 2009: 136). The researcher explained to the participants the processes of the study, expected duration, procedure, merits, and challenges as well as possible risks that might be encountered (Royce, 2004: 52).

2.10.2 Ensuring permission is obtained

Permission was acquired through the signing of consent forms and seeking approval from authorities (De Vos et al, 2005: 56). A letter of permission to conduct research for academic purposes was granted by the target security company (see Annexure B). The same letter was disseminated to all of the participants.

2.10.3 Protection from harm

The researcher ensured that no harm comes to the participants of the research (Saunders, 2009: 137) by ensuring their confidentiality. Moreover, the study sought to obtain information regarding the participants insight and experience regarding the topic at hand. Thus, no personal, compromising or disturbing information was required. The researcher ensured that the identity of all the participants was protected. The researcher did not mislead participants regarding the research objective (Paul, 2010: 101) as it was clearly outlined on paper and reiterated verbally.

2.10.4 Ensure confidentiality and anonymity

In this study, the research process was explained to all the participants before commencement of the interview. The researcher ensured confidentiality of the information

shared as the identity of the participants was not published (Saunders, 2012: 231). Moreover, despite being afforded permission to disclose the company's name, the researcher decided against this as an additional mechanism to ensure confidentiality and anonymity.

2.11 SUMMARY

In this chapter, the researcher demonstrated the research methodology used in this study. A qualitative research approach was adopted, and a case study research design implemented. The population and sampling method were outlined. Non-probability sampling was used, and the unit of analysis was clearly stated. The instruments of data collection were detailed and the ways in which creditworthiness and truthfulness was ensured were unpacked. Furthermore, data analysis and the use of a pilot study were explained. Issues surrounding ethical considerations were fully discussed to promote ethical practice in the study. Next, a literature review pertaining to contract and in-house security is presented.

CHAPTER THREE

LITERATURE REVIEW ON CONTRACT AND IN-HOUSE SECURITY

3.1 INTRODUCTION

The same way prevention is better than cure in the health and medical sciences, security risk preventative measures are priorities to avoid or minimise losses (Akor, 2013: 2). Security threats generate considerable fear and result in freedom restriction in society. In addition, owing to real threats or risks that could cause sensitive, economic or physical harm, safety measures are required (Lubbe, 2010: 2). A research study commissioned by Sandi (2007: 5) concluded that security threats are generally on the increase in South Africa. This is also evident in statistics found on the South African Police Service's (SAPS) website (SAPS, 2018). Furthermore, the South Africa Crime Statistics (2016/2017) confirm that security threats are a major problem in the South Africa environment. In light of the above findings, it is evident that literature and/or practical approaches on these security threats are lacking. Moreover, there are structural challenges experienced within the private security industry, which has caused criticism pertaining to the quality and standard of a mutually beneficial relationship in the private security industry (Sibanyoni, 2013: 1). In reference to the limited scientific literature regarding the South African private security industry, it can be debated that little is known about the comparative analysis of security strategies (Sibanyoni, 2013: 1).

Threats are a problematic issue in South Africa. However, these threats generate business for the security industry. Strom (2009: 15) mentions that there is an increase in the demand of safety and security services in both public and private sectors. The demand of these services is driven by the need to avoid and minimise losses. Ironically, the security strategies are being overtaken by innovative offenders (Holomisa, 2014: np). Therefore, it is against this background, literature on security strategies, security

practices, security programmes and risk management are covered to unearth the identified gap in research.

3.2 AN OVERVIEW OF SECURITY AS A PROFESSION

The security industry has evolved throughout the seven continents. Furthermore, security management is a long-standing field of management studies. History has shown that during the Stone Age, people used rocks, branches and other natural resources as security control measures. Cave people developed defence tools and started to create spears, bow and arrows to further their security measures (Purpura, 2002: 25). Le Roux (2004: 22) maintains that the private security services started during the ancient and biblical periods because of many different events. In line with the above author, during the middle age, the self-help approach to the security of life and property was centred on “hue and cry” by which competent bodied men could be summoned to provide support when a criminal activity has occurred. This method was effective within a limited range where such strong men could be deployed (Nemeth, 2012: 3). According to Shearing (2005: 62), the increased demand in the need for security caused the manifestation of the private security industry driven by a profit-seeking agenda.

Security industries continued to develop until a pattern of contract security started to advance (Van Steden, 2010: 2). Various reasons facilitated these changes (Van Steden, 2010: 1). The industrial revolution (1760-1840) had a major influence on the transformation of security services. During this period, there was an acknowledgement for the need of security guards as a security measure. These security guards were first used to protect members of the royal family and high society. The demand for security continued as top executives were viewed as valuable assets (Strom, 2009: 9). According to Strom (2006: 1), the security personnel protect military bases throughout the world to support law enforcement, emergency personnel. In countries like Iraq, Afghanistan, Sierra

Leone, and Nigeria, the demand for security is very high owing to instability caused by terrorism. The demand also creates a market for specialised security and equipment as well as attractive salaries. In Nigeria, the nation's second largest income earner is the private security (Van Steden & Sarre, 2010: 6). In South Africa, owing to the high rate of crime, private security has become a major industry and employer (Chauke, 2007: 2). Therefore, the use of security guards became more prevalent owing to security threats and placed new demand for private security as people sought out security services (Colburn, 2010: 21).

The following section provides an overview of security management in the South African context.

3.2.1 Security Management in the South African context

During the 1970s, the South African private security industry played the role of public security law enforcement owing to political unrest. This gave private security more authority such as power of arrest and seizure (Iris, 1999: 1). The profession of security is growing to the extent of taking over functions that were previously performed by the police. Despite this, it has continued to grow without any real development and implementation of standardised policy (Hollemans, 2005: np). In the 1980s, the security industry in South Africa experienced rapid growth. This has resulted in the establishment of a regulatory body to oversee the industry (Chauke, 2007: 2). According to Berge and Nouveau (2011: 114), the term regulation can be referred to as "systems of control and accountability". A board was set to control security officers and protect the status of the security officer. Furthermore, the function of the regulatory board was to establish a regulatory mechanism to control the security industry. In addition, the board determines those who qualify to register. The board also enforces the training standards for security guards. The Security Officer's Board (SOB) of 1989 was established to ensure that all security service providers were registered within this body (Minnaar, 2007: 6).

After the democratic elections of South Africa in 1994, the rate of crime increased, thereby creating opportunities for private security, especially armed response security facilities. The reality of the situation is that there is a need for safety companies in South Africa (Chauke, 2007: 2). With the increase of security threats in South Africa, businesses are increasingly operating with the use of both contract and in-house security and should be registered with the SOB (Chauke, 2007: 2; Dempster, 2004: 4). There are different certifying boards monitoring and determining the preparation and education requirements for security officers. Some certifying boards require training for the safekeeping of officers while others need security officers to be trained only if firearms are carried (Moore, 1988: 106). Nevertheless, the SOB was not effective because it was self-funded through paying of fees and fines by companies and security guards. It also excluded certain elements of the private security industry since the focus of the Act is on the guarding sector. Furthermore, the in-house security was omitted. To regulate the security industry further, the PSiRA was formed. PSiRA is a regulatory board that was formed to legitimatise, promote and exercise effective control over private security business (Dempsey, 2008: 63). This was established in terms of Section 2 of the Private Security Regulation Act 56 of (2001) in 2002 (vide Government Gazette, 2002: 14). Though PSiRA was established, a study conducted in 2010 on security officials determined that 65% of security personnel had received no training before starting their contracted tasks. Even though nearly 50% of security guards were reported to carry firearms, less than 20% confirmed that they had received firearms training, yet it is a pre-request by PSiRA (Berg & Gabi, 2011: 6). This is an example of how although policy and guidelines are clearly outlined, they may not always be correctly implemented.

The following section provides an overview of the functions of PSiRA within the security industry:

3.2.2 PSiRA governance

According to the Private Security Regulation Act 56 of (2001), this authority is governed and controlled by the Council which is appointed by the Minister of Police in consultation with Cabinet. The Council consists of a chairperson, a vice chairperson and three additional councillors.

3.2.3 PSiRA legislative mandate

PSiRA was established in terms of Section 2 of the Private Security Regulation Act 56 of (2001) in 2002. The operational activities and mandate of the authority emanate from the Act and regulations issued in terms of the Act. As contemplated by the Act, PSiRA performs various tasks in the security industry. Firstly, they encourage competent security service providers as well as safety providers that obey rules. Secondly, they protect security officials against exploitation and set training standards.

3.2.4 PSiRA quality control method

Those who do not comply with the Act and code of conduct are fined up to R10 000 (Moroaswi, 2013: 1). PSiRA regulates and controls the Private Security Industry through various initiatives. They register both service providers and security officers. Additionally, they enforce compliance and adherence to PSiRA Act in the industry. They use initiatives such as accrediting training service providers and process course reports submitted to them.

3.2.5 PSiRA basic conditions of employment

According to the Private Security Industry Regulation Act No. 56 of (2001), it is mandatory that any security officer is registered with PSiRA. Qualifications and experience are used to grade the security guards. All training centres are PSiRA registered. Once PSiRA requirements are met then an accredited Safety and Security Sector Education and

Training Authority (SASSETA) takes place. The grading system also determines their roles and responsibilities.

The regulations empower security guard officers to operate in terms of the Criminal Procedure Act No. 51 of (1977), the National Key Point Act No. 102 of (1980) and the labour legislation of the country (Singh, 2005). According to the South African Criminal Procedure Act No. 51 of (1977), private security guard officers have the power to force entry, to look for, seizure, take into custody, physical force and even lethal force. Moreover, this Act empowers security guard officers to arrest without a warrant (Sibanyoni, 2013: 20).

The South African National Key Point Act No. 102 of (1980) allows a greater use of power by security guard officers in private or public owned places. Such greater power usage includes arrest, search, seizure and the use of force (Singh, 2005). A number of concerns were raised because security officers enforce the law through the usage of physical and lethal force, following the media reports on assault and physical attacks of citizens by security guards (SAPS, 2019). However, none of these violations was incorporated in the regulation of the private security guard line of work in South Africa to date.

The company under study adheres to these guidelines and employs security officials who possess qualifications on the different grades. Grade C (entry level) are responsible for access control. Grade B (supervisory level) are responsible for supervising the guards. Grade A (highest level of qualification) works as a site manager (vide Government Gazette Private Security Sector, 2017: 11 & PSiRA, 2017).

The Private Security Industry Regulation Act No. 56 of (2001) entitles all security service providers to be bound to the Basic Conditions of Employment Act, 1997 section 30.

3.2.6 Regulations of operational hours

According to Private Security Industry Regulation Act No. 56 of (2001), security guards are entitled to 208 working hours per month and should work for 17.333 days per month. They are to work from 06h00 to 18h00 with an overtime allowance if they work at night, Sundays and holidays.

3.2.7 Remunerations according to PSiRA

The regulatory board grades and governs remuneration packages according to location. Security officials are entitled to provident fund. This fund was designed to provide benefits for employees and dependents on retirement (vide Government Gazette, 2000: 4). The fund totals to 7.5 percent of their grade salary and one percent unemployment insurance beneficiary fund. The employer contributes the same amount monthly into the fund (vide Government Gazette Private Security Sector, 2018: 5). Table 3.1 highlights the salary structure according to the Basic Conditions of Employment Act (75/1997): Amendment of Sectoral Determination 6: Contract security Sector, South Africa.

Table 3: 1 Private Security Sector Minimum wages'

MONTHLY SALARY RATES (with effect from 1 November 2018)			
Magisterial Districts: AREA 1	AREA 1	AREA 2	Maximum Permissible working hours per week subject to clause 5(2), With regard to averaging of working hours.
Pietermaritzburg, Pinetown, Port Elizabeth, Pretoria, Randburg, Randfontein, Roodepoort, Sasolburg, Simon's Town, Somerset West, Springs, Stellenbosch, Strand, The Cape, Uitenhage, Vanderbijlpark, Vereeniging, Westonaria, Wonderboom, and Wynberg.	Alberton, Bellville, Benoni, Boksburg, Bloemfontein, Brakpan, Camperdown, Chatsworth, Durban, East London, Germiston, Goodwood, Inanda, Johannesburg, Kempton Park, Kimberley, Klerksdorp, Krugersdorp, Kuils River, Mitchell's Plain, Nigel, Oberholzer, Paarl	All other areas	
	Monthly salary	Monthly salary	
Artisan	R7 484	R6 534	45
Clerk	R4 794	R4 075	45
Control or Communication Centre Operator	According to the particular security officer grading		48
Controller	As per clerical assistant		45
Driver of a motor vehicle	R4 392	R3 900	45
Handyman	R4 343	R3 900	45
Security Officer			48
Grade A	R5 558	R4 813	
Grade B	R4 981	R4 198	
Grade C, D & E	R4 377	R4 160	
Employees not elsewhere specified	R3 900	R3 900	45

(Adapted from the Private Security Industry National Minimum Wage Act 2019: 5).

3.3 SECURITY PROGRAMMES

A programme is a strategy of action designed to achieve a clear business objective with information on what work is to be done, by whom, when and what means, or resources will be used. They differ in security operations owing to security risk threats experienced

(Webster, 2017: np). According to the Private Security Industry Act No. 56 of (2001), PSiRA developed, in conjunction with stakeholders within the industry, new training standards for all the categories or classes of security services providers. These standards will ultimately replace the current courses as prescribed in the training of Security Officers Regulations 1992 (Grade E to A, armed response; assets in transit; special events; dog handler). These qualifications and unit standards are developed and registered by the South African Qualifications Authority (SAQA) on the National Qualification Framework (NQF).

Furthermore, PSiRA and SASSETA signed a Memorandum of Understanding (MOU) on April 2014 to strengthen collaborations and co-operation in the enhancement of training in the private security industry, based on qualifications registered by SAQA. The training standards or skills programmes include:

- “NC: National Certificate.
- FETC: Further Education and Training Certificate.
- NC: General Security Practices (Level 3).
- FETC: Specialist Security Practices (Level 4).
- FETC: Use of Firearms (Level 4).
- FETC: Firearm Training (Level 4).
- FETC: Dog Handling (Level 4).
- NC: Lock smiting (Level 3).
- NC: Close Protection (Level 5).
- FETC: Electronic Security Installation Practices (Level 4).
- FETC: Generic Management (Level 4).
- NC: Generic Management (Level 5).
- NC: Resolving of Crime (Level 5).
- NC: Policing (Level 5).”

Many programmes are developed and placed into action after a loss has occurred. The financial loss that companies can suffer includes waste, error, crime, accident, and unethical practices. However, the security department is responsible for operating the programmes but often do not work together cohesively. In order to consistently detect

and reduce employee theft and loss, both in-house and contract security strategies are implemented in the below programmes:

- Initiation of pre-employment screening and background check programme.
- Installation of a confidential employee hotline.
- Development and implementation of an overall company loss prevention programme.
- Identification of the threats and risk for the company (Shackell, 2007: 14).

In most organisations, it is imperative to have the support of the operations departments for any security strategy to survive when implementing programmes (Allan, 2015: 72). Some of the main programmes are discussed below.

- **CCTV and physical guard combination programme**

Technology brought about cyber-crimes, which require Information Technology (IT). Specialists and organised syndicates can be investigated by means of undercover investigations. This technology is used to improve security and safety. According to Lubbe (2013: 10), aspiring thieves see opportunity in working in the security industry. He further reported that the security industry was merged to access the automated teller machine (ATM) and victims because the recruitment for security guards is so easy. Perpetrators can plant a hidden camera on a cash point for taking the pin number of a card as well as scanning it (Kole 2010: 39). To curb this, physical security should be contracted as a proactive measure. Furthermore, these technological initiatives without the use of physical guards with radios as well as the ability to hear, see, speak as well as reacting in time, will make it difficult to reduce crime or risks of crime. The guard is there to report any suspicious behaviour immediately (Fennely, 2004: 341).

- **Training**

Training is the official *modus operandi* that a company uses to smooth the progress of learning to achieve company objectives. Once a person is chosen, he should be given guidance to execute responsibility required of the position (Geoff, 2009: 434). According to Geoff (2009: 434), new employees ought to receive one of the three key training areas. New employee should receive orientation. This involves the introduction of fundamental security concepts such as “safety”. During this process, the new security officer will be introduced to security systems, equipment, regulations, and procedures. This exercise may comprise script, audio-visual aids, interactive computer programs, and classroom-based learning. New security employees can receive on-the-job training. This involves observing the everyday jobs within selected positions. Finally, new security employees need ongoing or in-service training, after security officers have been assigned a task they must be followed up to improve presentation and they should time after time be conversant on changes in security programs. Derk (2010: np) suggests that the best way to reduce crime is to train the personnel to avoid deliberate negligence, unconscious overlooking of routines and aspects of human error or carelessness. On the contrary, annually, organisations use millions of rands on theft detection and avoidance strategies such as exception reporting, cameras and editorial observation. Yet losses are still incurred due to human resources (Allan, 2015: 72).

- **Cash-in-transit vans with proof foam shield programme**

According to Karen (2013: 10), private security companies like G4S Cash Solutions South Africa have developed vans filled with chemicals that quickly form foam that harden if opened in an unsecured location. This makes it nearly impossible for robbers to remove the valuables from the van. The rapidly hardening chemicals will save lives by replacing armed guards at the back of the vehicle. The effort is meant to deter criminals. This shows that security programs seek to stay ahead with technology and increase the safety of its workers by producing extremely useful changes through innovations.

3.4 SECURITY STRATEGIES

Security is all about risk avoidance, protection and prevention through different methods. However, this definition does not consider the issue of security strategies suitability, which is of paramount importance in this study (Rogers, 2010: 94). A security strategy is the minimising of security threats by security management for the success of the business (Nickols, 2016: 3). In addition, Nickols (2016: 2) describes a strategy as a means by which policy is affected in order to achieve the set-out goals in security operations and business in general. Historically, Michel (1993: 34) expresses a similar view on security strategy as he considered thinking strategically as a major issue in decision-making.

Yarger (2008: 17) maintains the purpose of a security strategy as providing the company with a proactive discourse, affording a company the opportunity to maximise positive results and minimise negative consequences. This definition clearly indicates that an effective security strategy is not about reacting to a disaster. A security strategy should seek to influence and shape the future of a company rather than merely reacting to disasters. Chauke (2007: 5) considers security strategies as methodologies designed for the safety of the country, company and individuals against security risk threats such as violent crimes and commercial-related crimes. Therefore, once security strategies are set, planning is very important to achieve the set-out objectives. Furthermore, Giles (2017: 1) explains that strategy in security develops overtime. As a result, one might start with a viewpoint and conclude that it calls for a certain position, which is to be attained by way of a carefully crafted strategy.

Chalamira (2017: np) notes that there are different types of security strategies. These strategies can be applied by the private and public security sector. According to Sarre (2010: 3), private security sells security services whereas public security is generally owned by the state. According to Prenzler (2009: 4), private security employs security

guards or a commercial sponsored enterprise where the primary component is a safety or regulatory function. Principally, this description covers staff mandated to be in charge of crime, protect property and life and preserve order (John, 2004: 55).

Security services are put into place to protect persons and property. The private security industry is divided into two groups that is contract security as a strategy and in-house security strategy (Van Steden & Sarre, 2010: 4). The two strategies play a role in three broad types of security, namely, physical security, information security and employment related security. Physical security is concerned with physical high visibility measures designed to safeguard people to prevent unauthorised access to equipment, facilities, material and documents against security threats (Strom, 2009: 4). The measure and strategy employed depends on environment, risk category and crime experienced on site. The measures are continuously evolving as the threats intensify owing to escalation of violence. The measure and strategy can play a significant role in influencing the perceptions of safety (Kole, 2010: 36).

Further explanations on the two strategies are outlined below since this is the focus of the research study.

3.4.1 In-house security

In-house security is a safety measure strategy which involves the development of an internal defence department within an organisation. This department is equipped with internal security skills (Van de Westhuizen, 2010: 80). In addition, in-house security is the security function wholly owned by a client to offer security services and is represented in the company structure. The staff employed as in-house security becomes part of the organisation and receive all resources and other benefits just like other employees in the organisation (Chauke, 2007: 6; Fisher & Green, 2004: 21).

For both protection strategies to function properly, appropriate security structures and control should be applied. Furthermore, the intent is to limit channels of success of intruders by applying security strategies. Just like contract security, payment is attached to both strategies.

In-house security includes not only guarding and investigations but a variety of other work practices (Rigakos, 2005: 260). The five types of in-house security work include personnel access control, protection, assets guarding, investigations, and risk management (Nalla, 2002: 13). However, to carry out these tasks effectively, they should operate with a standard structure that includes the general manager or director who is responsible for the drafting of the policy and procedures. This covers issues such as training, experience and other capabilities for the security personnel. By being internal employees, it allows top management to control operations of security and to solve disputes. The security manager is accountable for the administration purpose. The security supervisor is responsible for drafting the roster, auditing as well as assisting the security manager. The human resource department deals with the first line of defence. This department uses reasonable procedures to uproot risks before the personnel are recommended to qualify (Fisher & Green, 1998: 325). The advantages of in-house security are discussed in the following section:

3.4.1.1 The advantages of in-house security

- **Company image**

The image of a company is improved if security personnel are employed internally. Security services are directly linked to the company therefore company image is reinforced, and trust is strengthened (Chauke, 2007: 28).

- **Communication**

The department heads communicate better with the insourced security officers because they are part of the company for which they work. This creates direct contact between the company and the security officer as compared to contracting. This promotes unity and a cohesive working environment (Fischer & Halibozek, 2008: 42).

- **Loyalty**

Employees develop a mental attitude relating to work that plays a significant role. The attitude is either positive or negative. This influences the decision on either to stay or resign (Barutçugil, 2004: 388). Though guards are conceded to be more loyal to the organisation that directly employ them in some cases this can hamper the strictness and impartiality required in security duties (Agoha, 2015: np). According to Fisher and Halibozek (2008: 42), the in-house security officer is more loyal towards the company and less likely to resign.

- **Experience**

In-house security personnel know the host site better and the staff are more familiar with the internal operations and working procedures of the employer. This results in meeting the requirements of an organisation thereby improving on effectiveness and can be a source of pride to the company. In addition to this, they offer control of quality and appearance of officers. Moreover, guards can be trained to troubleshoot basic client-based security system problems (Chauke, 2007: 28). According to O'Connor (2008: 203), in-house security is of a high standard because they set a high training and certification standard.

- **Privacy**

In-house security maintains better privacy with the employer because information is delivered directly rather than through a contractor. In addition, customer service and

response times are directly monitored. Moreover, there is greater control over personnel because they can be trained to suit the specific organisation's needs (Stewart, 2014: np).

- **Salary**

Characteristically, in-house security employees earn more than contract security guards because the general salary rate is based on the facility employing them. In most cases, the earning level is established by cooperative bargaining. The management fixes the wages through some bargaining. On the contrary, the salary and fringe benefits weigh more on the financials of the organisation as compared to a situation where contract guards are engaged (Chauke, 2007: 28; Fischer & Halibozek, 2008: 41).

- **Unions**

In most cases, in-house security personnel are affiliated with the company union. As a result, their operations, wages and family benefits are sustainable and abide by the government requirements. The company sets their pay standards. They sign an agreement with the union in which the employer commits to pay a living wage that is sustainable (Chauke, 2007: 28). Though in-house security is mostly affiliated to unions that seek to protect their interest conversely, contract guards are unlikely to engage in strikes and are less likely to sympathise with clients' striking workers. On the contrary, if their requests are not answered for a long time they can strike or protest (Agoha, 2015: np). According to Murunga (2013: 13), unions representing security guards have often called for nationwide strikes in the wake of poor working conditions. This affects businesses and employees. Whether a strike is legal or illegal, employers face extra costs through hiring of replacements. However, this is with a detrimental effect to the employee who is a union member and does not want to partake in the strike; he/she could be at risk of intimidation by members of the union.

The following section discusses the disadvantages of in-house security:

3.4.1.2 The disadvantages of in-house security

- **Cost**

In-sourced security is more expensive as compared to contract security when it comes to benefits like pension. In addition, more time and money are required for training and selecting of the security officers (Stewart, 2014: np). Furthermore, the employer is responsible for background checks, training and licensing the guards in most cases. On the contrary, owing to further standards on training they received, it is an advantage since fewer staff is needed for the same job resulting in cost savings (Blue, 2012: np).

- **Possible conflict of interest**

Guards can develop excessive familiarity with one or more core staff members. As a result, they can get entangled in petty office politics. This can hamper professionalism, work objectivity and unjustly affect employment (Agoha, 2015: np; Fischer & Halibozek, 2008: 42).

- **Administration**

The management of security guards requires the development and administration of personnel recruitment, training programmes and screening. Therefore, it involves regular management of the guard as well as preparation of shifts and manpower substitution (Agoha, 2015: np).

- **Inflexibility**

In-house security staff tend to become comfortable and inflexible in their job security. Therefore, for a number of reasons, clients who employ in-house security may contract outside security for a specialised assignment. An example of this is where a retail company experience loss at its warehouse. They will contract an investigation specialist to conduct an undercover investigation that requires agents being “planted” and specialised surveillance equipment being used. Once the project is completed, the

contract is terminated. When their duty is delegated to the contract security, this becomes difficult to manage (Chauke, 2007: 28).

The benefits and challenges of contract and in-house security warrant the need for a comparative study on the different security strategies. The study aims to assess and analyse contract and in-house security strategies in order to evaluate their effectiveness and provide possible pragmatic recommendations. With the ever-changing security environment and dearth in current academic research on security in general, it is deemed necessary to comparatively explore in-house and private security strategies within the South African context.

The following section analyses contract house security management as a security strategy.

3.4.2 Contract security

Contract security is a security strategy that involves the outsourcing of security services from a professional security company (Rogers, 2010: 68). Le Roux (2004: 47) describes contract security as the provision of security services by an independent or proprietary commercial organisation. The independent security organisation will provide services such as investigations, maintaining the security of persons and property, employee clearance, performing the functions of detection and the investigation of crime and criminals on behalf of the client organisation. Similarly, Subramanian (2006: 113) defines contract security as a commercial organisation, providing manpower for performing security duties at a price. Chauke (2007: 6) recommends registration with the Private Security Regulatory Authority (PSiRA) as the first step for a company to be recognised as a security services provider in South Africa. After registration, the company can provide security services in the private or public sectors for a fee.

Contract security is concerned with defending people, protecting illegal right of entry to equipment, services, material, and documents and to protect them against security incidents (Strom, 2009: 14). According to Lynn (2007: 46), contract security strategies are used for discouraging possible intruders, through monitoring and footage with the aid of CCTV systems and alarms. Le Roux (2004: 47) adds that contract security strategies work very well with other layers of security to support security personnel in responding to breaches in security such as robbery, theft, fraud, housebreaking, and vehicle theft.

Below are advantages of contract security as a strategy.

3.4.2.1 The advantages of contract security

The key advantages of contract security to both employer and employee based on who is benefiting are explained below. These advantages are reduction in cost, flexibility, advanced training, high performance and administrative burden.

- **Cost**

Since contract security employees are hired after they have received their training, additional costs such as uniform, background checking, overtime and other hidden administrative costs are reduced to the contracting company. From a managerial perspective on training, selecting uniforms and supervisory chores are eliminated (Fisher & Halibozek, 2008: 41). According to Hurst (2017: 22), cost per person is less as compared to in-house security as fringe benefits are enjoyed.

- **Flexibility**

Security officials employed under contract security allows for flexibility in that they are easily replaceable should one of them leave the job or get sick (Chauke, 2007: 28). This is an advantage to the employer but is disadvantageous to the employee.

- **Training**

The training received by contract security is rated almost equal to the police and army. Owing to the level of training, they are now deployable around the world to do military operations in countries like Iraq, Kenya and Burundi. This trend is likely to continue owing to shortage in personnel in today's vulnerable services. This helps the industry to maximise their goals (Fisher & Halibozek, 2008: 41).

- **High Performance**

Contract security is known for high performance to avoid losing business. They achieve this through a combination of specialists and ordinary guards whose services one can rely on in unusual situations (Subramanian, 2006: 114). In addition, contract security officials are seen protecting crime physically on the site of the client as to deter potential criminals (Blue, 2012: np). Furthermore, both contract and in-house security have the power to confront trespassers in a private chosen area (Lubbe, 2013: 7).

- **Reduced administrative burden**

Some clients do not want security personnel on their permanent staff compliment. They do this for a number of reasons ranging from reducing the administrative burden to limit their liabilities brought about by labour legislation. Labour brokers have come under criticism for exploiting security guards, hence inducing protests such as the one that took place at the University of South Africa (Unisa) in 2016 (Ngoepe, 2016: 3). When an organisation outsources services, it only pays the agreed amount to the contracting firm. This reduces statutory requirements like insurance, medical care and leave costs or any other additional expenses that could be incurred (Blue, 2012: np). Additionally, the client can dismiss contract security without any fear if standards are not met. On the contrary, increases unemployment which in turn contributes to the high crime rate (Lubbe, 2013: 7).

Next, the disadvantages of contract security are outlined.

3.4.2.2 Disadvantages of contract security

- **Divided loyalty**

The issue of loyalty is a continuous concern among contract security personnel. Contract security is of lower quality in terms of loyalty and turnover to their client facility and their employer. This is owing to quick rotation of employees depending on the security company's requirements somewhere. The quick rotation results in low sense of ownership (Vellani, 2006: 241). In support of this, UNISA stood still when a group of contract security guards were striking against outsourcing. The contracted guards wanted management to permanently employ them (Ngoepe, 2016: 3). In another incident, Madisa (2016: 4) reports that the students of Vaal University of Technology set fire to university property following a physical dispute with contract security protecting the premises. Students protested against theft of computers at the university residences. They accused the security officers of facilitating theft of the computers. Some of the security officers were found with stolen assets but they were not suspended. Moreover, the media were harassed by the security officers who were ordering them to remove the video recording of the fight. Furthermore, the quality of services rendered by the contracted security was below expectations of the client resulting in financial loss.

The nature of service delivery by the contracted security company resulted into revolt of the students against the guards. This resulted into ransack and vandalism. The poor service resulted in damaging of property; yet the duty of the contracted security was to protect both property and people (Van de Westhuizen, 2010: 2).

- **Absenteeism**

The quality of services certain areas is very low owing to employee high turnover and control which is not immediate (Blue, 2012: np). In addition, Chauke (2007: 116) recommends a solution to minimise absenteeism by treating contracted security personnel properly, paying them fairly and providing them with clear standards as well as

expectations. This will influence them to identify with their workplace, regardless of the employer resulting in exceptional performance.

- **Legal costs**

Legal costs are likely to be high since a contract between the dealer and subcontractor is needed. These legal costs involve the drafting and sign of contracts as well as services level agreement forms (Blue, 2012: np).

- **Salary**

Contract security personnel works with the knowledge that they are being underpaid. This demotivates them resulting in poor service delivery and labour turnover in the industry (Murunga, 2014: 49). Though they are underpaid, they contribute 2% to the South African GDP with approximately R50 billion turnover income and benefits few members in the security industry. Kimosop (2007: 12) resonates with this assertion as he maintains that private security is among the lowest paying industry with its employees living under the poverty line. In 2006, the private security industry went on a labour strike, which was the longest strike ever taken in the history of the South African private security industry. Protestors went to the streets in demand for better salaries (Sibanyoni, 2013: 28). Research conducted among janitors and security guard officers found that outsourcing affected the distribution of salary. Therefore, low remuneration may demotivate some contract security guards' performance and work moral (Cortese, 2003: 19). Security guards resorted to striking in their request to be absorbed by the institute management of Tshwane University of Technology (TUT) (Nkosi, 2017: 7). According to Nkosi (2017: 7), insourced security guards at the TUT accused the institute management of defaulting on an agreement to absorb them. The contract of the security company had expired, and the university had to advertise a tender to contract a new security company. This ignited the contracted security guards to protest against the move by the university. The security guards requested to be absorbed by the institute management. In addition, a group of security guards employed by Red Alert Security Company were dismissed for

participating in a strike. In the above incidence, the contracted security guards requested to be in sourced. This shows the desire by contracted security to be employed as in-house employees. According to the study conducted by Whittaker and Hurrell (2013), the subject of low income in the private security industry has not only being experienced in South African or African private security industries, but also in countries like the United States of America (USA) and Britain. However, in the East African context, Murunga (2014: 13) argues that Kenyan private security officers are with the lowest salary in the country resulting in committing of crimes and labour turnover.

Theories provide well-substantiated explanations for behaviour. The following theory is discussed to reinforce the premise of this study.

3.4.3 Crime prevention through environment design (CPTED)

Of importance to both in-house and contract security strategies is crime prevention through environment design (CPTED). CPTED is a crime prevention philosophy that attempts to apply physical design that reduces security risk threats. This can be effective through the CPTED values such as maintenance (Randall, 2013: 6). This environmental philosophy uses suitable security strategies to achieve this type of security. The programmes to be implemented includes CCTV, turnstiles, high walls and fences (Cebekhulu, 2016: 79). This reduces insurance issues, lawsuit and insolvency in a facility. Although, Worrall (2006: 296) argues that hardened safety measures are ineffective since a criminal is capable of committing a crime regardless of the setup. Therefore, CPTED recommends the introduction of specialists, like security, engineers and architectures to team-up in the construction of new structures to enhance crime prevention strategies. Today, the integration of the principles and concepts of CPTED are important for designing and management of the physical environment (Cebekhulu, 2016: 80). In this manner, it is maintained that crime prevention strategies should be viewed holistically. The CPTED principles are explained below:

3.4.3.1 Crime prevention through environment design (CPTED) principles

- **Natural surveillance**

The means of target hardening is widely used. The aim of this principle is to keep intruders under observation. This technique makes use of buildings design safety measures. Ways to incorporate natural surveillance into a business environment include removing of hiding spots. Perimeter hedges should be kept low to avoid a comfortable place to hide. CCTV monitors should be open to the public as a deterrent (Cozens, 2005: 1).

- **Natural access control**

This technique makes use of adequate lock barriers such as doors and fence to permit legitimate entry. In streets that are open to the public, psychological barriers can be used. These include features that announce the integrity and uniqueness of an area. Additionally, this should be a criminal deterrent that does not disturb mobility. This assists in discouraging a potential criminal from committing a crime (Hoon, 2003: 1).

- **Territorial reinforcement**

This is a method of reducing crime through design and manipulation of the building environment. This is done to show a gap of ownership of private and public property. The aim is to block opportunities for criminal behaviour through subtle techniques. This involves the use of boundaries. Such physical elements include fence and signs to define ownership. This bears a sense of ownership by occupants that are legitimate. In addition, this gives the occupants power to challenge trespassers. All entrances should have clear sightlines as a means of making use of territorial reinforcement. Furthermore, signals of threats are sent using panic batons. The system will be connected to the central station. All ingresses should have signage of safety that are clearly noticeable. Visitors should be accompanied and supported by a badging system. This gives the owner and employees increased security (Armitage, 2017: 1).

- **Maintenance and management**

Maintenance is related to territorial reinforcement. This crime reduction measure aims to reduce crime at the planning phase. A vandalised area invites higher levels of crime (Armitage, 2017:1).

To improve safety in companies, the environmental design of the site should be well-planned. The design should be based on the layout of the facility. Other factors to put into consideration include natural forests, fence, rivers, and roads. These features should not hinder the vision of security personnel when assessing risks (Ortmeier, 2002: 85). CPTED has an advantage of minimising crime thus creating a safe environment (Hudson, 2000: 4).

- **Target hardening**

Target toughening is also used to make a building harder to penetrate. This involves combination locks usage. When deadbolts are fitted on a timber frame door the screws should penetrate more than one inch. Hardened steel bolts should extend into the doorjamb for it to be effective (Armitage, 2017:1).

3. 5 SUMMARY

In this chapter, relevant literature on security was discussed. It was established that there is a need for private security within the South African context although executed through different security strategies. The literature that was reviewed included an overview of security as a profession, security programmes and security strategies. While the literature covered areas such as security programmes satisfactorily, there is still lack of literature on security strategies within an empirical South African context. The analysis of these security strategies is the domain of this study as outlined in the next chapter.

CHAPTER FOUR

DATA PRESENTATIONS, ANALYSIS AND INTERPRETATIONS

4.1 INTRODUCTION

The background to the study, the research objectives and research questions were demarcated in Chapter 1 (see chapter 1). In short, these objectives were intended to establish the advantages and disadvantages of contract security and in-house security, to examine the effectiveness of contract security and in-house security strategies, to compare and contrast both in-house security and contract security strategies and to recommend appropriate security strategies to be used in different situations (see section 1.3.2). Chapter 2 explained the various research methodologies applied in the research study. Chapter 3 presented reviewed literature on security, physical security, contract security, in-house security, and related security aspects. The current chapter presents the study's findings from the raw data collected from the interviews upon which conclusions were made. The results were discussed with a view to generate reasonable conclusions in response to the stated study objectives in Chapter 1. What follows is an analysis of the demographic data, core themes that emerged from the findings, followed by an analysis from three strata of participants.

4.2 ANALYSIS OF DEMOGRAPHIC DATA

The study noted the demographic information of the participants such as gender, age, years of experience, educational level, race, and seniority. This information helps validate that the data was obtained from the staff members employed at the company under which the study is based on. The demographic data shows that there were 30 out-sourced and 8 in-house staff members. In the company under study, more staff are contracted than absorbed. Both in-house security staff and contract security participants were willing to take part in the study because they were assured that their rights and dignity were valued.

Moreover, harm to the members were avoided (see section 2.11). The participants were ensured that their identity would be protected as the raw data was processed to make their responses anonymous (see section 2.12). Table 4.1 summarises the demographic findings of the investigation with a total of 38 participants. The management department totaled to 10 participants of which 3 were from in-house security. The human resources department composed of 13 participants of which 3 were from in-house security. The security personnel department was made up of 15 participants of which 2 were from in-house security. The demographic summary of the sample groups are divided into management, human resources and security personnel departments.

Table 4.1 Demographic Summary (Management department)

Research participant	Age	Education level	Appointment	Years of experience	Gender	Race	Strategy
2	40	Grade A	Site Manager management	10	Male	Black	Contract
3	35	Grade B	Supervisor Management	10	Male	Black	Contract
4	28	Matric	Supervisor Management	5	Female	Black	In-house
6	25	Grade C	Management	5	Male	Black	Contract
9	46	Grade C	Management	9	Male	Black	Contract
11	40	Grade C	Management	10	Male	Black	Contract
12	36	Grade 10	Management	9	Female	Black	In-house
14	28	Grade C	Management	6	Female	Black	Contract
16	41	Grade 10	Management	11	Male	Black	In-house
18	36	Grade C	Management	4	Male	Black	Contract

Table 4.2 Demographic Summary (Human resources department)

Research participant	Age	Education level	Appointment	Years of experience	Gender	Race	Strategy
1	44	Diploma security risk	Manager human resources	14	Male	Black	In-house
5	30	Grade 10	Human resources	8	Male	Black	In-house
7	48	Grade C	Human resources	10	Male	Black	Contract
8	45	Grade 10	Human resources	10	Female	Black	In-house
10	49	Grade C	Human resources	15	Male	Black	Contract
13	28	Grade C	Human resources	7	Male	Black	Contract
15	27	Grade C	Human resources	5	Male	Black	Contract
17	32	Grade C	Human resources	9	Female	Black	Contract
19	39	Grade C	Human resources	8	Male	Black	Contract
21	46	Grade C	Human resources	16	Male	Black	Contract
23	42	Grade C	Human resources	10	Male	Black	Contract
25	25	Grade C	Human resources	4	Male	Black	Contract
28	41	Grade C	Human resources	13	Male	Black	Contract

Table 4.3 Demographic Summary (Security personnel department)

Research participant	Age	Education level	Appointment	Years of experience	Gender	Race	Strategy
20	38	Grade 10	In-house (Access control)	11	Male	Black	In-house
22	44	Grade 10	In-house (Access control)	14	Female	Black	In-house
24	45	Grade C	Contract	13	Male	Black	Contract
26	26	Grade C	Contract	3	Female	Black	Contract
27	40	Grade C	Contract	10	Male	Black	Contract
29	28	Grade C	Contract	7	Male	Black	Contract
30	29	Grade C	Contract	5	Male	Black	Contract
31	40	Grade C	Contract	12	Female	Black	Contract
32	45	Grade C	Contract	13	Male	Black	Contract
33	49	Grade C	Contract	10	Male	Black	Contract
34	36	Grade C	Contract	8	Male	Black	Contract
35	34	Grade C	Contract	9	Female	Black	Contract
36	24	Grade C	Contract	5	Male	Black	Contract
37	50	Grade C	Contract	21	Male	Black	Contract
38	26	Grade C	Contract	4	Female	Black	Contract

4.2.1 Demographic summary

- **Age**

The age characteristics of participants indicates that majority of the sample (17 out of 38 participants) fell within the age bracket of 40-49 years. This could imply that most of them joined the security industry when they were older, and it may be deduced that it might have been their second job considering their years of experience in the security industry. Those ranging from 30 to 39 years were nine. Lastly, those from 20 to 29 years were 11 and only one participant was 50 years old at the time of the interview. This is in line with Murunga (2014: 33) who observed that most of the workers in the security industry are middle-aged ranging from 20-40 years. The average age of these participants was 36.9 years, with the youngest being 24 years old and the oldest 50 years old. This may indicate that as security officers grow old, they opt for other jobs or early retirement. Alternatively, employers may also prefer younger security officials. The demographic profile also indicates that all of the participants were adults with knowledge of security management and therefore qualified to participate in the study.

- **Gender**

Data were collected from 10 females and 28 males. This shows that female distribution in the participants was (10 out 38) while (28 out of 38) participants were male. It is common knowledge that the security industry is a male dominated industry. Gender inequality is prevalent throughout the ranks. These findings corroborate with the findings by Goldblantt (2014: 460) who indicates that gender inequality remains rife in South Africa. In support of the findings, the International Labour Organisation (ILO, 2017: np) revealed that female to male labour force distribution in South Africa was 77% male and 23% female while it is 67% in favour of male globally. The results also confirm with the findings of Moedus (2016: np) and Murunga (2014: 28) that 79% of those involved in guarding are male and that security firms mainly employ male officers owing to the nature of duties involved. Furthermore, literature maintains that the job is not pleasant for females and the industry does not pay well (Moedus (2016: np; Murunga, 2014: 28).

- **Race**

The sample comprised 100% black participants. The other races such as white, coloured and Indians were not represented in the current study. The company under study is proudly BBBEE compliant (See section 2.3.1) and the race profile of the participants could be a reflection thereof.

- **Educational qualifications**

The classifying of educational qualification governs the participants' roles and every day jobs. There were 28 research participants in contract security with Grade C qualifications. The training of contract security is inadequate as it should not be less than a month. Subsequently, they could not meet this standard. Since most of the security officers have failed to qualify for their matric, they need more time to grasp what they are taught. Interestingly to note, none of the in-house security officers were registered with PSiRA for the grades. Concerning the research participants who represented the senior management, one is from contract security and the other from in-house security with a Diploma in Security Management. The other two represented the expectation of (MOU) signed April 2014 by PSiRA and SASSETA on training standards or skills programmes. In contrast, in-house security complied with the required standards (see section 3.3). It can also be concluded that the low percentage of Grade 12 representation is because people considered employment in the industry as one that requires minimal education and qualifications. The management responsible for checking of the implementation of policies and procedures, human resources for programmes setting and security personnel for operations services were interviewed for extensive knowledge about the subject being studied. In addition, they are involved in security issues and management on a daily basis. The results further show that all participants were reasonably educated; hence, able to give their own views logically.

- **Years of experience**

The majority (34 out of 38) of the research participants from both in-house and contract security had five years and more experience in the security industry. Only four research

participants had less than five years of experience in the security industry. Considering years of experience, there may be a low turnover rate in the company owing to high unemployment rate and job satisfaction. This is in contrast with secondary information that linked contract security officers with high turnover owing to poor payments resulting in security challenges in operations (vide section 3.4.2.2) (Kimosop, 2007: 12).

4.3 CORE THEMES

The sections below present the research results from the empirical enquiry. The three themes that emerged from the finding are presented as: (1) Operations, (2) Evaluations and (3) Challenges for the strategy. The sub-themes that developed from the main theme, operations are: existence of procedure and developments to be made to improve security services. Under the evaluations theme, there are other sub-themes such as appropriate security strategies, security strategies to be improved and the evaluation of security systems. The first theme defines procedures and strategies by contrasting contract and in-house security management strategies. The second theme evaluates the advantages, value as well as making a comparison and improvements that should be done on security strategy in different situations. The third theme identifies the challenges that can cause the misalignment of the chosen security strategy.

4.3.1 Theme 1: Operations

The first interview question solicited information on the procedures followed in both in-house and contract security management strategies. To investigate the existence of any procedures at the company, the participants were asked whether there are any operational procedures. The responses are categorised into three strata, namely, responses from management, responses from human resources and responses from security personnel. The findings are presented below:

4.3.1.1 Management response on in-house security

- **Existence of procedures**

Many of the participants (6 out of 10) in the management department confirmed the existence of procedures in in-house security. Some of their verbatim responses are recorded below:

“The recruitment process of in-house security involves background checking as well as vetting for a period not less than a week. The staff are recruited by the human resources management after applying following the recruitment process required by all levels of the management structures.” [Participant 6, male, 25 years].

“The human resources of in-house security confirm with those referenced on the curriculum vitae. If you lie, automatically you do not qualify for the security job. Also, policy guidance is a pre-requisite in in-house security operations, failure to comply we are charged.” [Participant 12, female, 36 years].

“The in-house security makes use of workshops in order to teach the security officers on security issues in order to avoid reacting to incidents after they have occurred.” [Participant 18, male, 36 years].

In the management category, participants (6 out of 10) agreed that in terms of in-house security, important aspects such as developing internal security management capacity, recruitment of personnel, vetting, and deployment are key aspects. Similar to the findings of this study, other studies reported that appropriate security structures and controls are applied by in-house security as internal defence (Van de Westhuizen, 2010: 80). On the contrary, three (research participants 4, 11 and 14) of the management category emphasised that in-house security strategy and security management structure are key. The findings confirm the literature on in-house security that it should operate with a

standard structure (see section 3.4.1). This has an effect of efficient management and control. The last category of management stated that proactive measures and workshops on security issues are vital. This contributes to awareness and how to mitigate the risks when they arise. Research participant 6 talks about background checks and vetting by in-house security. Due diligence is vital for authenticating claims. This discloses any red flags that could possibly affect confidence as well as protection for clients. In addition, research participant 18 went on further to talk about workshops being held. This helps encourage information transfer and continuous communication to deliver programmes.

4.3.1.2 Management response on contract security

- **Existence of procedures**

The participants in the management department shared different views on contract security on the existence of procedures. Some of their verbatim responses are below:

“Client policy first is our motto in contract security operations. As a result, organisation makes use of workshops in order to teach the security officers on security issues in order to avoid reacting to incidents after they have occurred.”

[Participant 2, male, 40 years].

“In the organisation as contract services providers, we focus on the market in order to expand our business since we are profit-oriented. The organisation has a reporting structure and we are reminded to follow the company policy after a period of two weeks. The staff are recruited by the human resources management not following the recruitment process required by all levels of the management structures.” **[Participant 11, male, 40 years].**

It is interesting to note is that both insourced and outsourced security have a reporting structure that helps to control security operations. The findings corroborate with previous studies (see section 3.4.1). On the contrary, contract security procedures were described by management (research participants 3, 6, 9, 11 and 18) as involving searching for capable external services providers, getting into a contract, contract management, and evaluation. This type of strategy is used in the organisation in areas such as in cash in transit robberies and in situations where risks need to be transferred. It was also indicated that security procedures are vital because they outlined the steps that could be followed in achieving objectives. Additionally, research participant 11 talks about the human resources department not following recruitment processes required by all levels of management. This could affect the company bottom line by employing incompetent employees. This raises a concern for continuous following of employment procedures as required by all levels of management. He further highlighted that the organisation reminded them to follow company policy regularly. This helped them to perform their security duties thoroughly.

4.3.1.3 Human resources response on in-house security

- **Existence of procedures**

Most of the participants (10 out of 12) in the human resources department showed the existence of procedures in in-house security. Some of their verbatim responses are documented below:

“The enforcement of security control measures in the organisation is highly encouraged by the company. The recruitment and training of new employees is the responsibility of human resource department. During the recruitment process, vetting and background checking is always done. I am always guided by the security policy for my operations at work based on plans before put into action.”

[Participant 1, male, 44 years].

“The use of policy guidance is highly encouraged in the organisation. In the organisation, rewards are given by the end of year for those who excel in their performance and those who encouraged to obey the company policy during the course of the year. These rewards are mostly in the form of groceries for Christmas. In the organisation, measures to up-root risks is the duty of every body and we are reminded timeously in the workshops held.” [Participant 5, male, 30 years].

Just like in-house security, the human resources department seconded the management’s views on the use of control measures by both contract security and in-house security. This is with the effect of uprooting risks (see section 3.4.1). In the category of human resources, they indicated application of procedure that involves the use of policy guidance based on planning before implementation. They further described in-house processes in the company as involving recruitment, training and performance appraisal. Research participant 1 talks about the enforcement of security control measures by the in-house security strategy. He revealed that it is crucial to enforce existing security procedures through implementation for them to be effective. This helps to secure business. According to participant 1 and 5 the use of policy guidance is highly encouraged. This indicates that the organisation seeks to clarify security goals in a better and more affordable way.

4.3.1.4 Human resources response on contract security

- **Existence of procedures**

Although some of the employees in the human resources department indicated the existence of procedures in contract security, they also expressed their motives for client satisfaction. Below are some of the verbatim response:

“Policies exist in contract security, but they are not implemented effectively because we are based on client needs and the contract security concerns on security issues are not solved in time. Additionally, the current existing policy and procedures need to be upgraded because they are just a deterrent. In the organisation, as contract services providers, we focus on the market in order to expand our business since we are profit-oriented, but the clocking system is also used to report for duty as well as the time sheets.” [Participant 34, male, 36 years].

“The vetting process of contract security is done by PSiRA and training is done by other accredited security training institution of which some of the training schools are no longer renewing their licences. These security training schools can even give you a certificate without attending any lesson. They issue the security certificate provided you have money to pay them. Moreover, initiations in our operations are a risk because contract security is controlled by the policy of the client. We can use our security operations strategies that we acquired during training as contract security but most of the measures are controlled by the client policy and measures to up-root risks is the duty of everybody.” [Participant 26, male, 26 years].

The human resources department described contract security as a process that involves outsourcing of security services department for a fee. This is in line with Fisher and Halibozek (2008: 41) who indicated that contract security is profit-oriented. They further highlighted their view on the process as client-based operations in the organisation. Similar to in-house security is that contract security employees are also vetted. Unlike contract security, in-house security is vetted internally, contracted employees are vetted by PSiRA first which is an independent board. Moreover, in-house staff employees are trained internally to suit the company, but contract security personnel are trained by independent accredited security training institutions (see section 3.4.1.2). Research participant 34 talked about existing contract security policies that are not implemented effectively. He revealed the mounting pressure from the client as the cause. This weakens

the effectiveness of contract security as a strategy. This raises a concern in contract security as proper procedures may not always be implemented in an effort to appease clients.

4.3.1.5 Security personnel response on in-house security

- **Existence of procedures**

Most of the security personnel participants (12 out of 15) indicated the presence of procedures in in-house security. Some of their verbatim responses are cited below:

“I know the use of security officer as the most effective security control measure in the organisation, though we are not considered very well when it comes to salary. Visitors are searched before they are allowed to enter into the company and when they are leaving. However, the implementation of the company policy on security issues is a concern though the policy exists.” [Participant 20, male, 38 years].

“In the organisation, the department responsible for security management is too serious with security risk management issues. Sometimes I fear to report to them because of their seriousness. I know that rules and procedures exist in the organisation, but they are not implemented effectively. This is because some of the security staff were recruited considering relationship too much. Although security measures exist and encouraged timeously, our security concerns are not put into consideration seriously by some of the management.” [Participant 38, female, 26 years].

“I have been employed with the company as insourced security. If you fail to apply security control measures as laid down by the company policy, you can be charged. The company in-house security works as our boss. They check our operations and remind us when we are not following the company policy.” [Participant 22, female, 44 years].

The security personnel department confirmed the view by the human resources and management department on the existence of procedures in the operations of in-house security as well as the implementation of the policies by both strategies. The majority of security personnel (11 out of 15) also gave their input on the procedures of in-house security as a process that involves development and implementation of an overall company loss prevention measures. The minority (4 out of 15) also indicated the presence of internal defence department within the organisation to up-root risks in the organisation. Existence of procedures is a common theme that was noted by all of the departmental participants. The findings are consistent with current literature, which reported that in-house security includes a variety of work practices (see section 3.4.1). Research participant 38 indicated that rules and procedures exist in in-house security strategy. However, these rules and procedures are not implemented effectively due to recruitment processes that are not followed properly. This exposes the organisation to security threats and may raise concern for free and fair recruitment.

4.3.1.6 Security personnel response on contract security

- **Existence of procedures**

The security personnel confirmed the presence of procedures in contract security. Some of their verbatim responses are below:

“I think I am not the only contract security officer who is not happy with our security procedures and policy. The area manager and operations managers are bullies but, we do not have a hot line to express our concerns though rules and procedures exist.” [Participant 31, female, 40 years].

“Policies and procedures exist for contract security but some of the procedures I do not know where the instructions come from especially when transferring money. This is my 5th year with the company. I am always transferred from one place to

another without following proper procedures. I sometimes think that they lack trust in me.” [Participant 37, male, 50 years].

“Contract security officers are mostly encouraged to be smart other than focusing on security policy and procedure for operations. The security personnel fear to report their seniors. Although the organisation structure exists, their powers are limited once they are on site of the client. Thus, the implementation of company policy on security issues is a concern though the policy exists.” [Participant 20, male, 38 years].

On the other side, security personnel indicated the presence of contract security procedures involving pre-employment screening. The screening for employment involves checking for knowledge of crime investigation and human investigation skills as a prerequisite. The participants indicated that they are guided by the client policy in their operations. They indicated that they operate with the fear of losing their contract. In addition, it appears as if contract security does not trust their management and they fear them. Similarly, both insourced and outsourced security encourage the use of safety control measures. All of the participants supported the existence of procedures in the operations of contract security. Unlike in-house security, the participants (6 out of 15) indicated lack of professionalism by contract security management who can be perceived as an oppressor. The findings are substantiated by the literature that revealed that contract security is of low quality in terms of skills (See section 3.4.2.2). Additionally, research participant 31 talks about not having a hot line for contract security. It would be challenging to raise an issue anonymously. This concern raises a need for a safe platform to report grievances.

4.3.2 Theme 1.1: Operations

Furthermore, concerning the operational theme, the participants were asked whether there are developments that can be made to improve security services in their organisation.

4.3.2.1 Management response on in-house security

- **Developments to be made to improve security services**

All of the ten participants from the management department expressed their views on developments to be made to improve in-house security services. Below are some of their verbatim responses:

“In-house security is supposed to install an employee hotline to bust crime activities in order to expand its market. They should also improve on pre-employment training and background checking though it is trying by all means to market itself on safety. Even though it is trying its level best on security programmes which they market, security training facilities should be improved.”

[Participant 9, male, 46 years].

“I do not have the answer to the question in detail in support of the current security programmes in the organisation, but threats review programmes should be implemented further. The management is willing to improve security programmes that are marketed and those that are within the organisation, but we lack resources and support.” **[Participant 12, female, 36 years].**

The rest of the participants (9 out of 10) of the management section agreed that in-house security does security marketing and risk management through assessments in order to improve security services in the organisation. The findings suggest the need for

improvements on other aspects as well as the need to put into action set programmes in order to achieve objectives. The management's experiences with regards to in-house security is supported by the literature as it reflects the need for follow-up on tasks (Chauke, 2007: 45). In addition, the findings support the secondary knowledge as it reveals that in-house security should have internal skills (see section 3.4.1). Research participant 12 talks about the willingness by the management to improve security services but they lack resources and support. This would be a big problem when implementing projects. This raises a concern for good security as well as effective budget allocation.

4.3.2.2 Management response on contract security

- **Developments to be made to improve security services**

The management section conveyed their views on developments that should be made to improved contract security services. Some of their verbatim responses are presented below:

"I think contract security strategies should be funded in order to improve the industry. Proposals on security developments programmes are talked about by contract security but we are let down by lack of support. Installation of a confidential employee hotline is needed in the organisation, but this is not practised. Additionally, contract security services should be marketed to the public for the growth of the company." [Participant 3, male, 36 years].

"I do not think there is something being done to improve security issues by contract security. Several times contract security request for funding on our investigations on security issues but there is lack of support." [Participant 18, male, 36 years].

Most of the management participants showed that there are few contract security studies on security issues in the organisation to improve security services. Just like in-house security, they also highlighted the lack of support from management. The minority agreed that research studies are done but at on low scale. Both strategies experience the lack of confidential hot lines according to the managing department. This raises a concern for funding of security research and other projects as well as marketing of the security industry.

4.3.2.3 Human resources response on in-house security

- **Developments to be made to improve security services**

The human resources department gave their views on developments that should be improved on in-house security. Some of their verbatim responses are below:

“In-house security does pre-employment training and background checking, my concern is on the marketing of the security programmes. The purposes of the installed confidential hotline by in-house security are not recognised. I wish for more workshops to address on the importance of the confidential employee hotline.” [Participant 5, male, 30 years].

“In-house security trainings on new security equipment are done by personnel that are very old of which if they go on pension the company will run short of trainers who are with experience. I wish the company to groom new blood in all departments. As an employee of in-house security, I am responsible for security programmes marketing, but the organisation is not supporting the way I wish. I support the security measures by in-house security, but I am not sure of how the confidential hotline works because some of the concerns are not responded to in time.” [Participant 8, female, 45 years].

All of the participants from the human resources department stated that in-house security is serious with measures to improve security services at the company. They stated measures include initiation of pre-employment training, background checking, installation of a confidential employee hotline, and security awareness programmes. The findings are consistent with those of previous studies that reported in-house security is advanced in experience and education since they set a high training and certification standard (O'Connor, 2008: 203). Unlike the information given by the management department on in-house security on confidential hotline, the human resources section confirmed the existence of it but they are not certain on how it works. The issue of lack of support by in-house management is a common concern by both human resources department and management. Research participant 8 highlighted the issue of investing in new staff members. This will bring a good return on investment to the organisation since the young generation has more time and motivation to pursue their careers within the company.

4.3.2.4 Human resources response on contract security

- **Developments to be made to improve security services**

Most of the human resources department participants (8 out of 13) shared their views on developments that should be made on contract security to improve security services. Some of their verbatim responses are below:

“Contract security is a team of specialists. We are trained for our work, but we sometimes do not report for duty in time. Transport cost should be solved as a state of urgency. Furthermore, I understand my duties as a security officer. The job is very tiresome. I wish if the retirement age for security officer would be reduced. I wish for a maximum of 20 years of service.” [Participant 10, male, 49 years].

“Though security programmes to achieve excellence in operations in contract security operations exist, my major concern is on how contract security dress. I wish for changes on general presentation of contract security officers. In addition, recommendations on security surveys by contract security are very helpful in the organisation when implemented. I wish contract and in-house security to be one team when doing their security surveys.” **[Participant 19, male, 39 years].**

“I have been working with the company for many years. The use of hybrid approach is highly encouraged but some of the cameras are no longer effective. I wish for the renewal of the cameras. Even though the use of hybrid security system is so effective, especially a combination of security personnel and video cameras, I wish for the installation of new cameras because some of them are just a deterrent.” **[Participant 1, male, 44 years].**

Seven out of thirteen participants indicated the presence of improvements in the organisation. They reflected that clear post orders in contracts are made which makes clear who, where and what to protect. Moreover, effective deterrent measures are put using a hybrid approach. A hybrid approach is a type of security function that combines aspects of in-house and contract security as they work together towards a common goal of guarding (Webster, 2017: np). In this case, participant 1 elaborates on the definition by referring to it as the combination of the use of security personnel and video. In addition, periodic meetings with the security supervisor are done to point out issues. Ten out of thirteen of the human resources section suggested 20 years as the maximum number of services for security officers. Just like in-house security contract, the human resources department commends the security department for their good training.

The findings support the previous literature studies that maintained that contract security is rated almost equal to the police and army (see section 3.4.2). Contrarily, though the findings praised contract security, there are still developments that should be done to improve the strategy. The findings request a unity of purpose between contract security and in-house security for exceptional performance through sharing of ideas. Research

participants 10, 15, 21 and 25 talk about transport being a challenge for effective operations as a delivery means. This implies that transport should be a critical thought in security planning as a front-line of emphasis to improve security since security officers should arrive in time for effective handover and take over.

4.3.2.5 Security personnel response on in-house contract security

- **Developments to be made to improve security services**

The security personnel participants shared their views on developments to be made in order to improve security services in contract security operations. Below are some of their verbatim responses:

“I hail in-house security when it comes to implementation of security measures, but they should increase the number of security officers. The company in-house security conducts workshops on security issues every month to update current security challenges but they need to improve on their relationship with government security officials as well as contracted security providers. The company security officers mostly do on-the-job training the training mostly fit for company only. I wish them to be trained by accredited security colleges so that they can have varsity knowledge on security.” [Participant 35, female, 34 years].

“I have been working with in-house security for more than five years. They take serious stance when it comes to implementation of security measures. However, they need to review the company recruitment process. Developments on security measures by in-house security are endless but currently, I want in-house security to recruit officers with PSiRA certificates. In-house security of the organisation operates very well but they are not supportive on research. I wish them to invest through researches.” [Participant 22, female, 44 years].

The findings suggest that in-house security there is a need to increase security officer personnel within the company. In addition, the findings resonate with those of previous studies that report that in-house physical security should require more personnel as a proactive measure (see section 3.3). The research participants from the security personnel section (7 out of 15) proposed in-house security to be trained and recruited through PSiRA just like contract security. The suggestion shows that contract security received better training because they went through PSiRA training standards. This is supported by the literature that training of contract security can be relied upon on in unusual situations (see section 3.4.2). Conversely, the security personnel (8 out of 15) interviewed showed that in-house security strictly enforces security measures as well and uses follow-up measures for moderation. This minimises loopholes in the organisation that can be manipulated by those who want to enrich themselves unlawfully.

4.3.2.6 Security personnel response on contract security

- **Developments to be made to improve security services**

The 15 participants from the security personnel department gave their views on developments that should be done to improve security services in contract security. Two thirds gave their views showing the existence of developments and what is needed in terms of security measures. Some of their verbatim responses are presented below:

“The use of a physical security officer is the most common security measure by contract security at the company. But there is no follow-up from supervisors. The contracted security officers show their presence if their managers are available. I wish for continued presence of contract security management. The contracted security officers just walk without knowing their duty. Hence, the call for workshops to address their duties is highly needed.” [Participant 20, male, 38 years].

“I adhere to the company policy but some of the contracted security officers cannot understand the content of the policy. I wish the organisation to further explain.

Though measures to improve security measures are implemented by contract security, I need more equipment. I sometimes worked for more than six nights without being relieved, resulting in sleeping on duty. Survey recommendations are not taken serious until an incident takes place. I wish for the recommended measures to be implemented within the time frame.” [Participant 33, male, 49 years].

Almost two thirds (10 out of 15) of the security personnel agreed that measures to improve security services at the company by contract security are in place but are not implemented effectively. Conversely, the remaining of the security personnel (5 out of 15) agreed on the implementation of the measures but noted that follow-up does not occur. The findings show that both contract and in-house security implement security measures, but contract security lacks follow up. Additionally, the findings revealed that contract security can act as a deterrent. This is contrary to other research that reported contract security is known for high performance to avoid losing business (Subramanian, 2006: 114). Research participant 24, 27, 31, 33, 35 and 37 talk about not having enough equipment and if a problem should arise it would have dire consequences due to lack of resources. Necessary equipment is advised in policy but not implemented in reality. This is another example whereby policy and implementation are not aligned.

4.4.1 Theme 2: Evaluation

With reference to the evaluation theme, the participants were asked open-ended questions to give clarity on the most appropriate security strategy to be applied in the organisation.

4.4.1.1 Management response on in-house security

- **The most appropriate security strategy to be applied**

Altogether ten participants from the management department expressed their views on in-house security as the most appropriate security strategy to be applied. Below are some of the verbatim responses:

“Though contract security can implement tasks given, they cannot go the extra mile as compared to in-house security. That is why I prefer in-house security, especially for being task-oriented and supportive to security personnel by management. I cannot see the need for contract security. I prefer the use of in-house security only because they set goals that are realistic.” [Participant 14, female, 28 years].

“I prefer the company to use a structure with management of in-house security and the bottom line to be with contract security officers only to reduce cost. I think security operations need a combination of companies such as the use of in-house combined with contract in order to share views and experience. I prefer in-house security to be used for more confidential tasks in the organisation while contract will be for less confidential duties.” [Participant 9, male, 46 years].

Six out of ten of the management’s point of views were centred on the use of in-house security. Their response established that in-house security is the best because it is made up of management that is committed in executing their duties for the furtherance of the organisation. They further showed that in-house security, especially the management is task-oriented and supportive to the security personnel. They give clear instructions that are attainable and realistic.

Three out of ten participants (3 out of 10) were not in support of the use of in-house security without help. They preferred a hybrid approach that is a combination of in-house and contract security in their operation. They considered the advantage of sharing views

and experience from different strategies. In addition, they preferred in-house security to be used in key areas and contract security in less confidential areas. The findings of this study are similar to those of other studies, which reported that clients who employ in-house security may use contract outside security for a specialised assignment (see section 3.4.1.2). Research participant 14 indicated that she preferred in-house security for its effort, skills and experience at work to achieve goals even though contract security is more cost-effective. It can be deduced that both in-house and contract security strategies are necessary dependant on their purpose.

4.4.1.2 Management response on contract security

- **The most appropriate security strategy to be applied**

The management department expressed their views on contract security as the most appropriate security strategy to be applied. Some of their verbatim responses are presented below:

“I go for contract security strategy because it always works with the client policy in mind in order to attain the contract, though focusing on profit. On the other hand, I prefer the hybrid approach for better sharing of views and experience.”
[Participant 18, male, 36 years].

“I cannot switch to contract security because some of the staff can abscond without giving any notice. They are money hungry other than being task-oriented. I do not prefer the use of contract security though it is cheaper than in-house it terms of cost to the company, but they have less passion for their duty. I can only prefer sub-contracting when the organisation staff are on strike. I prefer the use of in-house security because they are highly reliable than contract security.”
[Participant 2, male, 40 years].

On the contrary, just a few of the management (2 out of 10) were in favour of contract security strategy. The two participants showed that contract security companies strictly stick to the given policy to avoid losing their contract. When it comes to reactions, they are very swift and reliable. On top of that, their reactions are backed up. The responses reveal that management trust in-house security more than contract security. They even showed that they fear to use contract security because of the lack of effort by contract security. The findings are consistent with those of the previous studies which reported contract security being of low quality and has a high turnover rate (see section 3.4.2.2). Research participant 2, 6, 9, 11 and 16 indicated that contract security is cheaper, but they have less passion for their duty, hence this questions competent performance. This raises a need for continuous supervision and pragmatic workshops.

4.4.1.3 Human resources response on in-house security

- **The most appropriate security strategy to be applied**

Participants from the human resources department conveyed their views on the most appropriate security strategy to be applied. Some of their verbatim responses on in-house security are presented below:

“I prefer the use of contract security in order to save cost to the company. I can see that the cost of in-house security is very high. The cost includes pension, fringe benefits and other additional cost, while with contract security these costs are cared by their sub-contracted company. Additionally, in-house security takes security concerns on a negative not until incident occurs.” **[Participant 15, male, 27 years].**

“In-house security officers involve in petty office politics that hamper operations of security, unlike contract security that takes company policy seriously fearing to lose the contract. Contract security is swift when it comes to reactions. They are with

enough resources for reactions though lowly paid.” [Participant 7, male, 48 years].

On the contrary, to management’s view the human resources category (10 out of 13) considered in-house security to be more expensive as compared to contract security when it comes to benefits like pension. The findings support work by Hurst (2017: 22) who observed that contract security has less additional cost such as uniform, background checking and are hired after receiving their training. Through their response, it was established that in-house familiarity with one or more core staff members in petty office politics could hamper professionalism and work objectivity. The ten interviewees’ responses included that in-house security takes long to implement programmes owing to administration issues. As a result, it was considered not to be a viable option by the human resources department.

4.4.1.4 Human resources response on contract security

- **The most appropriate security strategy to be applied**

The participants from human resources department shared their views on contract security concerning the most appropriate security strategy to be applied. Some of their verbatim responses are below:

“I prefer the usage of outsourced security strategy as compared to insourced security because contract security is cheaper on benefits like pension to the company. When hiring contract security, you have to sub-contract those with a lot of experience so that you can make use of the knowledge gained from other contracts as compared to in-house that rely on the same policy of the company. When you go for contract security, you can choose the cheapest from their bidding and then make sure they successfully adhere to company policy. I prefer contract

security as compared to in-house security strategy. Contract security proves to be full of knowledge of security in their operations.” [Participant 25, male, 25 years].

“I prefer contract security as compared to in-house security strategy. Contract security proves to be full of knowledge of security in their operations. From the time we started to sub-contract, the losses for the organisation have dropped unlike the time when we are using in-house only. When hiring contract security, you have to sub-contract those with a lot of experience so that you can make use of the knowledge gained from other contracts as compared to in-house that rely on the same policy of the company. Though in-house security is also competitive, they tend to relax in their operations because they have permanent contract with the company.” [Participant 17, female, 32 years].

The participants from human resources category (5 out of 13) indicated that they preferred contract security companies because of the knowledge gained by contract security working on various sites. The workshops held by contract security are of much benefit to the organisation. They learn new things from the workshops such as how to solve challenges. In addition, it was shown that by using a contract security company, the cheapest services provider could be chosen. However, many of the research participants (8 out of 13) agreed that in-house security is better than contract security. The findings support work by Fisher and Halibozek (2008: 41) who observed that contract security is cheaper than in-house security. However, the human resources department focused on cost concerning contract security yet, the most important thing required are positive results in security operations. On the other hand, research participant 17 talks about in-house security being relaxed in their operations and if problems arise it would be a big challenge to solve it with minimum loss. This raises the need for continuous research and evaluation of the most appropriate security strategy.

4.4.1.5 Security personnel response on in-house security

- **The most appropriate security strategy to be applied**

The participants from the security personnel department shared their views on the most appropriate security strategy to be applied. Some of their verbatim responses are below:

“I wish if I was employed by in-house security. The management shows respect to junior security officers. I think it is because of the knowledge they acquired during training unlike contract security management that always express fear on their face at work. The cost of training in-house security is very high, but it helped them to achieve better results in their operations as compared to contract security.”

[Participant 32, male, 45 years].

“I have been employed as a security officer for more than seven years, but I have not achieved anything because of contract security salary R4102. 00 per month. I wish if I were employed by insourced security. Outsourced security is for those still looking for another job. Their contracts with a client are mostly with a maximum of five years. If the contract is not renewed, we go back in the street looking for another job.” **[Participant 37, male, 50 years].**

“Professionalism needs academic knowledge plus experience. Now with contract security, they have experience, but they lack academic knowledge as compared to in-house security that is with both. Also, the high rate of absenteeism of contract security is due to poor training. They were not told the effects of absenteeism and punctuality in depth during their training. If you go through every month time sheet of every contracted security officer, it is with more than one day of absenteeism every month.” **[Participant 20, male, 38 years].**

Participants from the security personnel level (11 out of 15) indicated that in-house security staff received training and are supported in their research studies with funds, which enables them to do basic things professionally. The findings of the research

supported literature by Stewart (2014: np) who confirmed the cost of in-house security on training. They learn to do their work with professionalism. Almost all security personnel (13 out of 15) indicated that training received by in-house security guides the logic of thinking to specific situations. They cited that training of security personnel results into low rate of turnover in the organisation's in-house security. They also indicated that the company considered its in-house security as their valuable asset. This results in a sense of security and loyalty within the company. The notion by the management department and human resources department on in-house security was also seconded by the security personnel working in in-house security. Furthermore, the findings confirm that of previous studies which reported the low quality of contract security owing to employee high turnover (see section 3.4.2.2). In addition, as informed by Lubbe (2013: 7), contract security is easy to dismiss if expected standards are not met. Eventually, this leads to a loss of their job and trust with their company. Additionally, 8 out of 15 security personnel research participants cited that they are not satisfied with R4102 basic salary they received. This raises a concern for reviewing the salary of contract security workers. Also, mentioned above is that job security is an issue as once the contract lapses, the security official will be left unemployed.

4.4.1.6 Security personnel response on contract security

- **The most appropriate security strategy to be applied**

The security personnel department conveyed their views on the most appropriate security strategy to be applied. Some of their verbatim responses are below:

“Just like in-house security, contract security also does security programmes that is good for every security strategy. The challenge is that, contract security is sometimes not supported in their programmes. That is why I prefer in-house security. I am in the in-house of the company. We are supported for our request for development skills by the management unlike contract security, which is trained

once before employment. The rest of the time will be drills for parade.” [Participant 22, female, 44 years].

“Even though the budget for training of contract security is reasonable, the management is selective when choosing officers to attend the training. That is why I prefer in-house security for its transparency. With my passion for security, I would have been too far. The training received by in-house security is far much better than contract security. I prefer in-house security; they are trained to specialise in particular tasks unlike contract security that received general training.” [Participant 30, male, 29 years].

Similarly, (10 out of 15) of the security personnel indicated their knowledge of existence of training programmes by contract security, 2 out of 15 were not sure and 3 out of 15 show no knowledge of the existence of the training and development programmes to combat crime. This category considered in-house security as a viable strategy though loopholes exist. The security personnel participants’ level further emphasised that the organisation spent a reasonable percentage of its budget on training and development. In addition, it was indicated that development skills are requested from heads of department and is taken seriously if necessary. The security personnel (7 out of 15) reported negatively regarding training. They explained that management abuses the purpose of the training by demonstrating their approval for some personnel to receive extra remunerations such as a bonus. The participants further indicated that training is meant for improving the performance of the security personnel but management misuses it for their personal benefit.

The responses from security personnel shows that they do not trust contract security management because they do not consider contract security officers as valuable assets unlike in-house security. The participants generally argued that in-house security is better than contract security especially regarding training. The findings are consistent with those of the previous studies which reported in-house security is experienced and educated

since they set a high training and certification standard (see section 3.4.1). From research participant 22 & 30, support and transparency remain a challenge for contract security. Thus, promoting disunity. This raises a concern for more training, workshops on the importance of transparency and support from management regardless of security strategy.

4.4.2 Theme 2.1: Evaluation

The participants were asked questions that led to the determination of their views on the security strategies that should be improved to add value to the security industry.

4.4.2.1 Management response on in-house security

- **Security measures that should be improved**

Most of the participants in the management department (8 out of 10) showed the existence of security measures to support in-house security. Some of their verbatim responses are recorded below:

“In-house security is available in the organisation 24/7 but the rate of crime is not going down because they are not visible. I wish their number would be increased. On the other hand, researches and security awareness programmes exist in the company but they are not supported well by the company management. I wish if the company could increase the security risk awareness programmes in the organisation, other than responding to crimes.” [Participant 4, female, 28 years].

“Security measures cannot be successful if not put into action. The in-house security is lacking the potential to implement some of the security measures. Though the policy of the company is adhered to, it needs to be reviewed because has some loopholes. The in-house security seems as though it’s just a deterrent. I

think there should be a follow-up in their operations unlike basing on confidential hotline updates.” [Participant 11, male, 40 years].

Most participants (7 out of 10) from the management department showed that there are policies, research and awareness programmes that are carried out, by the company, in support of in-house security. The participants show that proactive measures are put in place as risk preventative measures by the organisation.

Just a few of the management (3 out of 10) disagreed that in-house strategies are established by the company to improve security issues in the company. They contended that if strategies are put in place, they should be implemented. This group believed that if measures are put in place but not implemented they have a negative effect. In support of this, research participant 11 highlighted that in-house security is just a deterrent. The security officers are not serving their purpose and if a problem arises they are caught unaware. This raises a need for close supervision.

4.4.2.2 Management response on contract security

- **Security measures that should be improved**

The management department conveyed their views on the security measures that should be improved by contract security. Some of their verbatim responses are presented below:

“I have improved my skills on security due to the security awareness programmes of contract security. I wish in-house security to copy from contract. Security measures should be updated continuously. Contract security is trying its level best through security awareness programmes at the company. Furthermore, contract security market their business for them to grow since they are profit-oriented.”
[Participant 14, female, 28 years].

“I still need more information to be convinced if their gathering is what they call security awareness programmes. If so, they need to improve to achieve their objectives as contract security. Though contract security always preaches on security measures, they do not walk the talk. I wish them to implement what they say. They need more resources and support to achieve their objectives. I wish contract security not to focus on profit only.” [Participant 18, male, 36 years].

Most of the management participants (7 out of 10) showed that contract security held security awareness programmes. They further confirmed that they attend training programmes conducted by contract security. In addition, they indicated that training and other strategies have improved their skills and performance of the security personnel. Moreover, they revealed that contract security market their business for them to grow since they are profit-oriented. Fisher and Halibozek (2008: 41) again reflected this in the literature. Just a few participants (3 out of 10) indicated a negative support on the existence of awareness programmes and training workshops. The response by management shows that contract security is striving very hard to achieve excellence in security operations. This effort to add value to security helped them to achieve their objectives. According to six of the research participants from the management department, absence of support management is the common problem between the two strategies. Due to lack of support as indicated by research participant 18, it is very difficult to implement tasks. This results in unsuccessful projects. Additionally, this raises a concern for support from management for both strategies.

4.4.2.3 Human resources response on in-house security

- **Security measures that should be improved**

The human resources department shared their views on what should be improved by in-house security as security services providers. Some of their verbatim responses are presented below:

“The past three years workshops by the company security focused on risk assessment and encouragement of the confidential hotline. I think they need to focus on the root cause of poor security delivery. I think they need to further vet those who receive the hotline message to avoid the leakage of information. The structure of in-house security is based on the male gender. They need to include women for better investigations on women concerns. My major concern is the lack of support from top management. I also wish them to consider the outcome of the workshops seriously”. **[Participant 19, male, 39 years].**

“I prefer the way how in-house security implement their security measures, but the management should unit to achieve better results. Most of the workshops held assess risks. I wish them to review the previous measure if they were implemented. Though risk assessment is highly conducted by the company, they should implement the security risk measures in time rather than reacting after incidents”. **[Participant 21, male, 46 years].**

The participants from the human resources department (6 out of 13) pointed out that they participated in workshops held by in-house security. They further indicated that these workshops focus on risk assessment and encouraged the use of a confidential hotline by the employees on issues experienced within the company. The human resources department seconded the opinion on in-house security by management department. Their view shows that in-house security lacks trust in their management. Others (7 out of 13) pin pointed on the lack of gender equality and noted that it should be addressed. Research participants 10, 13, 17, 21 and 28 talk about the absence of support from the management division and the need for implementing security measures in time. This has an effect of loss if reacted after an incident. This raises a concern for management collaboration as well as being pro-active on issues surrounding gender equality and policy implementation.

4.4.2.4 Human resources response on contract security

- **Security measures that should be improved**

The participants from the human resources department shared their views on what should be improved regarding contract security. One of their verbatim responses is recorded below:

“The management of contract security focuses on the implementation of company policy, but our concerns are not put into consideration in time. I think they should be retrained on the way security concerns should be addressed. I am not happy with the salary of contract security; it is not able to sustain a normal living standard. I end up borrowing from money launderers and fail to payback. This results in absconding or involving with corruption at work. I wish for the security services providers to provide us with loans or increase salaries. The operation strategies by contract security look good when they signed a new contract. I wish them to maintain their standards for the whole period of the contract. However, I am highly interested on the reaction time of contract security. The reaction team is always alert and prepared. They showed that they are in good relationship with law enforcement agencies.” [Participant 7, male, 48 years].

Conversely, the research participants (4 out of 13) from the human resources department expressed that contract security is not serious with regards to security concerns. They elaborated that they wait for serious incidents to occur for them to implement specific measures to guard against them. Despite this weakness, they were applauded for their reaction time in cases of incidents. The responses from human resources on contract security shows that the security officers may not be as valued by their employer as they should be. This results in lack of trust in each other and affects job performance. The human resources department revealed the concern on salary by contract security officers. This has an influence on exceptional performance. The findings are supported by the

previous studies, which reported contract security employees are underpaid (Murunga, 2014: 49).

4.4.2.5 Security personnel response on in-house security

- **Security measures that should be improved**

Most of the participants in the security personnel department showed that there are some improvements that need to be done on in-house security. Some of their verbatim responses are below:

“In-house security loss avoiding programmes are initiated by the top management and the juniors will support wholeheartedly, though they initiate they need to make a follow-up on the implementation of which is lacking. I prefer the strategies employed by in-house security to minimise loss to the organisation. On the other hand, some of the techniques lack end users. As a result, they need to train their personnel.” **[Participant 24, male, 46 years].**

“I was taught firefighting by in-house three years ago until now. I never rehearsed it, of which if the incident occurs, it can be a disaster. General audits on security measure at the company are a major concern. They concentrate on pre-employment screening and forget what should be done to the screened personnel. I wish in-house security to use the resources effectively. Additionally, in-house security trainings concentrate on access control only of which it’s not the only security measure on earth. I wish the company to move with technology.” **[Participant 22, female, 44 years].**

Nearly two-thirds (10 out of 15) of the security personnel participants indicated that there are measures put in place by in-house security to add value to security in the organisation. These measures include pre-screening of employees before employment as well as mentorship programmes while on duty. This affords them the opportunity to gain

knowledge to improve their work performance. All the employees who received and attended these programmes showed that they benefited in one way or another. The findings resonate with those of previous studies, which reported that programmes should be supported to survive (see section 3.3). Conversely, the other interviewees (3 out of 15) did not appreciate the contributions of the measures such as training and other work-related workshops. They also considered the workshops to be focused on one company, instead of considering security on a wider scope. The response by security personnel on in-house security is to blame management. Research participant 22 talks about not remembering training she did and if she encountered a fire it would be a big problem. This raised a concern for continuous training. In addition, participant 24 talks about lack of follow-up when programmes are being implemented and if a challenge is encountered, decision-making will be a problem. This raises a need for scheduled review and a supportive team for monitoring and programme evaluation.

4.4.2.6 Security personnel response on contract security

- **Security measures that should be improved**

The security personnel participants gave their view on strategies that should be improved by contract security. One of the verbatim responses is documented below:

“I wish contract security to improve on the concerns of the security officer to minimise absenteeism. I sometimes do not report for duty because it will be raining, and I have to walk to work. Our concern for transport should be answered. I understand that contract security screens their new employees, but they need close supervision from the management to avoid favouritism and corruption. I wish the management of contract security to lead by example during workshops to encourage teamwork in the security department. What worries me a lot is that, once contract security wins a tender, they focused on looking for new clients. This is a major concern from us security officers because the contracts will not be

renewed when it expires, and we are deployed to new sites or losing the job.”
[Participant 34, male, 36 years].

Though contract security has existing measures that add value to security, seven out of thirteen of the security personnel participants pointed out that top management does not support staff from the security personnel section. This resulted in negative teamwork and reluctance to work. They indicated that the management does not lead by example. They further elaborated that management spend their time looking for new clients rather than putting their full dedication into the existing clients. Most of the security personnel (12 out of 15) want to be provided with transport. The security personnel responses showed that, the security staff are passionate about their work but are let down by management. This reflects lack of trust between management of contract security and the security personnel. This also forces the security personnel to look for better opportunities. Research participant 34 indicated that he cannot remember when he was last issued a rain coat. This delays him to report for duty when it starts raining before arriving at work. Moreover, patrols will not be done as expected. This raises a need for work necessities such as rain coats and transport.

4.4.3 Theme 2.2: Evaluation

During the interview, the participants were asked to provide an evaluation of in-house and contract security strategies.

4.4.3.1 Management response on in-house security

- **Evaluation of in-house security strategies**

The management department shared their views on the evaluation of in-house and contract security strategies. One of their verbatim responses is presented below:

“In-house security of the company is advanced on technology as compared to contract security that is based on physical presence of security officers. The in-house security of the company is monitoring all access point in its control room other than basing on contracted security officer. Additionally, the company security system is linked to law enforcement agencies for more help in case of serious emergency. I am very happy with the advancement on security that the company have especially on the combination of technology and security officer that is doing very well.” [Participant 4, female, 28 years].

The management showed the existence of in-house security systems. This includes the use of non-monitored security systems that do not include professionally monitored services. The system is to alert the contracted security company, fire, police, and other emergency response if intrusion occurs. The responses show that in-house security is highly advanced on security issues. The findings resonate with those of the previous studies which report in-house security offer control of quality and is a source of pride to the company (see section 3.4.1.1).

4.4.3.2 Management response on contract security

- **Evaluation of in-house and contract security strategies**

The management department showed their views on the evaluation of contract security strategies. One of their verbatim responses are presented below:

“Contract security is far much advanced on the use of current security measures as compared to in-house security. Contract security is the one that introduced control panels and window sensors in the organisation. Though they make use of these security systems, they should train their personnel just like in-house security.” [Participant 9, male, 46 years].

Similarly, the management section indicated the presence of a basic principle of securing entry points in contract security systems. During the interview, the management section stated that the use of control panel, door and window sensors, motion sensors, and high-decibel siren creates a good working environment in the organisation. They further indicated that it is a deterrent to potential criminals. The responses of management show that both contract and in-house security are advanced in security operations. Both contract and in-house security are determined to achieve their objectives. Research participant 9 talks about the need for training for contract security. Consequently, if new equipment is bought they cannot understand or operate the new security systems. This reiterates the need for continuous training.

4.4.3.3 Human resources response on in-house security

- **Evaluation of in-house and contract security strategies**

Most of the human resources department shared their views on the evaluation of in-house security strategies. One of their verbatim responses are presented below:

“I wish I had the best answer to describe how well the security system for the company works. Unlawful entry into the company activates the alarm on doors, which is linked to reaction team of contract security for quick reaction. The access control system of the company makes use of physical security officer and electronic access control system. Though security systems exist at the company, the management is not willing to fund researches on security issues.” [Participant 17, female, 32 years].

Many of the participants (10 out of 13) described their knowledge of existence of security systems such as door and window sensors, motion sensors, surveillance cameras, and control panels as basic principles of securing entry points in the company. The research participants from human resources department indicated that these basic principles of securing entry points are needed for all buildings that contain valuables like employees,

computers, guns, and many other properties for the company against unauthorised entry. Their responses further indicated that in-house and contract security work together for a purpose. They also have the same challenge when it comes to funding. Both management and human resources agree on the use of basic principle of securing entry points by in-house and contract security. Research participants 8, 13, 15, 17 and 19 talk about research not being funded by the company. This implies that the participants are eager to gain knowledge on security beyond personal experience in order to improve services.

4.4.3.4 Human resources response on contract security

- **Evaluation of in-house and contract security strategies**

The human resources department conveyed their views on the evaluation of contract security strategies. One of their verbatim response is presented below:

“Just like in-house security, contract security makes use of access control systems such as door sensors. I attended a workshop with contract security officers. They showed lack of knowledge of their equipment and marketing strategy to expand their market. Their systems are reviewed and implemented effectively when the contract is still new. When they are used, they relax and focus on new clients.”

[Participant 23, male, 42 years].

Through the interviews, the research participants (8 out of 13) from the human resources department confirmed implementation of security systems by contract security. They witnessed attending some of the trainings and workshops on the use of security systems. These security systems include surveillance cameras, control panels and motion sensors. They concurred with the view by the management department. The surveillance cameras are used as part of the overall security system and are in both wired and wireless configurations. The responses show that contract security is doing well but they are also

facing challenges. Furthermore, research participant 23 mentioned that the company does not market their equipment. If clients want to know about their products and services, it will be a problem. This raises a concern for product and services marketing in order to grow customer base. It also reflects the knowledge base and expertise held by the employees, in which management can use.

4.4.3.5 Security personnel response on in-house security

- **Evaluation of in-house and contract security strategies**

Participants from the human resources department shared their views on the evaluation of contract security strategies. One of their verbatim responses is outlined below:

“I always attend workshops of the company. It focuses on the implementation of company policy and monitoring of contracted security, unlike contract security that focuses on assets protection other than monitoring other services providers. In-house security makes use of videos as a deterrent measure in their security system, but they should increase in number better visibility. Furthermore, their training is good, but they lack equipment as compared to contract security systems.” [Participant 20, male, 36 years].

The participants from the security personnel indicated the existence of security systems in the organisation. Their responses on in-house security shared the same assessments with the management department and human resources department. These security systems include the use of burglar bars, intruder alarm systems and other current advanced technological security systems. Some of the security systems are there to provide added deterrence. These access control systems restricted access to certain areas. In addition, research participant 20 indicated that the company operates with outdated equipment. Consequently, this can be a challenge as new security risks continue to manifest. This raises a concern for new technology with regards to equipment.

4.4.3.6 Security personnel response on contract security

- **Evaluation of in-house and contract security strategies**

Most of the security personnel (11 out of 15) shared their views on the evaluation of contract security strategies. Some of their verbatim responses are presented below:

“I am happy with my job. I learn new security system as we are rotated from company to company. I was trained on the use of new equipment with my manager though I am the only one responsible for the training of new officers on the use of new equipment. I have the passion for my duty and work, but I am not given chance by the company to learn more on security systems through workshops because of my duty on access control point.” [Participant 27, male, 40 years].

“I never attended the workshops on new equipment because of my duty but I keep on protecting without fear. Most of the trainings on new equipment are attended by management instead of both of us because we are the end users. The contract security equipment is acceptable in most of the industries that is why they are contracted in companies with their in-house security.” [Participant 30, male, 29 years].

More than half of the security personnel (8 out of 15) viewed contract security strategy positively. During the interviews, the participants stated that security systems by contract security created a secured environment in the organisation. They further indicated that they attended the workshops and training on the use of the systems. Most importantly, the knowledge on the security system enhanced their experience and they are happy to stay with the organisation. However, (3 out of 15) of the security personnel indicated that the security training is reserved for management level. They explained that the workshops and trainings on how the security system works are done while security officers will be on

duty and they are not allowed to leave their posts. This raises a concern regarding attendance of security workshops required for end-users.

4.4.4 Theme 3: Challenges

To investigate possible challenges experienced when strategies are implemented, the participants were asked open-ended questions requesting them to indicate their challenges in executing their work and the solution thereof. The participants shared different views in all of the categories.

4.4.4.1 Management response on in-house security

- **Challenges in executing their work**

The management department shared their views on challenges in the execution of work by in-house security. Below is one of the verbatim responses:

“I am very happy with the in-house security operations. They showed unity, but they lack enough resources. I wish for a better budget. They have better earnings especially the seniors. I wish if the juniors could be considered too. Furthermore, the in-house security lacks team spirit when it comes to challenges. They need to be praised individually; result in neglecting of confidential hotline usage. I also wish for teamwork to achieve objective. Additionally, I wish for the management to work without favour. This result in poor performances.” **[Participant 6, male, 25 years]**.

Almost all the management participants (9 out of 10) indicated that though in-house security is paid better, there is a big gap on the benefits and salary of the highest rank and the lower rank. In addition, they revealed that security concerns are not given solutions in due time because some of the concerns arise out of the budget. They proposed the security department to be given a bigger budget to compensate for unforeseen issues.

4.4.4.2 Management response on contract security

- **Challenges in executing their work**

The management department expressed their views on the challenges experienced by contract security as they conduct their work. One of their verbatim responses is recorded below:

“Contract security is a combination of old and younger generations. It lacks the middle age who are with experience, energy and good knowledge on security. In addition, new security technology needs academic knowledge to understand some of the things. But to my surprise, contract security is with security officers who did not qualify for matric. I wish the industry to review the salary and education level requirement. Contract security is mostly with new employees some are without experience because they always look for other better paying jobs. I wish PSiRA to review the salary for security officers. Contract security needs force to achieve the client’s objectives. They looked good when they are looking for a contract only. I wish them to improve the passion for their job.” **[Participant 12, female, 36 years].**

The research participants (3 out of 10) from the management department indicated that employees in the security department are perceiving their job as a stopgap job rather than a career. They look for a security job when they are coming from school. Conversely, the older generation looks for security jobs as the last resort for unemployment. The moment an opportunity arises from other industries, they leave the job without notice. The findings agree with Vellani’s (2006: 241) study, who found that contract security is of low quality in terms of turn over. This results in continued recruitment of new security officers who are not experienced and familiar with security systems. Furthermore, resources are wasted repeatedly on training and on recruiting new security officers.

The research participants from the management department further highlighted that there is high turnover rate in this industry for various reasons. These include complaints on low

salaries that are stagnant and routine work that often leads to boredom. Similarly, the issue of low salaries was confirmed to both the in-house juniors and contract security officers in general. Confirmed in previous studies was the low salary of contract security officers (see section 3.4.2.2). In addition, they repeat the same routine daily. Eight out of ten from the management section proposed well-funded research on security issues.

4.4.4.3 Human resources response on in-house security

- **Challenges in executing their work**

The human resources department shared their views on challenges faced when executing in-house security operations. One of their verbatim responses is presented below:

“I think the budget for in-house security is a major concern for the department. They underestimate the budget. The department is always running out of resources because of unforeseen risks. The department should cast their budget, including such risks. I wish them to employ someone who knows costing very well. In addition, technology is always changing. As a result, the department is also chasing the new technological security measures. Furthermore, on-the-job training is another cost to the company resulting in unnecessary request for unplanned budgets.” **[Participant 8, female, 45 years].**

The participants (6 out of 13) indicated that there are no major challenges confronted by in-house security except their demand for resources, which are very high and unplanned for. The shortage of resources by in-house security was also confirmed by the management department. They proposed the security department to plan their budget, including unforeseen events. The findings are consistent with those of previous studies, which stipulate that planning is very important to achieve the set-out objectives (see section 3.4).

4.4.4.4 Human resources response on contract security

- **Challenges in executing their work**

Most of the human resources department (11 out of 13) shared their views on challenges faced by contract security as they operate. One of their verbatim responses is highlighted below:

“I know contract security companies always compete to win tenders. This results in undercharging. This will also affect the salaries. The end result will be employees absconding. My wishes are contract security should be a combination of employees with different skills and experience. This can be achieved by lifting sanctions imposed by PSiRA on foreign nationals in order to restrict their opportunity to get job in the security industry. This can be witnessed by poor performance of contract security officers. Additionally, contract security is controlled by a board that is not growing fast. By now, they were supposed to be in a position to offer loans to their members unlike going to money launderers with high interest rate. Furthermore, I think most of the contracts won by contract security are through corruption with the management. This results in poor performance.” [Participant 23, male, 42 years].

The research participants (7 out of 13) from the human resources department showed great concern regarding the PSiRA policy on recruitment of the private security. PSiRA is restricting foreign nationals in the security industry demanding that foreign nationals to be in possession of a permanent residence permit to be allowed into their system. The human resources department showed that they also want to experience new ideas from the foreign nationals on security issues. This can assist in being more proactive and able to adapt to new technology through sharing of ideas. Some of the foreign nationals are from countries that are advanced concerning technology with more experience but are not allowed even within a quota permit. Furthermore, the research participants from human resources department proposed the lifting of such sanction by PSiRA on foreign

nationals who want to join the industry. This also increases competition in the security industry and removes the belief that the security industry is a temporary solution for unemployment. They further indicated that contract security companies focus on profit other than putting their clients' needs first. The findings are supported by previous studies that revealed that contract security is profit-oriented (see section 3.4.2). Unlike in-house security who focus on quality service delivery through internal security skills (see section 3.4.1). Nine out of thirteen indicated that complaints by employee representatives such as Department of Labour and unions as well as Private Security Sector Provident Fund (PSSPF) are often made against clients. They proposed companies that are sub-contractors to request compliance certificates of the above before a tender is offered.

In addition, the human resources department indicated that there are many unregistered security providers companies. These companies are not paying minimum wage to their employees, but they are competing with them in the market. Against this background, the department (10 out of 13) requested random inspection by PSiRA and high penalties to be enforced to those found unregistered and non-compliant.

4.4.4.5 Security personnel response on in-house security

- **Challenges in executing their work**

The security personnel (14 out of 15) shared their views on the challenges faced by in-house security as a strategy. Some of their verbatim responses are presented below:

“I witnessed most of the security workshops in the company being attended by in-house security resulting in contract security considering themselves as non-member of the group. This restricts the sharing of ideas. Furthermore, I am not given the opportunity to attend workshops, but the management prefers some of the workshops not to have representatives. In addition, in-house security enjoys most the privileges in their operations. This results in contract security considering themselves as of less value at work.” [Participant 20, male, 38 years].

“I do not know how the company calculates its performance bonus. I am always available on duty [but] to my surprise the bonus is equal to those who sometimes do not report for duty. The management of in-house security limits their personnel to make initiatives resulting in loss of property. The management always want to take the first privileges, especially on training which they knew that it can increase their salaries and bonuses. This results in poor performance by junior security officers. The in-house security appears as if they were employed to monitor contract security operations only. This results in ideas and information not being shared.” [Participant 37, male, 50 years].

Some of the interviewees (5 out of 15) indicated that security concerns by in-house security are heard faster than those of the contracted security provider. The other sentiment cited was reduced opportunities at all levels on training. This caused security top management to excel and be given performance bonuses. Generally, the responses by research participants from the security personal section indicated that in-house security's work environment is good and recognised by the employer. The findings are reflected in previous studies that reported the image of the company is improved if security is employed internally (Chauke, 2007: 28).

4.4.4.6 Security personnel response on contract security

- **Challenges in executing their work**

The participants from security personnel department shared their views on challenges that are experienced by contract security during operations. One of their verbatim responses are presented below:

“I was not issued with bullet proof vest and uniform jacket since I was employed but I am a member of the reaction team. I must wait for the next budget according to the management. The weather is highly unfavourable at night. In addition, contract security [officers] are trained by different institutions; some of them are

not accredited resulting in incompetent security officers with certificates. The recruitment of contract security is with corruption resulting in first salary being shared with the management, I hope this is my chance to say it" **[Participant 26, female, 26 years]**.

This category of participants from security personnel shows that the employees are given uniforms after a long period of time. The general outlook shows lack of professional appearance. Uniforms such as jackets for the winter season are issued when the season is almost over. The jackets are insufficient if another guard absconds and goes away with the jacket. These participants (7 out of 15) indicated that lack of patrolling vehicles is a major blow in their operations. There are no back-up vehicles. On the other hand, they now fear to patrol at night because they do not have bulletproof vests. The research participants (11 out of 15) from the security personnel section recommended that all training institutions for security should abide with PSiRA regulations and policy. The participants indicated that the policy limited them on innovations in tackling challenges resulting in decrease in confidence in executing their duty. They further requested appointments to be given on merit. As illustrated by research participant 26, the occurrence of corruption in the recruitment process exists. If this continues, it could jeopardise the company's integrity and reputation. All of the departments revealed that contract security lacks support unlike in-house security which receives support on other resources such as good uniforms (see section 3.4.1.1). The challenges listed here may be relevant to the specific case study but can serve as an example to other security institutions.

4.5 SUMMARY

The evaluation of in-house and contract security was done in detail. The themes identified were discussed, including demographic data. The operations theme defines procedures and strategies by contract and in-house security management approaches. The evaluations theme summarised the advantages, value as well as made a comparison. Furthermore, developments that should be done on security strategy in different situations

were reviewed. Finally, the theme identifying challenges described the reasons for the misalignment of the chosen security strategy. The following chapter presents the achievement of aims and objectives, recommendations, summary and conclusion.

CHAPTER FIVE

ACHIEVEMENT OF STUDY AIM AND OBJECTIVES, SUMMARY AND RECOMMENDATIONS'

5.1 INTRODUCTION

The aim of this study was to evaluate contract and in-house security strategies in order to recommend and implement appropriate security programmes. The study was conducted within a large security company located in Johannesburg, South Africa. The groups of employees were targeted in this study because they were involved in security issues and management daily. The chapter focuses on analysing and assessing the achievements of aims and objectives of the study. Furthermore, the chapter explains how the aim of study were achieved through the enlightenment of the objectives of the study. Moreover, a summary of major issues concerning the study are discussed and the limitations of the study are debated. Lastly, the chapter presents recommendations, findings and sums up with a conclusion.

5.2 STUDY OVERALL SUMMARY

The literature review served as the core base for this empirical study. The investigation employed a case study research design based on a security company based in Johannesburg. The study evaluates contract and in-house security as security strategies used in different programmes. The study aimed to evaluate contract and in-house security to make applicable recommendations. The objectives set out in the study were designed with the intention to establish advantages and disadvantages of contract and in-house security. The study objectives compared the security strategies as to recommend appropriate strategies to be used in different security programmes.

Against this background, the research study is of value to the security industry and society. To evaluate the appropriate security strategy, an exploration of contract and in-house security was carried out. The exploration made use of a qualitative research approach. Semi-structured interviews were conducted as a method to collect data. The research study interviewed 38 participants who were involved in day-to-day security management duties. Applicable procedures and research processes were followed as the researcher engaged in the empirical study. Furthermore, recommendations were made based on the findings of the study.

5.3 ACHIEVEMENT OF STUDY AIM AND OBJECTIVES

A continuous effort made by the researcher from the beginning of the investigation directed the study. The strong determination was a vital and dominant element in the inquiry process. Below, a summary of the aim and objectives are outlined and thereafter a discussion on the achievement of the aim and objectives is presented:

5.3.1 Achievement of aim

To evaluate contract and in-house security strategies in order to recommend appropriate strategies to be used in security programmes.

The aim of this study was to evaluate contract and in-house security strategies to make recommendations on appropriate strategies to be used in security programmes.

5.3.2 Achievement of objectives

The advantages and disadvantages of contract and in-house security

The first objective was to establish the advantages and disadvantages of contract and in-house security.

The examination of the effectiveness of contract and in-house security strategies

The second aim was to examine the effectiveness of contract and in-house security strategies.

The recommendation of appropriate security strategies to be used in security programmes

The third objective was to recommend appropriate security strategies to be used in security programmes.

The aims of any study can be achieved through the sum of all the actions undertaken to attain the aims (De Vos, et al, 2011: 108). Therefore, the study's aim will be discussed within the scope of its objectives.

5.3.2.1 Achievement of objectives

- **The advantages and disadvantages of contract and in-house security**

The first objective was to establish the advantages and disadvantages of contract and in-house security. This was classified under the evaluation theme. The literature review and secondary data were used to strengthen the data obtained. To achieve the sum of all the actions undertaken to attain the aim, the advantages of contract and in-house security were put into consideration. This was done to establish the existing pros and cons of contract and in-house security. The researcher embarked on gathering secondary data first to get information on the advantages and disadvantages of contract and in-house security. Furthermore, theory and in-depth interviews were combined to gain secondary and primary data respectively. A literature review was used to examine what other researchers have learned regarding the subject matter (see chapter 3). The in-depth interviews focused on the experience of the participants based on what was heard, understood and seen to attain the first objective. Both sources of information showed that contract security and in-house security have both benefits and drawbacks. The management, human resources and security department revealed the following concerning the first objective.

Management was divided into three categories regarding in-house security. Most of the management's points of views were focused on the use of in-house security. Their responses established that in-house security is the best because it is made up of management that is willing to go extra mile in executing their duties for the improvement of the organisation. They further showed that in-house security, especially the management team, is task-oriented and supportive of the security personnel. Most importantly, they give clear instructions that are within reach and realistic. Some of the management personnel were not in full support of the use of in-house security without assistance. They preferred a hybrid approach that is a combination of in-house and contract security in their operation. Furthermore, they considered the advantage of sharing views and experiences from different strategies as a significant component. In addition, they preferred in-house security to be used in key areas and contract security in less confidential areas. The responses show that management puts their trust in-house security. They further expressed that they fear to use contract security because of their lack of determination.

The human resources department point out that both contract security and in-house security make use of control measures. This is with the effect of uprooting risks (see section 3.4.1). They indicated application of procedure in in-house operations that involves the use of policy guidance based on planning before implementation. They further described in-house processes, in the company, as involving recruitment, training and performance appraisal as well as enforcement of security control measures. Similarly, in-house security employees are also vetted. Moreover, in-house staff employees are trained internally to suit the company, but contract security personnel are trained by independent accredited security training institutions (see section 3.4.1.2). The human resources personnel reported that existing contract security policies are often not implemented effectively due to immense pressure from clients.

Participants in the security personnel section indicated that in-house security staff received training and are supported in their studies with funds, which enabled them to

conduct their work professionally. The findings of the research supported literature by Stewart (2014: np) who confirmed in-house security is expensive in terms of training and the development of skills. On the contrary, only a few of the security personnel were in favour of the contract security strategy. The participants showed that contract security companies adhere strictly to the given policy to avoid losing their contract. When it comes to reactions, they are very swift and reliable. On top of that, their reactions are backed up. Similarly, the security personnel working as in-house security also seconded the views by the management and human resources department concerning in-house security.

The above discussion based on the findings in chapter 3 and 4 (see chapters 3 and 4) illustrate how the first objective was achieved.

➤ **The effectiveness of contract and in-house security strategies**

The second objective was based on comparing in-house and contract security strategies within the programmes used. This was classified under the operational theme. Both the literature review and empirical data were used to integrate information in this study to achieve this objective. The literature review indicated that in-house security uses appropriate security structures and controls as an internal defense. Furthermore, the literature review showed that PSiRA and SASSETA signed a Memorandum of Agreement for security programmes in private security to improve their effectiveness (Gichanga 2016: 42).

Some of the main security programmes include CCTV and physical guard combination and cash-in-transit van with proof form shield programmes. The common mechanisms are used to enhance effectiveness were programmes such as initiation of pre-employment and background checking, installation of an employee confidential hotline and identification of threats and risks for the company as discussed in section 3.3 of the present study (see section 3.3). Additionally, the data obtained from security personnel indicated that contract security management lacks certain skills. This was substantiated in the literature review which revealed that contract security is lacking in terms of skills (see section 3.4.2.2). Moreover, the data obtained from management showed the

existence of policies and awareness programmes but contract security personnel struggle to implement them effectively. The human resources department seconded the opinion on in-house security by the management department. The security personnel department indicated that programmes exist within both strategies, but they are not supported by management in the same way (see section 4.3.1).

The management department shared that both contract and in-house security are advanced in terms of security operations. Both contract and in-house security are determined to achieve their objectives. They both have reporting structures and controls. This helped them to achieve better results during operations. The human resources department indicated that in-house and contract security work together to perform their duties optimally. They also use systems such as door and window sensors, motion sensors, surveillance cameras, and control panels as basic principle of securing entry points. Additionally, both in-house and contract personnel are vetted though in-house security is vetted by PSiRA first which is an independent board (see section 4.3.1). The human resources indicated that contract security has policies and awareness programmes. However, the effective and meticulous implementation of these policies and awareness programmes remain a challenge.

Overall, the human resources and management department shared similar views as the security personnel. They indicated the existence of procedures and implementation of policies by both strategies. However, this category revealed that in-house security has existing policies which are not implemented effectively due to shortcomings in the recruitment processes. On the other hand, they specified that the management of contract security do not support programmes in effect and their employees lack professionalism due to inadequate skills.

➤ **The recommendation of appropriate security strategies to be used in security programmes**

The third objective was centred on providing recommendations of appropriate security strategies to be used in different programmes. In collaboration, the literature review and empirical data were used to achieve this objective. Ultimately, there is no conclusive answer on the appropriate security strategy to be used. This depends on the client's needs and the specific security requirements. Sometimes, the image of the company is improved if security personnel is employed internally. Furthermore, some clients report that contract security personnel are not detached from the contracting company. This results in lack of trust (see section 3.4.1.1). This was seconded by the data obtained as it indicated that in-house security personnel's work environment is conducive and recognised by the employer. At times it is better to use in-house security because the management is willing to put in additional effort in executing duties. Additionally, they set tasks that are attainable and realistic unlike contract security who are usually profit-driven and fear losing a contract as shown by section 3.4.1.1 and section 3.4.2.1 (see sections 3.4.1.1 and 3.4.2.1). In some situations, it is better to use contract security because when a security officer is going on vacation that contracted company has other security officers that can be recruited to provide coverage during the absence. Moreover, if a client has a special event requiring extra security coverage, the contracted security firm can easily bring in additional guards for support. Furthermore, in some situations, it is better to use contract security because the management team can be used for their expertise during consultations such as assistance in developing, implementing and refining security policies and procedures. Their skills can be used to improve the standard training programmes required to meet the clients' needs.

Conversely, in-house security be recommended in certain situations because it transfers probable loss to third parties like insurance companies. These third parties will bear the burden of large or uncertain losses. However, expenses and the company's needs assessment should be taken into consideration. Sometimes, it is optimal to use in-house security for its consistency in performance and reliability. Often when a company hires its own employees the same employee reports to work every day. Unlike contract security

which sometimes assigned their employees to different premises depending on the security company's requirements elsewhere. As a result, the newly deployed security guard may take some time to have a firm grasp of the company's designed procedures. In addition, in-house security is advantageous as it is well-versed with the company's goals. Sometimes the professional appearance of contract security is not up to standard, making it hard to refer new clients. The operations of contract security may be limited. For example, the shortage of operational vehicles and insufficient protective equipment such as bulletproof vests derail client satisfaction. On the contrary, the in-house security strategy is inclined to have excellent support mechanisms (see section 3.4.1.1).

Interestingly to note, many participants advocated for the hybrid approach as the best solution when choosing the appropriate strategy. This was based on the significance of shared information and experience. At times when a hybrid approach is employed, the two strategies can exchange information and new ideas which can support them to make better decisions. In this way, their team efforts will be strengthened which will be beneficial for the company. Moreover, when employees from different strategies exchange ideas and information, new ideas will emerge which are beneficial for the company.

5.4 STUDY RECOMMENDATIONS

Recommendations are the surplus of what the study's findings revealed. The findings of a research study often produce more than the aim and objectives it set out to achieve. This study also produced findings wider to the context of its predetermined aim and objectives. It produced findings for relevant role players within the security industry. This section presents the proposed recommendations for the security services providers, security personnel and PSiRA board to contribute in the advancement of the security industry. The recommendations are based on the literature and empirical findings. Important to note is that these findings cannot be generalised to the greater security industry. However, the case study is used as an example whereby the following recommendations are based on.

5.4.1 The recommendations for security services providers

The recommendations for the security services providers are as follows:

- Funding should be invested into research studies on security strategies and security programmes. This should be done at national level because so that the results can be applied to the wider security industry.
- The programmes used by both in-house and contract security should be funded for these strategies to achieve their objectives in business operations.
- Workshops on security issues should not only be focused on the security industry but should be done on a transdisciplinary level.
- Programmes should be aligned to the business and current security challenges to gain support, resources and cooperation.
- According to the research findings, there are not a lot of in-house security personnel on-site. Although, this could be specific to the company under investigation, security service providers should monitor on-site visibility. Security guard visibility is considered a well-known deterrent measure.
- New security strategies are vital to minimise infiltration on targets. As a result, the hybrid approach should be considered as a viable security strategy.
- Companies should be pro-active on security issues rather than reactive after incidents. This can be achieved by sending security offers to accredited security training centres to identify and stop security threats from occurring.
- Security concerns should be attended to in time to avoid demotivation and poor employee performance.
- Equipment needed for operations should be provided in time to avoid putting security guards at risk during operations. Adequate equipment should be provided, such as bulletproof vests for cash in transit guards and those protecting high-risk areas.
- There should be a mandatory orientation phase on the site needed to be guarded. This helps the guard understand the main business of the client and know what to protect. This can be achieved through attending orientation as one of the major programmes in security operations regardless of security strategy.

- Security management should be appraised for job well done on all employment levels.
- Both in-house and contract security should undergo background checks and strict vetting before qualifying someone to work.
- Both contract security and in-house security should conduct security surveys timeously to expose clients to past and present security risks.
- There should be an anonymous hotline communication platform to avoid the abuse of powers by security management.
- The key to improve security is to be transparent on security issues. Therefore, security providers should disclose how they are over coming security challenges rather than focussing on competition within the industry. The sharing of ideas should provide a collaborative platform even to those who are not in the industry to gain knowledge from a different perspective.

5.4.2 The recommendations for security personnel

The recommendations for the security personnel are as follows:

- A partnership approach in crime fighting is encouraged. This partnership should involve all the relevant stakeholders whereby the security personnel play a crucial role.
- When security awareness campaigns are made, the use of videos as a primary way of awareness should not be solely relied upon. Mentorship, job shadowing and practical workshops should be explored. In this way, continuous training and a culture of trust can be cultivated.
- Security awareness programmes should be focused on strengthening the security culture. This can be achieved by changing the culture to improve security and being adaptive to new and innovative strategies in the security industry.
- All security personnel should have a role to improve security in their programmes and the management should support these programmes.
- The management should reiterate security policies that are vital.

- Security personnel should improve themselves academically so that over time they can be promoted.
- The security profession should be perceived as a career, thus reinforcing skill-sets.
- There should be a standard method of training of security personnel on security techniques, investigation, report writing, and emergency procedures for all security strategies.

5.4.3 The recommendations for PSiRA Board

The recommendations to the PSiRA Board are as follows:

- Random inspections of the security services providers should take place to see if companies are adhering to the expected standards.
- Hefty charges should be imposed on unlicensed services providers. Also, the client hiring unlicensed services providers should be penalised for their involvement.
- PSiRA should randomly visit the security guards on sight to check if they are registered with them. If unregistered security guards are found providing services, the services provider and client should be charged for hiring a company without following the industry ethics.
- PSiRA should increase the training period of the security guards. Each grade should take at least a month to complete.
- The basic salary for the entry level grade is currently Grade C at R4377. 00. Under normal circumstances, this cannot be enough for transport, food, accommodation, medical aid school fees and clothing. Therefore, the security provider some sort of relief such as transport. PSiRA should consider implementing a medical aid board that can be joined by all registered security guards. The security services provider should have a certain percentage fee contribution.
- It should be the responsibility of PSiRA to distribute crime statistics including trends and profiles from police to the security services providers. In addition, it should be mandatory for a security service provider to have a representative attending security workshops held by PSiRA.

- Security standards and procedures as well as PSiRA curriculum which is outdated and sometimes irrelevant should be reviewed periodically and updated to meet the required standards.

5.4.4 RECOMMENDATIONS FOR FUTURE STUDIES

The following recommendations are made for future studies:

- The current research study can be conducted on a larger scale provided the necessary funding and access is granted.
- Remuneration and security strategies play a significant role in security performance. Future research needs to investigate the possible link between remuneration and security strategies.
- An investigation into the effects of absorbing contract security personnel on the host organisation and its relevant stakeholders should be undertaken.

5.5 CONCLUSION

The study evaluated contract and in-house security strategies to make recommendations on appropriate strategies to be used in security programmes. The study was based on a case study of a security company based in Johannesburg, South Africa. The research adopted a qualitative research approach in which a case study research design was implemented. The research study used both literature and empirical research to achieve the aim, objectives and recommendations. The study found that there is a need for private security strategies within the South African context. However, security strategies and programmes that are used to carry out these security functions, need to be explored in-depth on a continuous basis.

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ANNEXURE A: PERMISSION TO CONDUCT RESEARCH STUDY

PERMISSION LETTER REQUEST

Request for permission to conduct research at Talima Management Services.

TITLE: AN EVALUATION OF CONTRACT AND IN-HOUSE SECURITY: A SOUTH AFRICAN CASE STUDY

DATE: 11 February 2017

Contact name: Khotso Chabeli

Address: 62 Charl Cilliers Avenue Alberton North (1149)

Department: HR Manager

Contact details: 0118694460

talima.services@gmail.com

Dear Khotso Chabeli

I, Gwara Nyeperayi student number 45296464 am doing research with **Dr SK Jansen van Rensburg**, a lecturer in the Department of Criminology and Security Science School of Criminal Justice. I am studying towards MTech Degree in Security Management at the University of South Africa. We are inviting you to participate in a study entitled **AN EVALUATION OF CONTRACT AND IN-HOUSE SECURITY: A SOUTH AFRICAN CASE STUDY**.

The aim of the study is to evaluate contract security and in-house security in order to recommend and implement appropriate security strategies.

Your company has been selected because it deals with security. Security practices and protocols have been researched worldwide; however, security breaches are still prevalent

in most spheres of modern society. In most cases, these security breaches can cause loss of property, machinery and life. The losses incurred by the corporate world are so big that some organisations can be crippled in terms of its operations. Often, some of the losses cannot be measured in quantitative terms.

Thus, losses due to security threats are under reported. As a result, there is a call for swift transformation within the security industry for organisations to determine prospective challenges. The call for appropriate security strategies that are capable of reacting to any negative move is a key concern within the security industry. The need for change within the security industry is encouraged by the high level of competition; turn down in performance and the demand for continued existence. As a result, companies are required to be adaptive and anticipative in order to avoid rigidity and ineffectiveness regarding security issues.

Moreover, companies and residences are regularly facing challenges of theft even though they have security personnel on site resulting in serious consequences. These losses are a challenge to the businesses and individuals alike. In most cases, these security companies are operating with both contract and in-house security personnel on site with the same instructions and procedures. Depending on the security strategy adopted, each method should entail different operating procedures for the method to be effective.

In addition, research studies have been done on general security principles. A typical example of this is the PricewaterhouseCoopers (PwC) economic research on the crime rate in 2007, which articulates the statistics of the crime in the corporate world. Moreover, the body of facts on the degree of the history and level of the security industry is still underdeveloped. This lack of contrast is as well reflected in protection studies. This study aims to add practical and innovative recommendations and initiatives on how the crime rate can be reduced.

At the same time, there seems to be increase of consciousness surrounding the important contributions this assessment can make to the consideration of security. In essence, relative investigation is of immense importance for grasping the similarities and differences regarding contract security and in-house security. This can assist recognising why the two different types of security make use of different or similar strategies. The



expansion of contract security and in-house security in terms of their strategies in crime management demonstrate a cut-off point in the development of their systems in crime eradication. Furthermore, companies are experiencing a variety of security risks. These risks comprise employee theft, fraud, cargo theft and warehouse theft.

The volume of warehouse theft, which is happening in the attendance of both contract and in-house security being on site, has motivated the researcher into investigating security strategies and procedures if permission is received.

In the context of the above issues raised, this study proposes to do an evaluation of contract security and in-house security in order to find strategies of curtailing the increase in need for change in security strategies. The investigation also connects security programmes to security strategies. The study looks at the reimbursement of both contract security and in-house security to decide the most suitable fit for organisational security administration strategies.

The results of the investigation aim to highlight the differences in application between contract security and in-house security innovate security strategies and tactics. In as much as practical application of these strategies, there is still misunderstanding. The confirmed status of security management is uncertain thus jeopardising security management performance. Therefore, the adaptation of the recommendations from this study is necessary as it will inform security performances. While there is research in general security management, little research has been done in assessing application suitability. This study can add value in security strategy applications especially in an African context. The research study adds value practically at different levels such as international, continental, national, industry and organisational level.

The study intends to achieve the following objectives:

- To establish the advantages and disadvantages of contract security and in-house security.
- To examine the effectiveness of contract and in-house security strategies.
- To compare and contrast both in-house and contract security programs.
- To recommend appropriate security strategies to be used in different situations.



Potential risks

There are no physical and emotional harm anticipated for this study. The participant is only sharing his or her experiences about the subject matter.

Feedback procedure will entail issuing a soft copy of the findings to the research so that your company will also benefit by taking practical solutions into their operational requirements.

Yours sincerely

G.N

Gwara Nyeperayi

MTech Research Student

ANNEXURE B: PERMISSION LETTER

[Redacted]

[Redacted]

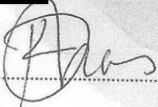
27 March 2017

TO WHOM IT MAY CONCERN

This letter is to confirm the approval of Gwara Nyeperayi's application to conduct his Research with [Redacted]

If you have any questions or require more information, please do not hesitate to contact [Redacted] or on email: talimaservices@gmail.com

Yours Sincerely

Signature.....

DIRECTOR

[Redacted]

[Redacted]

1

¹ To protect the organization under study, its identifying information has been removed.

ANNEXURE C: ETHICAL CLEARANCE LETTER



UNISA CLAW ETHICS REVIEW COMMITTEE

Date 20170803

Reference: ST 40 OF 2017

Applicant: N Gwara

Dear: N Gwara

**Decision: ETHICS APPROVAL
FROM 03 AUGUST 2017 to 02
AUGUST 2020**

Researcher: N Gwara

Supervisor: Dr SK Jansen van Rensburg

A comparative assessment of contract security versus in-house security: A case study of a security company.

Qualification: MTech in Security Management

Thank you for the application for research ethics clearance by the Unisa CLAW Ethics Review Committee for the above mentioned research. Ethics approval is granted for 3 years.

The CLAW Ethics Review Committee reviewed the Low risk application on 3 August 2017 in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment. The decision was ratified by the committee.

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the CLAW Committee.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.



University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
PO Box 392 UNISA 0003 South Africa
Telephone: +27 12 429 3111 Facsimile: +27 12 429 4150
www.unisa.ac.za

4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data require additional ethics clearance.
7. No research activities may continue after the expiry date 02 August 2020. Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Note:

The reference number ST40 of 2017 should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.

Yours sincerely,



PROF D GOVENDER
Chair of CLAW ERC
E-mail: govend1@unisa.ac.za
Tel: (012) 429-9482



PROF OS SIBANDA
Acting Executive Dean : CLAW
E-mail: sibanos@unisa.ac.za
Tel: (012) 429-8374

URERC 25.04.17 - Decision template (V2) - Approve

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ANNEXURE D: INFORMED CONSENT LETTER

PARTICIPANT INFORMATION SHEET

Ethics clearance reference number: (Ref: ST40 of 2017)

Research permission reference number:

20 March 2017

Title: **AN EVALUATION OF CONTRACT AND IN-HOUSE SECURITY: A SOUTH AFRICAN CASE STUDY**

Dear Prospective Participant

My name is Gwara Nyeperayi and I am doing research with Dr. Jansen Van Rensburg, a lecturer in the Department of Criminology and Security Science School of Criminal Justice towards a degree MTech Degree in Security Management at the University of South Africa.

We are inviting you to participate in a study entitled: **AN EVALUATION OF CONTRACT AND IN-HOUSE SECURITY: A SOUTH AFRICAN CASE STUDY**

WHAT IS THE PURPOSE OF THE STUDY

This study is expected to collect important information that could help various sectors of South African community which are vulnerable because of the level of high security breaches prevalent throughout the country. The study will do this by evaluating contract security and in-house security in order to make recommendations and implement appropriate security strategies.

The research will endeavor to satisfy the following objectives: To establish the advantages and disadvantages of contract security and in-house security.

- To examine the effectiveness of contract and in-house security.
- To compare and contrast both in-house and contract security programmes.
- To recommend appropriate security strategies to be used in different situations.

WHY AM I BEING INVITED TO PARTICIPATE?

The researcher is interested in using self-administered surveys to gather information from the employees who are knowledgeable about security management. To achieve this, it is therefore necessary to interview individuals using questionnaires to the selected population who are involved in a day to day basis on issues of security.

The targeted population consists of security officers from contract security and in-house security. The researcher is going to distribute a total of at least 105 structured questionnaires to security officers from both in-house and contract security taking advantages of their experience and knowledge in the security industry. The participants are to voluntarily take part in the research putting into consideration the Protection of Personal Information Act, number 4 of 2013 that gives the constitutional rights of privacy by safe guarding personal information when processed by a responsible party. No personal information will be collected, retained and disseminated in an unlawful manner but the Act on personal information privacy, to be promoted and fulfilled.

WHAT IS THE NATURE OF PARTICIPATION IN THIS STUDY?

The study involves the use of a quantitative research approach in conducting this study. To gain insight and knowledge from the participants' experiences the researcher will use questionnaires as measuring instrument. The self-administered questionnaires are going to be delivered and then collected after a week.

CAN I WITHDRAW FROM THIS STUDY EVEN AFTER HAVING AGREED TO PARTICIPATE?

Participation is voluntary and there is no penalty, loss or benefit for non-participation or participation. If respondents decide to take part, they will be given this information sheet to keep and be asked to sign a written consent form. Respondents will be free to withdraw at any time and without giving a reason provided a courtesy notification of withdrawal is communicated to the researcher. No negative consequences will result from withdraws as participation is voluntary.

WHAT ARE THE POTENTIAL BENEFITS OF TAKING PART IN THIS STUDY?

This study seeks to assist companies using both contract security and in-house security on the same site in terms of its operations and security strategies through implementing better security strategies. Employees, they can know their rights and responsibility. However, there will be no perceptible benefits or incentives for taking part in this study.

ARE THERE NEGATIVE CONSEQUENCES FOR PARTICIPATEING IN THE RESEARCH PROJECT?

Risks and discomfort:

There are no physical and emotional harm anticipated for participating in this study. The unit of analysis is only sharing his or her experiences about the subject matter.

Compensation:

There will be no perceptible reimbursement or incentives for taking part in this study.

WILL THE INFORMATION THAT I CONVEY TO THE RESEARCHER AND MY IDENTITY BE KEPT CONFIDENTIAL?

All information will be regarded as personal and confidential. Names and contact details of the research participants will not be required so that collected data will remain anonymous. Names of research participants will not be recorded somewhere and no one will be able to connect participants to their answers. The responses will be given a code number and any publications, or other research reporting methods such as conference proceedings will not link the responses to its source. The responses may be reviewed by people responsible for making sure that research is done properly, which include the transcriber, external coder, and members of the Research Ethics Review Committee. Otherwise, records of the research are going to be stored in a password protected computer to ensure that only authorised stakeholders has access to the research

documents. Every effort will be made by the researcher to ensure that participants will not be connected to the information that you share during the interviews.

HOW WILL THE RESEARCHER(S) PROTECT THE SECURITY OF DATA?

Hard copies of the responses will be stored by the researcher for a period of five years in a locked cupboard/filing cabinet in Kensington Johannesburg for future research or academic purposes. Electronic information will be stored on a password protected computer. Future use of the stored data will be subject to further Research Ethics Review and approval if applicable.

WILL I RECEIVE PAYMENT OR ANY INCENTIVES FOR PARTICIPATING IN THIS STUDY?

There will be no perceptible benefits or incentives for taking part in this study.

ETHICS APPROVAL

This study has received written approval from the Research Ethics Review Committee of the UNISA's Ethical Committee. A copy of the approval letter can be obtained from the researcher if you so wish.

HOW WILL I BE INFORMED OF THE FINDINGS/RESULTS OF THE RESEARCH?

If you would like to be informed of the final research findings, please contact Gwara Nyeperayi on 0730025854 or email address gwara@hotmail.co.za The findings are accessible form 08H00 – 15H00.

Should you require any further information or want to contact the researcher about any aspect of this study, please contact Gwara on 0730025854 or email address gwara@hotmail.co.za

Should you have concerns about the way in which the research has been conducted, you may contact my supervisor Dr. Jansen Van Rensburg (0124339533) or sissisk@unisa.ac.za.

Contact the research ethics chairperson Professor D Govender on email: govend1@unisa.ac.za if you have any ethical concerns.

Thank you for taking time to read this information sheet and for participating in this study.

Thank you.

N>G

Gwara Nyeperayi

CONSENT TO PARTICIPATE IN THIS STUDY

I, _____ (participant name), confirm that the person asking my consent to take part in this study has told me about the nature, procedure, potential benefits and anticipated inconvenience of participation.

I have read (or had explained to me) and understood the study as explained in the information sheet.

I have had sufficient opportunity to ask questions and am prepared to participate in the study.

I understand that my participation is voluntary and that I am free to withdraw at any time without penalty (if applicable).

I am aware that the findings of this study will be processed into a research report, journal publications and/or conference proceedings, but that my participation will be kept confidential unless otherwise specified.

I agree to the recording of the <insert specific data collection method>.

I have received a signed copy of the informed consent agreement.

Participant Name & Surname..... (Please print)

Participant Signature.....Date.....

Researcher's Name & Surname Nyeperayi Gwara.....
(Please print)

Researcher's signature..... Date

ANNEXURE E: SEMI-STRUCTURED INTERVIEW SCHEDULE

SEMI-STRUCTURED INTERVIEW SCHEDULE

I Nyeperayi Gwara, am a MTech candidate currently enrolled in the University of South Africa (UNISA). In order to meet the degree requirements empirical research needs to be undertaken. Therefore, any information obtained from the interview will be for academic purposes only.

The goal of the study is to evaluate contract security and in-house security for a big company and recommend appropriate security strategies to be implemented. Thus, the aim of the interview is to gather important information to the study at hand an effort to meet the study’s objective.

Please refer to the informed consent form for more information regarding the purpose of the study, the procedure involved, risks and discomfort, benefits, respondents’ rights, confidentiality, data storage and dissemination of findings, ethical considerations and any questions and concerns.

	For Official use only
Date:	
Consent form signed:	
Interview number:	

Section A: Biographical data

1. What is your educational background?
2. What is your highest qualification?
3. Briefly indicate your work experience?
4. What is your current position?
- 4.1 What does your current position entail on a daily basis?



4.2 What rank do you hold?

Section B: In-house security management

5. What is meant by the term “in-house security”?
6. According to your experience, what developments can be made to improve security services?
7. According to your knowledge, which security strategies should be applied in your organisation?
8. In your opinion, what are the benefits of using in-house security?
9. In your experience, would you consider in-house security programmes to be a viable option?
10. In your opinion, what is the most value that you associate with in-house security?
11. What are the procedure involved in in-house security operations?
12. Do you consider the process as user friendly?
13. Through your experience, in assessing in-house security strategies, how does this add value in your company?
14. In your opinion, which security strategies should be improved to add value to security?
15. How successful are in-house security strategies in your organisation?
16. What are the limitations of using in-house security?
17. Would you recommend in-house security to other organisations?
18. In your own view, provide an evaluation of in-house and contract security systems?

Ethical clearance number **ST40 OF 2017**

SEMI-STRUCTURED INTERVIEW SCHEDULE

I Nyeperayi Gwara, am a MTech candidate currently enrolled in the University of South Africa (UNISA). In order to meet the degree requirements empirical research needs to be undertaken. Therefore, any information obtained from the interview will be for academic purposes only.

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Date:	
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Interview number:	



Section A: Biographical data

1. What is your educational background?
2. What is your highest qualification?
3. Briefly indicate your work experience?
4. What is your current position?
 - 4.1 What does your current position entail on a daily basis?
 - 4.2 What rank do you hold?

Section B: Contract security management

5. What is meant by the term “contract security”?
6. According to your experience, what developments can be made to improve security services?
7. According to your knowledge, which security strategies should be applied in your organisation?
8. In your opinion, what are the benefits of using contract security?
9. In your experience, would you consider contract security programs to be a viable option?
10. In your opinion, what is the most value that you associate with contract security?
11. What are the procedure involved in contract security operations?
12. Do you consider the process as user friendly?
13. Through your experience, in assessing contract security strategies, how does this add value in your company?
14. In your opinion, which security strategies should be improved to add value to security?
15. How successful are contract security strategies in your organisation?
16. What are the limitations of using contract security?
17. Would you recommend contract security to other organisations?
18. In your own view, provide an evaluation of in-house and contract security systems?
19. Is there anything else you would like to mention?



ANNEXURE F: EDITING CERTIFICATE

EDITING AND PROOFREADING CERTIFICATE

7542 Galangal Street

Lotus Gardens

Pretoria

0008

03 September 2018

TO WHOM IT MAY CONCERN

This certificate serves to confirm that I have edited and proofread Ms G Nyepera's dissertation entitled, "**An evaluation of contract security and in-house security**".

I found the work easy and intriguing to read. Much of my editing basically dealt with obstructionist technical aspects of language, which could have otherwise compromised smooth reading as well as the sense of the information being conveyed. I hope that the work will be found to be of an acceptable standard. I am a member of Professional Editors' Guild.

Hereunder are my particulars:

Jack Chokwe

Jack Chokwe (Mr)

Contact numbers: 072 214 5489

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Professional
EDITORS
Guild



ANNEXURE G: TURNITIN DIGITAL RECEIPT



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