

AN INVESTIGATION INTO LEVELS OF SERVICE PROVIDED BY PRIVATE
SECURITY OFFICERS AT GOVERNMENT PRINTING WORKS IN TSHWANE

By

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DEDICATION

This dissertation is dedicated to the very special people in my life – my lovely wife, Phyllice Ridovhona Milubi and my two adorable children, Theo Junior Rotshidzwa Milubi and Annabel Masindi Mufunwa Milubi. Thank you very much for always being there for me. This one is for you guys; I love you so much...

I would also like to dedicate this dissertation to my late:

Mother, Ouma Maria Jombere

Grandmother, Annah Nelly Pepu Ngwengwetja

Grandfather, Solomon Sinthumule Jombere Milubi

I am who I am today because of your endless love and the Christian values that you have instilled in me since childhood. Thank you very much for always being there for me.

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SUMMARY

Effective and satisfactory security service is critical to private security officers (PSOs) working in the private, state-owned and public sectors as it plays a pivotal role in improving organisational productivity and helps to promote good working relationships. When PSOs project poor attitudes, clients are seriously affected by such negative behaviour and the level of service rendered will eventually deteriorate.

This study sought to understand and explore the factors that contributed to unsatisfactory services rendered by PSOs at GPW in Tshwane. The researcher utilised a nonexperimental quantitative research approach and a self-administered questionnaire survey was used to collect data. Data collected was analysed and interpreted using quantitative methods and procedures.

The findings emanating from the research revealed that the levels of service rendered by PSOs at GPW in Tshwane was ineffective and unsatisfactory and various factors contributed to ineffective service delivery. Several recommendations are proposed to improve the level of service rendered by PSOs.

Key Terms:

Private security officers, private security industry, customer service delivery Government Printing Works, in-house security, contract security, levels of service, unsatisfactory service, and ineffective service.

LIST OF ABBREVIATIONS

| | |
|-----------|--|
| GPW | Government Printing Works |
| PSI | Private Security Industry |
| PSiRA | Private Security Industry Regulatory Authority |
| PSiRA Act | Private Security Industry Regulation Act No 56 of 2001 |
| PSO | Private Security Officer |
| SAPS | South African Police Service |
| SPSS | Statistical Package for Social Sciences |
| UNISA | University of South Africa |

TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION AND MOTIVATION FOR THE STUDY

| | | |
|------|--|----|
| 1.1 | INTRODUCTION | 1 |
| 1.2 | BACKGROUND TO THE STUDY | 1 |
| 1.3 | RATIONALE FOR THE STUDY | 5 |
| 1.4 | PROBLEM STATEMENT | 7 |
| 1.5 | RESEARCH QUESTIONS | 8 |
| 1.6 | RESEARCH AIMS AND OBJECTIVES | 8 |
| | 1.6.1 Aims of study | 8 |
| | 1.6.2 Objectives of study | 9 |
| 1.7 | AN OVERVIEW OF THE RESEARCH METHODOLOGICAL FRAMEWORK | 9 |
| 1.8 | VALUE OF RESEARCH | 9 |
| | 1.8.1 Value to GPW | 9 |
| | 1.8.2 Value to PSOs | 10 |
| | 1.8.3 Value to other government departments and private industries | 10 |
| | 1.8.4 Contribution to the existing body of knowledge | 11 |
| 1.9 | KEY THEORETICAL CONCEPTS | 11 |
| | 1.9.1 Security | 11 |
| | 1.9.2 In-house security personnel | 11 |
| | 1.9.3 Private security personnel | 12 |
| | 1.9.4 Access control | 12 |
| | 1.9.5 Private Security Industry Regulation Act No. 56 of 2001 | 12 |
| | 1.9.6 Training | 13 |
| | 1.9.7 Policy | 13 |
| | 1.9.8 Customer service | 13 |
| | 1.9.9 Procedure | 13 |
| | 1.9.10 Government Printing Works (GPW) | 13 |
| 1.10 | OUTLINE OF THE DISSERTATION | 14 |
| | 1.10.1 Chapter One: Introduction, problem statement and rationale | |

| | |
|---|----|
| for the study | 14 |
| 1.10.2 Chapter Two: Research methodology | 14 |
| 1.10.3 Chapter Three: Literature review | 14 |
| 1.10.4 Chapter Four: Data analysis and interpretation | 14 |
| 1.10.5 Chapter Five: Findings, recommendations and conclusion | 14 |
| 1.11 CONCLUSION | 15 |

CHAPTER 2: RESEARCH METHODOLOGY

| | |
|--|----|
| 2.1 INTRODUCTION | 16 |
| 2.2 RESEARCH APPROACH | 16 |
| 2.3 RESEARCH DESIGN | 17 |
| 2.4 POPULATION AND SAMPLING METHOD | 18 |
| 2.5 DATA COLLECTION METHOD | 19 |
| 2.5.1 Data collection process | 19 |
| 2.6 DATA ANALYSIS AND INTERPRETATION | 21 |
| 2.7 PILOT STUDY | 22 |
| 2.8 RELIABILITY AND VALIDITY | 23 |
| 2.8.1 Reliability | 23 |
| 2.8.2 Validity | 24 |
| 2.9 ETHICAL CONSIDERATIONS | 25 |
| 2.9.1 Request for research approval | 25 |
| 2.9.2 Informed consent | 25 |
| 2.9.3 Voluntary participation | 26 |
| 2.9.4 Avoidance of risks/harm | 26 |
| 2.9.5 Anonymity and confidentiality | 26 |
| 2.10 LIMITATIONS OF THE STUDY | 26 |
| 2.10.1 Delay in obtaining permission from GPW management | 26 |
| 2.10.2 Time constraints | 27 |
| 2.10.3 Limited research focus area | 27 |
| 2.10.4 Limited population | 28 |

| | | |
|------|------------------|----|
| 2.11 | CONCLUSION | 28 |
|------|------------------|----|

CHAPTER 3: LITERATURE REVIEW

| | | |
|-------|--|----|
| 3.1 | INTRODUCTION | 29 |
| 3.2 | OVERVIEW OF THE SECURITY INDUSTRY | 29 |
| 3.3 | THE DEVELOPMENT OF THE PRIVATE SECURITY INDUSTRY IN SOUTH AFRICA | 31 |
| 3.3.1 | The growth of the private security industry in South Africa | 32 |
| 3.3.2 | Regulation of the private security industry in South Africa | 34 |
| 3.4 | PRIVATE VERSUS IN-HOUSE SECURITY | 35 |
| 3.4.1 | Advantages of private security deployed at government departments | 36 |
| 3.4.2 | Disadvantages of private security deployed at government departments | 37 |
| 3.4.3 | Advantages of in-house security working at government departments | 38 |
| 3.4.4 | Disadvantages of in-house security working at government departments | 40 |
| 3.5 | CUSTOMER SERVICE DELIVERY AND SATISFACTION | 41 |
| 3.6 | INTERNATIONAL PERSPECTIVES ON SERVICES RENDERED BY PRIVATE SECURITY OFFICERS IN SELECTED COUNTRIES | 44 |
| 3.6.1 | Netherlands | 44 |
| 3.6.2 | Kenya | 45 |
| 3.6.3 | Singapore | 46 |
| 3.6.4 | Finland | 47 |
| 3.6.5 | Portugal | 49 |
| 3.7 | LEVELS OF SERVICE RENDERED BY PRIVATE SECURITY OFFICERS AT GOVERNMENT DEPARTMENTS IN SOUTH AFRICA | 50 |
| 3.8 | TYPES OF SECURITY SERVICES RENDERED BY PRIVATE SECURITY OFFICERS AT GOVERNMENT DEPARTMENTS | 54 |

| | | |
|--------|--|----|
| 3.8.1 | Access control | 55 |
| 3.8.2 | Security patrols | 57 |
| 3.8.3 | Physical security (guarding and security escorts) | 59 |
| 3.9 | FACTORS INFLUENCING PRIVATE SECURITY OFFICERS TO RENDER UNSATISFACTORY SERVICE AT GOVERNMENT DEPARTMENTS | 61 |
| 3.9.1 | Poor working conditions | 61 |
| 3.9.2 | Lower salaries with no benefits | 63 |
| 3.9.3 | Job dissatisfaction | 65 |
| 3.9.4 | Insufficient or lack of training | 66 |
| 3.9.5 | Lack of security resources | 68 |
| 3.9.6 | Lack of motivation and support | 69 |
| 3.9.7 | Being looked down upon (degradation or poor self-image) | 70 |
| 3.9.8 | Lack of authority and control | 72 |
| 3.10 | THEORETICAL FRAMEWORK | 73 |
| 3.10.1 | Situational Crime Prevention Theory | 73 |
| 3.11 | CONCLUSION | 75 |

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION

| | | |
|-------|---|-----|
| 4.1 | INTRODUCTION | 76 |
| 4.2 | DATA ANALYSIS AND INTERPRETATION: GPW EMPLOYEES | 78 |
| 4.2.1 | Section A: Biographical information | 79 |
| 4.2.2 | Section B: Working relations information | 83 |
| 4.2.3 | Section C: Rating the levels of service rendered by private security officers | 94 |
| 4.2.4 | Section D: Levels of service information | 101 |
| 4.3 | DATA ANALYSIS AND INTERPRETATION: PRIVATE SECURITY OFFICERS | 109 |
| 4.3.1 | Section A: Biographical information | 109 |
| 4.3.2 | Section B: Security information | 111 |
| 4.3.3 | Section C: Security service information | 113 |
| 4.3.4 | Section D: Training | 118 |

| | | |
|-------|---|-----|
| 4.3.5 | Section E: Rating of services rendered by private security officers at GPW in Tshwane | 123 |
| 4.3.6 | Section F: Factors causing private security officers to render unsatisfactory service at GPW in Tshwane | 129 |
| 4.4 | CONCLUSION | 136 |

CHAPTER 5: FINDINGS, RECOMMENDATIONS AND CONCLUSION

| | | |
|-------|--|-----|
| 5.1 | INTRODUCTION | 137 |
| 5.2 | ACHIEVEMENT OF THE RESEARCH QUESTIONS | 137 |
| 5.3 | ACHIEVEMENT OF THE AIMS AND OBJECTIVES | 138 |
| 5.4 | SUMMARY OF KEY FINDINGS | 139 |
| 5.4.1 | Findings regarding working relations information | 139 |
| 5.4.2 | Findings regarding levels of service information | 140 |
| 5.4.3 | Findings regarding security service information and training | 141 |
| 5.4.4 | Findings regarding factors causing PSOs to render unsatisfactory service at GPW in Tshwane | 143 |
| 5.5 | RECOMMENDATIONS | 144 |
| 5.6 | SUGGESTIONS FOR FURTHER RESEARCH | 146 |
| 5.7 | CONCLUSION | 146 |
| | LIST OF REFERENCES | 148 |

LIST OF TABLES

| | | |
|-------------|---|-----|
| Table 4.1: | Gender | 79 |
| Table 4.2: | Race | 79 |
| Table 4.3: | Age group | 80 |
| Table 4.4: | Highest educational qualifications | 80 |
| Table 4.5: | Number of years working at GPW | 81 |
| Table 4.6: | Directorate currently employed | 82 |
| Table 4.7: | Attributes of GPW employees working relationships with private security officers at GPW in Tshwane | 84 |
| Table 4.8: | Satisfaction levels of GPW employees with the types of services rendered by private security officers at GPW in Tshwane | 95 |
| Table 4.9: | Extent of satisfaction with levels of service information | 101 |
| Table 4.10: | Gender | 109 |
| Table 4.11: | Race | 109 |
| Table 4.12: | Age group | 110 |
| Table 4.13: | Highest educational qualification | 110 |
| Table 4.14: | Current job title | 111 |
| Table 4.15: | Years of experience working in the private security industry | 111 |
| Table 4.16: | PSIRA registration | 112 |
| Table 4.17: | Current PSIRA grade | 112 |
| Table 4.18: | Daily duties in current position | 113 |
| Table 4.19: | Levels of extent on security service information | 114 |
| Table 4.20: | Levels of extent of training needs to enhance private security officers' overall performance at GPW in Tshwane | 118 |
| Table 4.21: | Levels of extent on services rendered by private security officers at GPW in Tshwane | 123 |
| Table 4.22: | Levels of extent on factors causing private security officers to render unsatisfactory service at GPW in Tshwane | 129 |

LIST OF ANNEXURES

Annexure A: Language editing certificate 159

Annexure B: Questionnaire – GPW employees 160

Annexure C: Questionnaire – Private security officers 165

Annexure D: Request for research permission letter 170

Annexure E: GPW research approval letter 172

Annexure F: UNISA ethics clearance certificate 173

Annexure G: Consent form 175

Annexure H: Turnitin report 176

CHAPTER ONE

INTRODUCTION AND MOTIVATION FOR THE STUDY

1.1 INTRODUCTION

The purpose of this chapter is to provide a background to the study and to set out the research problem. The chapter begins with a background to the study and the rationale presents an overview of the private security industry. The research questions, research objectives, and research propositions are discussed in the following sections, respectively. To address the research problem and the research objectives, a brief discussion of the chosen methodology is presented in the research methodology section. Key theoretical concepts, terms and definitions are presented as well as an outline of all chapters in the study.

1.2 BACKGROUND TO THE STUDY

Government Printing Works (GPW) is a South African security printing specialist based in the City of Tshwane. It has over 124 years' experience in dealing with the printing of security documents for the South African government, state-owned companies, the private sector and some Sub-Saharan countries (Anon, 2020:1). The official documents printed at GPW include passports, visas, birth certificates, smart card IDs, government stationery, tender bulletins and government gazettes. This department has strived to adhere to the goal of "secure printing" which is to prevent the forgery, counterfeiting and tampering of face value documents, identity cards, and passports – that could lead to fraud and identity theft. They do this at their security services division (Anon, 2020:1).

The Security Services division forms part of an important and valuable component of the four branches of GPW, namely, operations and production, human resources, finance, and strategic management (Anon, 2020:1). The security services division has been mandated with the most crucial task of safeguarding those assets of the organisation that fall under the Strategic Management branch. This branch is

responsible for facilitating the development, alignment, and implementation of the strategic plan and related policies and procedures (Anon, 2020:1). At GPW, security officers are deployed to render protection services and they are expected to meet high standards of character and loyalty because they will frequently deal with many people of different races, culture, gender and religious persuasions. Moreover, GPW management expects the security service provider to render an exceptional, quality service to its employees, customers and the organisation at large (Anon, 2020:1).

At GPW, the provision of security has been outsourced to a security service provider to supply services like access control, physical guarding, and alarm response. Some of these services were outsourced via a tender process and private security companies were contracted for three years to render security services (Government Printing Works, 2017:145). Security services provided by in-house security include control room operations, employee vetting, security induction, key control, and high-risk area escorts. Private security officers (PSOs) who provide these services must be registered with the Private Security Industry Regulatory Authority (PSiRA) as Grade C officers (Government Printing Works, 2017:145). These security officers report directly to GPW security supervisors, who then report to the GPW security manager and senior security manager, respectively. The security manager is responsible for the daily management of security operations at various GPW facilities and works hand-in-hand with security supervisors (Government Printing Works, 2017:145).

All complaints regarding security services rendered by outsourced PSOs are reported to security supervisors who, in turn, investigate, apply corrective measures, and provide feedback to GPW security management. Regular monthly security meetings are also held between GPW security supervisors and the security service provider's site manager, whereby various operational issues related to the service rendered by PSOs are discussed (Government Printing Works, 2017:145). Despite these interventions, the researcher noted that some PSOs who are employed at GPW do not always carry out their duties with the required professionalism and thus, a substandard security service is being rendered.

Private security companies provide a range of services in different environments and according to different standards (Button, 2007:155). Private security officers provide guarding and access control services to various government departments. Other services include cash-in-transit, guarding shopping centres, national key points, and many other industries. Likewise, the range of the types of duties undertaken by PSOs is considerable too, as are the types of personnel operating in these environments and the number of challenges that they have to deal with daily (Button, 2007:155). Ortmeier (2013:5) contends that security is a function and responsibility of every business organisation, whether private or public entity. It is a function that is made efficient and operational by the hiring of proficient and trained security personnel, the procurement of sophisticated technology, and the development of policies and procedures, that are developed to deter, detect and manage losses caused by criminal or noncriminal elements. Organisations naturally seek peace and tranquillity in the workplace so that the goals and objectives of the business can be accomplished with minimum of interruptions. In general, PSOs are expected to render exceptional security services to their clients by ensuring that they always display professionalism and conform to applicable policies and procedures while carrying out their duties (Ortmeier, 2013:5).

Among the important functions of security is the establishment and practical application of various security risk control measures. These should be able to provide the utmost efficient and effective security protection and result in a great return on investment for the organisation it serves (Ortmeier, 2013:5). Employees of an organisation strive to be safe and secure in the workplace and rely solely on security personnel to ensure their safety. Societies and governmental departments also seek to be protected by PSOs. Ultimately, the aim of security is to offer safety and security measures to their clients (Ortmeier, 2013:5).

Moreover, numerous environmental forces such as technological changes and increasing crime rates, have caused many organisations (both public and private) to seek the services of private security companies to provide effective and efficient protection services at their premises (Nalla & Wakefield, 2014:727).

These authors explain further that public spending in government had come under scrutiny and stricter financial measures were put in place for the outsourcing of noncore tasks to privately-owned organisations. To date, the outsourcing of noncore tasks in government is gaining popularity and more departments are resorting to this practice as a cost-saving strategy. By so doing, government departments can cut costs, thereby gaining more room to concentrate on their core business and expertise since dedicated service providers deliver outsourced work in a much more cost-effective way (Nalla & Wakefield, 2014:728). Similarly, Box (2015:6) emphasises that the idea that many ancillary services can and should be contracted out to private organisations, is commonplace in the public sector, and that in some countries, major public services have been privatised by being sold to private institutions.

D'Angelo (2015:17) highlights that the private security industry has grown to such an extent that many organisations are using this most sought-after service being provided by professionally trained security personnel. Increasingly, educated persons are now seeking employment in this ever-growing security industry. The industry has grown in such a way that it is no longer regarded as a field of work for uneducated persons as was the case previously (D'Angelo, 2015:17).

Today's PSOs carry enormous responsibilities in overseeing (often) highly sophisticated and broadly defined security functions. In the execution of their daily tasks, they make regular contact with public servants and members of the public and they are even tasked with operating high-tech security systems (Nalla & Wakefield, 2014:740). Since PSOs interact with staff and the general public in carrying out their daily duties at GPW, they are therefore expected to exhibit competence and respect towards all clients. Organisations like GPW expect PSOs to respect the laws that govern the private security industry and to protect its valuable assets, including people, fixed assets, and information (Kole, 2010:156).

The proposed study will seek to investigate the levels of service rendered by PSOs at GPW in Tshwane.

1.3 RATIONALE FOR THE STUDY

The researcher's interest is in the private security industry and particularly, on the impact and contribution made by PSOs in different industries or sectors, guided the investigation into the levels of service rendered by PSOs at GPW in Tshwane. The researcher's interest in the topic grew after reviewing literature on the level of service rendered by PSOs. The need for research on the levels of service rendered by PSOs at GPW in Tshwane was imperative, due to the lack of information on and knowledge of the topic. The researcher believes that this study is important, as it will assist both GPW employees and PSOs to promote the security culture within the workplace and in this way, contribute to the improvement of PSOs' overall performance. This is the first study aimed at investigating the levels of service rendered by PSOs at GPW in Tshwane.

According to the United Nations Office on Drugs and Crime (UNODC) (2014:61), trained PSOs raise the standards of service supplied to the private security sector. Private security officers who continuously receive training opportunities are better informed and educated and that helps to mitigate the risk of neither performing nor acting in a manner acceptable to the general public. Therefore, such training opportunities enhance efforts to increase professionalism and the levels of service rendered by PSOs in general.

Goetsch and Davis (2010:31) highlight that security management in the past failed to provide adequate on-the-job training for their PSOs and that resulted in the ineffective management of security companies. The provision of ongoing training and skills development for PSOs is essential in this age of global competitiveness and the training should focus on the current state of affairs in the criminal world (Goetsch & Davis, 2010:31). The researcher agrees with the sentiments expressed by Goetsch and Davis (2010) and believes that PSOs require annual refresher training opportunities that are in line with their daily duties. Such training opportunities will assist PSOs to improve the way that they deliver services to their clients, regardless of where they are posted. The researcher also believes that failure to offer such training opportunities will result in PSOs rendering unsatisfactory or substandard security services.

Sennewald (2011:236) reminds us that PSOs commonly have a very limited understanding of the security function's bigger picture. They, therefore, only relate it to their current work environment. This limited view may have a detrimental effect on the PSOs attitudes, which will then affect their job performance and relationships with their clients. The private security company's overall performance is judged according to its individual PSO functioning. The PSO's job performance is measured by his/her conduct, specific job skills and work experience. It is vital to note that a bad attitude reflected by a PSO will ultimately produce a bad reaction (Sennewald, 2011:57). As a result, when PSOs exhibit inappropriate reactions or attitudes in carrying out their duties; the client and their employees can be seriously affected by such negative behaviour and the levels of service rendered by PSOs will ultimately deteriorate.

Bodnar (2012:1) points out that the South African private security industry has not done much to address the prevalent security-related criminal risk and threat in society. In support of this, Wakefield (2014:920) adds that the private security industry has not been taken very seriously due to the outward behaviour that its PSOs display while manning their duty points. The general public deems the private security industry a field of work specifically meant for an unprofessional workforce that does not possess formal education and just wants to earn a living (Sibanyoni, 2014:28). Gill (2014:995) points out that PSOs are viewed differently than business owners because they do not understand the world of business. Private security officers are therefore associated with cameras, patrols and escorts, rather than, e.g., integrity, decision-making and ethics in the workplace (Gill, 2014:995).

Finally, Ramphal and Nicolaidis (2014:1) contend that bad experiences at access control or security checkpoints will not secure satisfactory perceived quality perception, because customers tend to prejudge a government department or any other organisation based on the experience of how they were treated. Therefore, the levels of service rendered by PSOs is evaluated by customers with whom they interact with on a daily basis. The researcher is of the view that excellent security service provision in the workplace is key to business success rendered by PSOs at GPW in Tshwane.

1.4 PROBLEM STATEMENT

This researcher has been employed in various categories of the security industry for more than twelve years. Through this security experience, the researcher noted with concern that the levels of service rendered by PSOs generally have not always been of a high standard. At GPW especially (where the researcher is currently employed), it has been observed that an unsatisfactory service is being rendered by some PSOs. This may be attributed to numerous factors, some of which are still unknown to the researcher. Some of the areas at GPW where the levels of service rendered by PSOs have been unsatisfactory (and require further investigation), include access control points, physical guarding, security escorts, patrols, and searching processes. The researcher noted that PSOs working in these areas are mostly impolite and unfriendly towards GPW employees, other clients, and to the public in general. Most of these PSOs are not adequately trained to perform such tasks. Some perform their daily duties without adhering to their job descriptions or work procedures and are uncertain of what is expected from them.

The researcher's observations are supported by Sennewald (2011) who concluded that,

The trouble for many PSOs is that they do not comprehend the important contribution they make when rendering security services towards their clients. They fail to take responsibility for their actions, arrive late for duty, submit reports very late and perform poorly. Very often, PSOs fail to respect their clients because they cannot respect themselves or their colleagues. Their lack of commitment and rude behaviour would ultimately result in them rendering unsatisfactory service towards their clients, who expected to receive valuable service for payment made (Sennewald, 2011:52-53).

The above-mentioned challenges may be attributed to factors that are still unknown to the researcher and requires further investigation. Barak-Erez (2009:73) emphasises that effective and satisfactory security service is critical to PSOs working in private, state-owned and public sectors as it plays a pivotal role in improving organisational

productivity and helps to promote good working relationships. In this study, the researcher seeks to understand and explore the factors that contribute to the unsatisfactory service rendered by PSOs at GPW, the causes of these problems and thereafter, provide recommendations that can be implemented to address these problems. Based on these and the researcher's perception; the researcher saw fit to initiate this study towards finding practical solutions.

1.5 RESEARCH QUESTIONS

In the current research, the key research questions addressed are:

- What are the factors causing PSOs to render unsatisfactory service levels at GPW in Tshwane?
- How do GPW employees perceive services rendered by PSOs at their workplace?
- What solutions can be applied to address the factors that cause PSOs to render unsatisfactory services at GPW in Tshwane?

These research questions further complemented the aims and objectives of the study.

1.6 RESEARCH AIMS AND OBJECTIVES

To address these research questions, the following aims and research objectives have been devised for this study:

1.6.1 Aims of study

The study will endeavour to:

- Determine the views of GPW employees towards the levels of service rendered by PSOs at GPW in Tshwane;
- Investigate the factors that cause PSOs to render an unsatisfactory service at GPW in Tshwane;
- Recommend solutions that can be implemented to address the factors that cause PSOs to render an unsatisfactory service at GPW in Tshwane.

1.6.2 Objectives of study

Based on these aims, the following objectives were developed for the study:

- To investigate the views held by GPW employees regarding levels of service rendered by PSOs at GPW in Tshwane;
- To identify factors that cause PSOs to render unsatisfactory service at GPW in Tshwane; and
- To develop solutions that can be implemented to address factors that cause PSOs to render unsatisfactory service at GPW in Tshwane.

1.7 AN OVERVIEW OF THE RESEARCH METHODOLOGICAL FRAMEWORK

This section presents the research methodology that was used to address the aforementioned research questions, aims and research objectives. For this study, the researcher followed the nonexperimental quantitative research approach and used a self-administered questionnaire to collect data. The study was based on an empirical research design which aims to study people's interests (Burton, 2018:70). The researcher chose this research design because it helped the researcher to obtain, a better understanding of how the respondents felt about the levels of service rendered by PSOs at GPW in Tshwane. These will be expanded and discussed in more detail in Chapter Two.

1.8 VALUE OF RESEARCH

1.8.1 Value to GPW

This study could be of value to GPW in Tshwane since it examines the levels of service rendered by PSOs at this government department. Furthermore, the study highlighted the factors that cause PSOs to render unsatisfactory service levels at GPW in Tshwane, and how GPW employees perceived the security services rendered by PSOs at their workplace. As a result, the researcher devised practical solutions that can be applied to GPW in Tshwane to address such factors. Private security officers will hopefully be guided by the findings of the study to address the shortcomings and weaknesses that

were identified. As a result of the researcher's work experience in the security industry, the need for an investigation into the levels of service rendered by PSOs at GPW was deemed crucial and necessary. The benefits of this study for GPW are, to promote the security culture in the workplace and to improve PSOs' overall performance. This is the first study focusing specifically on an investigation into the levels of service rendered by PSOs at GPW in Tshwane.

1.8.2 Value to PSOs

The study aims to contribute to the literature on the private security industry by ensuring that PSOs always conduct themselves professionally and perform their mandated tasks with due diligence – in a manner that reflects well on them, their colleagues, clients, members of the public, and the private security industry in general. The study will also aim to assist PSOs in leading their professional lives in a positive, decent and respectful manner, that can be admired by everyone who interacts with them daily. It is important that PSOs are encouraged and supported to take full ownership and be proud of their careers in the private security industry.

1.8.3 Value to other government departments and private industries

The findings and recommendations of this study will be generalised and can be implemented by other government departments and private industries as well. Thus, it will not be limited to GPW in Tshwane because issues relating to the levels of service rendered by PSOs are universal and require worldwide attention and application. This is the first study of its kind conducted in the Republic of South Africa, specifically, investigation into the levels of service rendered by PSOs at GPW in Tshwane.

1.8.4 Contribution to the existing body of knowledge

This study makes a valuable contribution to the existing body of knowledge in the field of security management studies by expanding the subject of the levels of service rendered by PSOs. Research findings can also be added to future study guides for the Department of Criminology and Security Science at Unisa. Moreover, the findings and recommendations presented in this study can benefit the security industry in general (both in-house and private), government departments, and private organisations.

1.9 KEY THEORETICAL CONCEPTS

The following key theoretical concepts were used in the study:

1.9.1 Security

Purpura (2011:10) defines security as the protection of people, information and property in any manner. Purpura further asserts that the sole aim of providing a security measure is to protect clients, their valuable assets, business information, and their daily business operations. The researcher concurs and believes that GPW is not immune to criminal acts and thus, security needs to be in place to ensure the smooth running of operations and the safety of all employees and visitors. To achieve this, PSOs must not only enforce good working relations with all employees, but also express commitment and dedication when rendering security services.

Baker and Benny (2016:205) define security as measures put in place to safeguard someone/something from danger. In summary, security can be defined as the implementation of security control measures to safeguard persons/articles from danger.

1.9.2 In-house security personnel

In-house security is defined as security personnel who are exclusively hired and paid by the organisation for which they render protection services. Their primary duty is to perform security services towards their employer only (Fischer, Halibozek & Walters, 2013:23). Similarly, in-house security personnel are a security workforce that has been

hired directly by the organisation requiring protection (Baker & Benny, 2016:206). At GPW, in-house security personnel are entrusted with the following responsibilities: control room operations, vetting, induction, key control, high-risk area escorts, etc.

1.9.3 Private security personnel

Private security may be defined as security personnel who are hired and compensated by a private organisation, that normally specialise in the provision of security services for a monetary fee. These private security personnel may be required to supply security services at different locations instead of being fixed at one location (Fischer et al., 2013:23). Baker and Benny (2016:206) also define private security as a guard workforce that has been contracted to render private protection services to its principal in exchange for a fee. At GPW, private security personnel have been contracted to render protection services and have the following responsibilities: access control, physical guarding and alarm response.

1.9.4 Access control

Access control prevents unauthorised entry into protected facilities, maintains strict control of employees and visitors, and protects company assets. These include the positive identification of employees and visitors at all points of entry. Moreover, it also facilitates the verification and inspection of goods entering and leaving the premises (Purpura, 2013:183). Therefore, access control is necessary at any institution, including government premises, because it restricts access to limited or authorised persons only and further controls and monitors people entering and exiting such institutions.

1.9.5 Private Security Industry Regulation Act, 2001 (Act No. 56 of 2001)

The Act provides for the establishment of a regulatory authority, whose main function is to regulate or exercise control over the occupation of security officers and to maintain, promote and protect the status of the security occupation. It also provides for the application procedure for the registration as security officers, disqualifications and the withdrawal of registration by the authority, and a code of conduct for security officers (Republic of South Africa, 2001:2).

1.9.6 Training

Sharma (2016: 70) defines “training” as an act initiated by the employer, to broaden the knowledge and skills of its employees with regard to their line of duty. This relates to the development and/or improvement of particular skills or competencies associated with tasks performed by an individual in a workplace environment. This development process is effectively achieved through instruction or practice (Ortmeier, 2013:186).

1.9.7 Policy

Sharma (2016:65) defines “policy” as a predetermined course of action that has been drafted by management to guide the performance of their employees to achieve and realise set objectives. The security policy of GPW is an example of such a policy. It guides security personnel on how to perform their mandated duties satisfactorily.

1.9.8 Customer service

According to Chakraborty (2016:186), customer service entails the provision of a quality product or service that can satisfy the needs or wants of customers and would ultimately convince them to return for more in the future. As such, GPW customers comprise of national departments, state-owned entities, municipalities, suppliers, GPW management, and all its employees.

1.9.9 Procedure

Sharma (2016:65) defines “procedure” as a series of actions that specify the steps to be followed as well as the time and order of the execution of work activities. An example of such a procedure at GPW is the search procedure. It guides security personnel on how to conduct lawful, decent and respectful search duties.

1.9.10 Government Printing Works (GPW)

Government Printing Works is the state’s mandated printer for the South African government and it is the official security printing specialist based in Tshwane, Gauteng. It ranks as one of the most progressive security printing specialists in Africa, boasting a high-tech production plant with world-leading equipment (Anon, 2020:1).

1.10 OUTLINE OF THE DISSERTATION

The dissertation layout is outlined as follows:

1.10.1 Chapter One: Introduction, problem statement and rationale for the study

Chapter 1 will present an introduction and motivation for the study. The study seeks to investigate the levels of service rendered by PSOs at GPW in Tshwane. This phenomenon is brought to life via the perspectives of PSOs and GPW employees in Tshwane. The researcher introduces the phenomenon; explains the rationale for the study; describes the problem statement; and defines the research questions, aims, objectives, and key theoretical concepts.

1.10.2 Chapter Two: Research methodology

Chapter 2 discusses the research approach, research design, sampling procedures, data collection instrument, data analysis procedures, validity and reliability, research ethical considerations, value of the research, and limitations of the study.

1.10.3 Chapter Three: Literature review

Chapter 3 presents the literature review that was conducted on the levels of service rendered by PSOs in similar and other industries including a literature review on public views regarding levels of service in different industries. The chapter also provides a theoretical framework for the study.

1.10.4 Chapter Four: Data analysis and interpretation

In this chapter, the researcher presents an analysis and interpretation of the survey questionnaires used to collect data in the study.

1.10.5 Chapter Five: Findings, recommendations and conclusion

This chapter will present findings of the study, recommendations, conclusions and the need for further research.

1.11 CONCLUSION

This chapter provided the background to the study and highlighted relevant literature that contextualised the problem statement. The research questions, aims and objectives were discussed. The chapter also discussed the methodology used to address the research questions and research objectives. The chapter concluded by defining the key theoretical concepts used in the study and by further outlining the dissertation layout.

CHAPTER TWO

RESEARCH METHODOLOGY

2.1 INTRODUCTION

This chapter outlines the methodology used in the study. The main purpose of this chapter is to provide an accurate, detailed description and explanation of the research design and method, the literature study, the target population, and the sampling techniques. Furthermore, the research instrument and data collection procedures, data analysis, reliability and validity, limitations of the study, and ethical considerations applicable to this study will be expanded upon in this chapter. Berndt and Petzer (2011:21) state that, to conduct a research process effectively, the researcher needs to identify the research problem clearly. Once the research problem has been clarified, the researcher should propose a set of research questions and objectives, explaining exactly what the study aims to achieve (Berndt & Petzer, 2011:21). The research problem has been stated in Chapter 1, as relates to the current study. The research questions, research objectives, and research propositions were presented in Chapter 1 and are repeated below.

2.2 RESEARCH APPROACH

There are two main research approaches in social sciences, namely the qualitative research approach and quantitative research approach (Bernard, 2018:20). For this study, the researcher chose a quantitative research approach because this approach emphasises measuring variables and using tangible data through numbers (Heap & Waters, 2019:4). There are two main classifications of quantitative research: experimental design and nonexperimental design (Swart, Kramer, Ratele & Seedat, 2019:19). For this study, the research followed the nonexperimental quantitative research approach and used self-administered questionnaire survey to collect the data.

The quantitative research approach was used because this study is focused on investigating the levels of service rendered by PSOs at GPW in Tshwane. This was

done by describing the levels of service rendered by PSOs to government departments, general services rendered by PSOs to government departments, factors causing PSOs to render unsatisfactory services while deployed in government departments, and finally, determining what needs to be done to improve the levels of service rendered by PSOs at GPW in Tshwane. This study was focused on identifying the aspects mentioned above to gain a broader understanding of the levels of service rendered by PSO at GPW in Tshwane.

The reason for this selection was further influenced by the fact that a quantitative research approach puts the emphasis on facts and numbers and is suitable for a large sample (Swart et al., 2019:19). Therefore, the data collected through a quantitative research approach is deemed valid and reliable (Teater, Devaney, Forrester, Scourfield & Carpenter, 2017:33). The researcher chose to follow this approach due to its ability to reach a large number of respondents within a very short space of time. Therefore, the researcher had the opportunity to collect data from all respondents at the same time, thereby saving time for both the researcher and the respondents.

2.3 RESEARCH DESIGN

Any research study requires a detailed and feasible plan or blueprint that can serve as a guide on how to conduct the research (Fink, 2019:57) and is called a research design. Therefore, a research design can be regarded as a project planning, which provides a framework for collecting and analysing data. It is a feasible way to show that we are clear about how we can put our intellectual investigation into action and achieve our objectives in the time allocated (Heap & Waters, 2019:126). This plan must inform the processes to be followed with regard to research data requirements such as the method(s) of data collection, the analysis to be used in a study, as well as how these would ultimately answer the research questions (Bernard, 2018:84).

The current study was based on an empirical research design that aimed to study people's interests (Burton, 2018:70). The researcher chose this research design because it assisted the researcher in obtaining a better understanding of how the

respondents felt about the levels of service rendered by PSOs at GPW. The aforementioned choice was further influenced by the “empiricism principle”, which suggests that only knowledge gained through experience and the senses is acceptable (Heap & Waters, 2019:127). Therefore, GPW employees and PSOs who are permanently based in Tshwane are in a good position to provide an insightful and reliable overview of the levels of service delivered by PSOs.

2.4 POPULATION AND SAMPLING METHOD

In social science research, two main sampling methods are used, the probability sampling method and the nonprobability sampling method (Lindlof & Taylor, 2019:143). This study was conducted at the Government Printing Works (GPW) situated in the City of Tshwane, Gauteng Province, Republic of South Africa. In this study, the target population consisted of GPW employees and PSOs. The researcher could not study the entire population due to factors such as time constraints, limited financial resources, the unavailability of some of the respondents due to work commitments, and other unspecified reasons. As a result of the reasons stated above, the researcher drew a sample of the population instead. The selected sample of respondents was studied to develop an understanding of the population from which it was drawn.

From the target population, the researcher applied quantitative methods to select the sample. For this study, the researcher selected the sample by using a probability sampling technique and to effect that, a simple random sampling method was applied. The researcher chose to follow this sampling technique because each respondent from the population stood an equal chance of being selected to participate in the study; and this sampling method maximised the sample’s representativeness by ensuring that bias was eliminated (Kettler, 2019:170). The researcher also followed this approach because this technique enable findings of the study to be generalised to the population from which the sample was drawn (Lindlof & Taylor, 2019:143).

From a total population of 610 GPW employees and 50 PSOs, the researcher randomly selected a twenty-five per cent (25%) sample from each group for inclusion in the study.

To do this, the researcher allocated each member of the population a consecutive number from 1 to 610 (GPW employees) and from 1 to 50 (PSOs). The names of GPW employees were obtained from a list supplied to the researcher from the human resource employee database. These were written on small pieces of papers and they were then folded before being deposited into a hat. Thereafter, the names were ruffled and a sample of one hundred and fifty-three (153) respondents from the population of GPW employees was selected.

The same process was followed to select a sample of twenty (20) respondents from PSOs. When there is a large population, the requisite sample size must be smaller. The reason this is to ensure the accuracy, reliability and validity of the research findings (Metsämuuronen, 2017:33).

2.5 DATA COLLECTION METHOD

At this stage of the research process, the researcher determines what data collection method and instrument will be the most effective in addressing the research questions and objectives. Before the process of collection of data began and to gain access to the population, the researcher first sought written permission from GPW by submitting a written request to the Head of Department (**Annexure D**). As part of this application process, the researcher also attached the ethical clearance certificate (**Annexure F**) that has been approved by the Unisa Ethics Review Committee regarding the maintenance of ethical standards when conducting the study. After careful consideration and following lengthy internal processes, the researcher was granted written approval by the GPW Head of Department to proceed with the study. A copy of the approval is attached (**Annexure E**).

2.5.1 Data collection process

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes. The data collection process helps the researcher to learn more about his/her respondents and ultimately,

the entire population. It enables the researcher to discover trends in the way respondents change their opinions and behaviour over time or in different circumstances. It also helps to resolve any issues and improve the quality of service rendered based on the feedback obtained (Jovancic, 2019:1).

To collect the data, the researcher distributed self-administered questionnaires to the sample of respondents from GPW in Tshwane, i.e., 153 GPW employees and 20 PSOs. The two questionnaires are attached as **Annexure A (GPW employees)** and **Annexure B (private security officers)**. The use of questionnaires was chosen since the researcher collected data from members of a population to determine the status of that population as regards one or more variables. This enabled the researcher to build a holistic understanding and interpretation of the factors and causes of PSOs rendering an unsatisfactory service at GPW in Tshwane. Questionnaires were distributed to selected respondents for completion beforehand. This meant that no manipulation of variables could take place. Throughout the entire research process, the researcher ensured a transparent and ethical process and did not attempt in any way, to manipulate the research data during the process. Detailed data was gathered through the Likert scale and open-ended questions.

When commencing with the data collection process, the researcher hand-delivered questionnaires to selected respondents and in some instances the researcher was also available to respond to the respondents' questions. This helped to ensure that any difficulties experienced by respondents in completing the questionnaires were resolved immediately. The researcher distributed questionnaires at all four GPW facilities in Tshwane, and the distribution occurred during lunchtime whereby respondents had ample time to partake in the study. Each questionnaire was accompanied by a consent form and an information sheet (**Annexure G**), which explained in detail the aims and objectives of the study and procedure to complete such a questionnaire. The researcher allowed the respondents enough time to go through these documents for them to understand the reasons for the study and why they were chosen to participate in the study. Respondents were requested to read and sign an informed consent form prior to

participating in the study, and to return a signed copy to the researcher. All signed copies were kept on file for record purposes.

After the data collection process had been completed, the researcher received back 153 completed questionnaires from GPW employees and 20 completed questionnaires from the sample of private security officers.

2.6 DATA ANALYSIS AND INTERPRETATION

The purpose of data analysis and interpretation is to reduce data to a logical and comprehensive form for the researcher to assess, test, and draw conclusions about a particular research problem (Heap & Waters, 2019:177). The researcher needs to reduce the data to a numerical form to enable the effortless answering of the research question, as well as for the researcher to interpret and comprehend the data (Kumar, 2019:400). The data interpretation process is a way of answering research question(s) to generate reliable results. Therefore, data interpretation entails giving numerical meaning to the analytical process by subjecting the collected data to a statistical analysis process (Heap & Waters, 2019:177). In a statistical analysis process, data is assembled, classified, analysed, tabulated and summarised into a numerical form to make deductions and ultimately, to reach a conclusion in a study (Heap & Waters, 2019:177).

The data interpretation process is made possible by using computer statistical software programs. These programs ensure that the researcher is able to analyse the collected data efficiently and effectively. One such resource is the *Statistical Package for Social Sciences (SPSS)* (Heap & Waters, 2019:177). By using this program, the researcher will be able to enter the research data in a computer system and perform statistical computations with ease. Therefore, the researcher can conduct the data quantification process easily when using statistical computer programs (Heap & Waters, 2019:177).

The data analysis process began when the researcher collated and grouped the collected data into manageable categories. Thereafter, the researcher checked, edited

and interpreted the data in each questionnaire for it to make sense. Each questionnaire was coded by itself. The researcher, with the help of a statistician, further coded the data in more detail and captured it on an *Excel* spreadsheet by using a computer system for statistical analysis and interpretation i.e. SPSS. The researcher ensured that his own prejudice or “pet theory” did not cloud the data interpretation process. To this end, the researcher maintained a neutral stance throughout the study and was never biased when analysing and interpreting the collected research data. Instead, the researcher critically examined the research data and assessed what was really happening.

The researcher analysed the collected data using quantitative methods and procedures. Questionnaires for both GPW employees and PSOs were analysed using the univariate analysis process. Univariate statistics describe and analyse data gathered on one variable, with the aim of summarising the data for easy comprehension and utilisation (Bernard, 2018:491). Each question from both questionnaires equalled one variable. For example, the gender parity of respondents was collated and analysed to determine the number of male versus female respondents who participated in the study. The researcher thus interrogated and interpreted each variable in order to produce research results, to provide possible explanations, and to reach a conclusion (Bernard, 2018:491).

2.7 PILOT STUDY

Before collecting data, the researcher carried out a pilot study to examine and refine the questionnaires. A pilot study is important because it tests the suitability of the research instrument and further ensures that errors are rectified as early as possible (Kumar, 2019:15). It also enables the researcher to gain more understanding and valuable insight into the proposed research area. As such, the researcher undertook a pilot study by selecting a small group of people from the targeted workforce where the main investigation will be taking place, that is, GPW in Tshwane (Teater et al., 2017:33).

A pilot study assisted the researcher to identify setbacks, challenges, unclear and ambiguous questions in the data collection instruments and thus, questions were revised, aligned and reformulated before commencing with the data collection process for the main study. The pilot study also assisted the researcher in calculating the time it took different respondents to complete such questionnaires. Respondents in the pilot study were requested to complete the questionnaires instead of reviewing the data collection instruments for errors. As a result, the pilot study improved the face and content validity of the data collection instrument (Teater et al., 2017:33).

The researcher selected 50 GPW employees and 10 PSOs for inclusion as respondents in the pilot study. These respondents possessed the same characteristics as the targeted groups. However, respondents who took part in the pilot study were not included in the main study. This was necessary to ensure the accuracy, fairness, validity, reliability and representivity of the research study.

2.8 RELIABILITY AND VALIDITY

2.8.1 Reliability

In the context of data measurement, validity and reliability are considered the two most important elements of a research study (Kettler, 2019:10). Reliability is defined as an instrument that is able to measure the same thing more than once and produce the same results in both instances (Fink, 2019:108). Reliability can further be described as a data instrument that is concerned with the repeatability of the results of a research study (Fink, 2019:108).

The researcher tested the reliability of the data collection instruments through a pilot study and both questionnaires proved to be consistent, reliable and valid by attaining similar results in their respective groups of GPW employees and PSOs. The researcher also reviewed both questionnaires to see if the questions asked therein reflected or spoke to the phenomenon of the levels of service provided by PSOs at GPW in Tshwane. The results of the review proved that the questions posed in both questionnaires spoke directly to the phenomenon under investigation.

2.8.2 Validity

Validity is important in a research study because it ensures that the researcher produces high quality research data and that the interpretation processes are properly carried out (Kettler, 2019:10). Therefore, validity is realised when the data instrument accurately measures what it was set to measure. It is mostly concerned with the integrity of the findings that have been generated by a particular research study (Fink, 2019:108).

2.8.2.1 Face validity

In the face validity, the researcher ensured that both questionnaires utilised in the study were constructed in a consistent, clear, comprehensive, accurate, and unbiased way and in a standardised form. Furthermore, the researcher checked both questionnaires to ascertain whether the questions spoke to the phenomenon of the levels of service rendered by PSOs at GPW in Tshwane.

The researcher allowed respondents to review their given answers immediately after completing the questionnaires to ensure that the collected data was reliable and valid. The researcher neither attempted to influence or coerce respondents to participate in nor to provide information for the study. Instead, the researcher remained as objective as possible throughout the study and only furnished respondents with information relating to the study's aims, objectives, the process of completing questionnaires, and a highlight of what is expected of them when completing such questionnaires. The researcher did not advise or attempt to assist respondents in answering the questions posed in the questionnaires. This ensured the validity and reliability of the data collection process and of the findings emanating from the study.

2.8.2.2 Content validity

With the content validity, the researcher verified the correctness and completeness of respondents' information after they had completed the questionnaires. Questions posed in both questionnaires were clear, unambiguous, standardised and easily understandable by all respondents. In developing the questionnaires, the researcher

avoided the inclusion of biased, discriminatory, derogatory and/or leading questions. As a result, the collected data was accurate, reliable, dependable and predictable.

Respondents were assured that all information that they provided would be treated with utmost confidence and that their identities would remain unknown throughout the study. The respondents who participated in the study cooperated very well with the researcher and did not show any sign of resistance or unwillingness to participate in the study. Therefore, respondents felt comfortable with participating in this study by completing the questionnaires.

2.9 ETHICAL CONSIDERATIONS

2.9.1 Request for research approval

Before undertaking this research study, the researcher applied for ethical clearance through Unisa's Ethics Review Committee and approval was granted. The researcher also had to seek permission from higher authorities to conduct a research study at GPW and approval was granted. After receiving permission from Unisa and GPW to proceed with the study, the researcher embarked on gathering data through questionnaires, to investigate the levels of service delivered by PSOs at GPW in Tshwane. The researcher ensured that the data gathered during the study was acknowledged sufficiently and that the original authors were credited for their work. Therefore, the research study was conducted in line with Unisa's Policy on Research Ethics (University of South Africa, 2016:5).

2.9.2 Informed consent

The researcher explained the purpose, procedure, risks, and benefits of the study to all respondents in plain language to obtain informed consent from them. Respondents were also given copies of the information sheets and consent forms immediately after agreeing to participate in the study. The researcher informed respondents of the existence of the Unisa Policy on Research Ethics and provided details on the Ethics Review Committee. Copies of this policy were made available to respondents to guide them in making informed decisions regarding their participation in the study.

2.9.3 Voluntary participation

Respondents were informed that their participation in the study was voluntary, meaning that they were free to withdraw at any time or if they felt that there was undue influence and coercion placed upon him. Respondents were further informed that there would not be any financial benefit to participating in the study. Respondents were further encouraged to ask questions whenever they experienced challenges in completing the questionnaires.

2.9.4 Avoidance of risks/harm

The researcher ensured that the study posed no risk, hazard or harm to the respondents, but that it instead maximised benefits for respondents. As such, the study was conducted in an honest, respectful, fair and responsible manner. Respondents were permitted to state their own opinions and the process of selecting respondents was free, fair and transparent.

2.9.5 Anonymity and confidentiality

Respondents were provided with a clear and understandable explanation regarding confidentiality and anonymity. The researcher ensured that all personal information and records provided by respondents remained confidential. Respondents were allowed to respond anonymously or under a pseudonym to protect their identities and privacy. All personal information about respondents (whether obtained directly or indirectly) and information that might reveal the identities of the respondents remained confidential and anonymous. Therefore, the researcher will take reasonable steps to ensure that research records are stored in a way that protects the confidentiality of the records and the anonymity of all respondents.

2.10 LIMITATIONS OF THE STUDY

2.10.1 Delay in obtaining permission from GPW management

One of the difficulties encountered by the researcher was the lengthy process to obtain permission to carry out this research study at GPW, because the application process for requesting permission took some months to be finally approved. This meant that the

researcher worked tirelessly due to the limited time available caused by the delay in said application process. After careful consideration and following lengthy internal processes, written approval to proceed with the study was granted by the GPW's Head of Department.

2.10.2 Time constraints

Although all selected respondents took part in the study, the researcher experienced difficulties regarding the time it took some respondents to complete their questionnaires, especially with PSOs and GPW employees who interact directly with members of the public on a daily basis. While completing the questionnaires, PSOs had to be excused regularly to perform security services for clients. Similarly, GPW employees had to be excused to execute services towards members of the public. This meant that some respondents spent more time when completing their questionnaires – wasting time needlessly. At times, the researcher had to visit some respondents the following day or at a later date due to their work commitments, particularly those who needed guidance in the completion of the questionnaires. The researcher was patient throughout the process, allowing respondents to complete the questionnaires at their own pace and time. This was done to ensure accuracy and autonomy, thereby eliminating any perception of influence or coercion of respondents in completing the questionnaires faster and/or in a specific way.

2.10.3 Limited research focus area

This study was focused in the province of Gauteng which is one of nine provinces in South Africa, namely Limpopo Province, Mpumalanga Province, North-West Province, Free State Province, Kwa-Zulu Natal Province, Eastern Cape Province, Northern Cape Province and Western Cape Province. To manage the study efficiently, the scope was limited to Gauteng Province, specifically, at GPW in Tshwane. Therefore, the study did not include other government departments in the Republic of South Africa. Despite this drawback the results of the study can still be generalised because issues relating to the levels of service rendered by PSOs are universal and require worldwide attention and application.

2.10.4 Limited population

The study did not include the views of general members of society, but only those of GPW employees who interact directly and constantly with the provision of services by PSOs at GPW in Tshwane. Therefore, GPW employees were perceived as “information-rich” compared to the general public, regarding the levels of service from PSOs at GPW in Tshwane.

Notwithstanding the challenges experienced throughout the study, the researcher continued with the planned activities as listed in the dissertation outline in Chapter 1 – to achieve the research objectives and answer the research questions effectively.

2.11 CONCLUSION

In this chapter, the researcher provided a methodological exposition of the research approach, methods and techniques by discussing the nonexperimental quantitative research design. The chapter discussed the demarcation of the study population and the sampling techniques utilised in the study. The data collection method and data analysis process followed, and expanded on the reliability and validity of the study. The researcher concluded this chapter with a discussion on the limitations experienced while carrying out the research study and an explanation of the ethical considerations taken into account. The next chapter provides an overview of a review of the literature on the topic under investigation.

CHAPTER THREE

LITERATURE REVIEW

3.1 INTRODUCTION

Private security officers are an integral part of any government department because they are normally deployed in areas where they are expected to interact with public servants daily. Therefore, it is very important that the levels of service delivered by these PSOs is high-quality and efficient. This will, in turn, ensure that private security companies contracted to render security services at government departments prioritise their clients and also ensure that they supply PSOs who are well-trained, committed, willing and ready to add value to the daily operations of the department that contracted them.

This chapter aims to provide more insight and a deeper understanding of the matter of the service levels delivered by PSOs employed at government departments. The chapter presents an overview of the private security industry in South Africa and provides an analysis of private versus in-house security working at government departments. Private security refers to private security companies executing security services to clients to generate profits (Halibozek & Kovacich, 2017:49); in-house security entails security officers who are employed (mostly) on a full-time basis by the protected organisation (Halibozek & Kovacich, 2017:48). This study expands farther, to explore the levels of service supplied by PSOs deployed at government departments in South Africa. The chapter will elucidate by considering relevant international research perspectives on the topic of security services by PSOs at government departments. Finally, the chapter provides an overview of the factors causing PSOs to deliver an unsatisfactory service at government departments.

3.2 OVERVIEW OF THE SECURITY INDUSTRY

Security has always been associated with the ability to provide a fundamental and basic form of protection of people, assets, and information. Environmental and technological

developments play a crucial role in people seeking the services of professional security personnel for peace of mind at home and at work (Low, 2017:365). Therefore, security companies provide services to residential clients, private organisations, and government departments globally (Low, 2017:365). The primary purpose of any security organisation, whether in-house or private, is to safeguard people, assets and information.

The private security industry (PSI) has developed tremendously over the years and continues to grow significantly worldwide due to societal, environmental and technological requirements (George & Kimber, 2014:21-22). Nalla and Wakefield (2014:728) also highlighted the fact that the PSI has shown signs of growth since the 1980s and continues to grow tremendously. These results were revealed as a result of the findings of a review of 70 countries. (Nalla & Wakefield, 2014:728). Moreover, Forbes (in 2017) estimated that the PSI has employed over 20 million PSOs worldwide (McCarthy, 2017:1) and that these figures surpass the number of police officers globally (Nalla & Wakefield, 2014:728). These figures clearly depict the growth of the PSI worldwide, which continues to grow rapidly.

Furthermore, this development has intensified the demand for protection, consequently the PSI responded accordingly and supplied manpower to curb feelings of insecurity by members of the public, the business fraternity and various government departments globally (Crosbie & Swed, 2019:3). The increasing demand and strong reliance on PSOs for protection by many industries, resulted in the remarkable expansion and globalisation of the PSI (Higate, 2017:3). Similarly, GPW recognised the necessity of safeguarding its assets, information, public servants, visitors, or members of the public and therefore decided to use contracted PSOs for protection services at its premises. Consequently, GPW expect PSOs posted at their premises to demonstrate value for money by providing an effective and satisfactory service when performing their regular duties (D'Angelo, 2015:12).

In recent years, the demand and increasing use of security services has been debated by industry experts and academics around the world (Van Steden, Van Der Wal & Lasthuizen, 2015:221). Therefore, this researcher believes that worldwide security debates, lectures and conferences aim to broaden industry leaders' knowledge of security through the publication of journals, conference papers, articles, study guides, academic books, etc.

The private security industry has grown to such an extent, that internationally, many security officers are registering with learning institutions to acquire security qualifications that will assist them in understanding the industry better. Moreover, the acquired knowledge can also be instrumental in ensuring that security officers supply an excellent and satisfactory service to their clients (Kole & Masiloane, 2017:62). Security qualifications must, however, be constantly reviewed to ensure that the curricula of such qualifications will equip security officers with theoretical knowledge in the security domain; and also to train them further, to enable them to carry out their mandated duties effectively and adequately (Kole & Masiloane, 2017:62).

3.3 THE DEVELOPMENT OF THE PRIVATE SECURITY INDUSTRY IN SOUTH AFRICA

The development of the PSI in South Africa can be traced back to the 1970s when the previous apartheid government demonstrated their support for the industry (Gichanga, 2015:37). This support was effected by the withdrawal of the South African Police from their mandated policing duties, which included i.e. guarding and armed response as well as to fight political battles on behalf on the ruling National Party (Gichanga, 2015:37). As a result, the withdrawal of the State Police left a vacuum that had to be filled by the PSI to help to safeguard citizens and areas declared strategic installations, for example, GPW in Tshwane (Govender, 2018:19).

It is a well-known fact that private security companies mainly look after their paying clients and their objective is to supply a service in exchange for a monetary fee (Van Steden et al., 2015:221) and to the satisfaction of clients in need of such services

(Steyn, Coetzee & Klopper, 2015:18). Therefore, private organisations and government departments seek the professional services of private security companies because these security companies are well-equipped with human, technological, and infrastructural resources to enable them to provide efficient, effective and satisfactory security services to their clients (Kole, 2017:29).

Some of the influential factors that contributed to the development of the PSI in South Africa are the increasing amount of new threats facing organisations and growing managerial sophistication within this specialised field of expertise (George & Kimber, 2014:37). As a result, organisations and managers had to react swiftly to try and prevent such threats from penetrating their organisations. This reaction resulted in the development of the PSI in South Africa. This researcher's view is supported by Govender and Minnaar (2014:109) who found that over the last 15 years, the PSI in South Africa has managed to develop and increase their PSOs' skills, strategies, and tactics in various ways.

3.3.1 The growth of the private security industry in South Africa

South Africa is regarded as a "champion" in the security industry since it has the largest PSI in the world, estimated to be valued at around two per cent (2%) of the country's Gross Domestic Product (Diphorn, 2017:90). This industry contributes immensely to the growth of the country's economy through investment opportunities and it continues to do so nationwide. Moreover, the industry is estimated to be worth over 60 billion Rand and these figures are expected to keep on growing due to high demand for safety and security from the community, business fraternity, and government departments throughout the country (Berg & Howell, 2017:5).

According to the Private Security Industry Regulatory Authority's (PSiRA) registration records published in its 2019 Annual Report, there are currently 2 365 782 security officers registered of which over 498 435 are employed by just over 9 000 registered and active security businesses (Private Security Industry Regulatory Authority (PSiRA), 2018:5). These security businesses and security officers represent all the different

categories or classes of security service providers as defined in Section 1 of the Private Security Industry Regulation Act No. 56 of 2001 (PSiRA Act), with the majority residing within the guarding sector. The majority of these security businesses and security officers were reported to be operating and are employed in the Gauteng Province (42%), and over the last 17 years the PSiRA reported that the number of registered and employed security officers grew by 157%, and the number of security businesses grew by 65% (PSiRA, 2018:5).

In South Africa, many former army soldiers and police officers found employment in the PSI after feeling marginalised and socially excluded along with having few options for employment (Diphorn, 2017:93). The inclusion of ex-soldiers and police officers has strengthened the growth of the PSI due to skills and knowledge transfer to PSOs on crime prevention tactics. As such, the industry employs more people than any other industry in the country (Steyn et al., 2015:18) and it is by far the largest sector of the security profession (D'Angelo, 2015:60).

South Africa is regarded as the country with the largest PSI on the entire African continent and the industry is expected to grow beyond that due to the escalating crime rates in the country (Nalla & Wakefield, 2014:730). These conditions position the PSI to help institutions like GPW in dealing with security matters by providing an excellent and satisfactory service that is “good value for money” (Kole, 2017:20). This reputation exists because clients demand high service standards and effective, reliable service excellence from PSOs that are deployed at their premises (Halibozek & Kovacich, 2017:61).

The growth for the PSI in South Africa has also been influenced by its citizens' lack of confidence in the South African Police Services (SAPS) to fight crime (Gichanga, 2015:29). Citizens strongly believe that the PSI utilises advanced technological security systems (which SAPS lack) to detect criminal elements and safeguard clients' valued assets (Govender, 2018:2). As a result, the PSI in South Africa is set to thrive in service provision by assuming what was previously referred to as “traditional police duties” (Eick

& Briken, 2014:17). The researcher contends that the PSI's emergency response time compared to the SAPS has earned them more trust from citizens which is also a key influence in its overall growth in South Africa.

3.3.2 Regulation of the private security industry in South Africa

The PSI plays a significant role in South Africa since it actively contributes to the safety and security measures of the Republic towards safeguarding its citizens. Accordingly, Private Security Industry Regulation Act 56 of 2001 was enacted with the sole purpose of formally regulating the PSI (Republic of South Africa, 2001:8). Chapter 2 of the PSiRA Act makes provision for the establishment of the Private Security Industry Regulatory Authority (PSiRA). The Regulatory Authority is mandated by the Act "to regulate the private security industry and to exercise effective control over the practice of the occupation of security service provider in the public and national interest and the interest of the private security industry itself" (Republic of South Africa, 2001:8).

Therefore, PSiRA is mandated to regulate and exercise effective control over the activities of private security companies and PSOs supplying security services in South Africa. It is imperative that security officers, both in-house and private, register with PSiRA before rendering a security service in South Africa (Republic of South Africa, 2001:8). Similarly, both in-house and private security personnel working at GPW are registered with PSiRA and GPW strictly requires all security officers to renew their membership with PSiRA and not let their membership certificates expire (Republic of South Africa, 2001:20). This provision has been specifically added to deter so-called "fly-by-night" private security companies who offer security services without being registered with PSiRA (Diphorn, 2017:91). This simply means that it is illegal for any person or company to render security services in South Africa without being registered with PSiRA (Govender, 2018:19).

South Africa's regulatory framework aimed at regulating its PSI, is considered to be the most sophisticated on the continent (Berg & Howell, 2017:5). As such, countries like Kenya and Uganda have been prompted to model their regulatory framework on the

South African laws (Berg & Nouveau, 2011:24). The success of the South African regulations was due to several changes in terms of its controlling framework and regulatory legislation, i.e. the industry went from being regulated by the old apartheid legislated Security Officer's Act, No. 92 of 1987 to the current PSiRA Act No. 56 of 2001 (Govender, 2018:19).

The purpose of regulating the PSI in South Africa is to protect the general public from, for example, errors made by PSOs while performing their regular duties, ill-treatment by PSOs which could also be degrading in nature, and to prevent dishonest or persons with criminal records from registering as security service providers in South Africa (Republic of South Africa, 2001:20). For instance, PSiRA suspended the services of the Red Ant Security Relocation and Eviction Services Company pending investigations into allegations of improper conduct when carrying out evictions in Alexander Township. The investigation pertains to the alleged callous demolition of homes by the Red Ants, that seemed like an apparent disregard for the human rights of the residents of Alexander Township (Phagane, 2019:1). The example above clearly demonstrates the necessity for the existence of PSiRA, that is, to enforce strict regulations that require private security companies and their PSOs to render services that are within the confines of the law and which prioritises public interests. Therefore, security services must be rendered routinely and in a lawful, respectful and dignified manner (PSiRA, 2018:5).

3.4 PRIVATE VERSUS IN-HOUSE SECURITY

In South Africa, there are two categories of security service providers namely; private security and in-house security. Private security implies the acquisition of a service from a privately-owned entity to render protection service at one's organisation or residence (Halibozek & Kovacich, 2017:49), whereas in-house security refers to a group of trained personnel who are employed directly by the organisation that requires security protection (Halibozek & Kovacich, 2017:48).

In cases where both private and in-house security are deployed, security functions would then be shared amongst the two teams in what is referred to as a hybrid model

(Fischer et al., 2013:22). At GPW, security services are currently being rendered by a combination (hybrid model) of both private and in-house security personnel (Govender, 2018:2). Government Printing Works uses the hybrid model to secure its premises and facilities where the contracted private security company is responsible for access control, physical guarding, alarm response, security escorts, security patrols, searching of persons, personal belongings, articles and vehicles. The in-house security officers employed by GPW are responsible for control room operations, employee vetting, security induction, key control, threat and risk assessments and high-risk area security escorts.

However, it should be noted that the deployment of both private and in-house security personnel has advantages and disadvantages (Halibozeck & Kovacich, 2017:212). These will be dealt with in the discussion below.

3.4.1 Advantages of private security deployed at government departments

The appointment of security officers generally incurs huge costs and many government departments are switching or outsourcing to private security services to reduce their operational and overhead costs (Halibozeck & Kovacich, 2017:70). These costs include, among others: salaries, insurance, uniforms, equipment and training (Purpura, 2013:251). Furthermore, miscellaneous costs and non-security expenses such as advertising, recruitment and administration costs associated with the scheduling and substituting security personnel (when someone is sick or terminates employment), adds to the operational expenditure (Fischer et al., 2013:25).

When government departments use the services of PSOs, they find it very easy and simple to replace PSOs whom they feel are not adding value to their plans, mission, vision and objectives (Halibozeck & Kovacich, 2017:214). Therefore, PSOs who may be identified as poor performers, disobedient or rendering unsatisfactory service can easily be replaced through a direct phone call to the private security management by the protected department (Fischer et al., 2013:24). Again, private security companies possess the ability of increasing manpower at any given time when unexpected

demands arise (Halibozek & Kovacich, 2017:214). For instance, manpower may be supplied when employees of a government department embark on industrial actions or during special events hosted by the protected government department.

Therefore, having a private security service allows a government department to focus on their core business (Berg & Nouveau, 2011:26); free internal resources for other important business purposes; reduce operating costs and share risks (Purpura, 2013:32). The other advantage of outsourcing security services or contracting private security companies is that most of its guard force performs their allocated tasks whilst strictly complying with policies and procedures of the protected department (Van Steden et al., 2015:234). In addition, some private security companies always strive to render effective and satisfactory security services towards their valued clients and as a result, their overall performance and dedication to their work is appreciated by the client's employees (Kole, 2017:27).

3.4.2 Disadvantages of private security deployed at government departments

Private security officers are commonly paid lower salaries with no benefits, deployed in poor working conditions without proper security resources (Fischer et al., 2013:48). They often receive inadequate training opportunities, less rest days which causes high staff turnover and these subsequently lead to a lower level of pride and motivated workforce (Sennewald, 2011:134). These factors would then lead to PSOs rendering ineffective and unsatisfactory security service and also contribute to PSOs not developing any sense of loyalty towards their clients (Fischer et al., 2013:26-27). As a result of lower salaries, PSOs normally seek multiple jobs to make ends meet in their daily lives. Unfortunately, this leads to fatigue and unproductive manpower (Purpura, 2013:32). Fischer et al., (2013:27) believes that underpaid PSOs would not hesitate to steal from their clients should an opportunity presents itself. This ill-practice is worsened by the fact that most private security companies do not conduct proper screening and background or criminal checks when recruiting PSOs (Ortmeier, 2013:19).

Furthermore, most private security companies recruit poorly qualified and/or untrained persons to PSOs' positions (Purpura, 2013:32). As time pass by, these unqualified PSOs tend to be resentful and anti-social towards the department's employees since (PSOs) do not work directly for that department and therefore, they are missing out on benefits such as high salaries, fringe benefits, training opportunities, conducive working environments and many other benefits (Sennewald, 2011:133). The lost sense of pride in their work would then reflect noticeably in their daily performance and the overall service that they render to the department. As a result, some PSOs would seek to be recruited by the client company as in-house security officers (Sennewald, 2011:133).

Private security companies are motivated by profits, therefore there is a high risk of poor service being rendered at the expense of effective and satisfactory security service. When private security companies cut costs to generate more profits it will ultimately translate into ineffective and unsatisfactory service provisions towards government departments (Bodnar, 2012:2). This is mainly caused by, amongst others; poor hiring processes, recruiting unqualified and/or untrained persons to PSOs' positions, not having the client's best interests at heart and recruiting persons with criminal records against their names (Van Steden et al., 2015:223).

3.4.3 Advantages of in-house security working at government departments

In-house security officers are employed by the department and are seen by fellow employees as part of the department and they can therefore be controlled more efficiently by their in-house supervisors (Haider, Samdani, Ali & Kamran, 2016:20). They are also perceived to be better communicators and more knowledgeable about a department's overall operations. They know and understand the objectives, missions and vision of their department and in most cases, they are committed and loyal members of the security team (Bradley, 2016:161).

Public servants tend to have developed more trust when dealing with in-house security officers because they regard them as 'one of their own'. They perceive in-house security officers to be better trained, skilled and knowledgeable compared to PSOs and as a

result, they feel more at ease when dealing with in-house security officers (Eick, 2014:154). Moreover, in-house security officers are largely empowered to take operational decisions whilst performing their duties and by so doing, this places them in a much better position to render a quick, effective and satisfactory service to fellow public servants and members of the public (Persad & Padayachee, 2015:81).

Halibozek and Kovacich (2017) maintain that the process of assessing in-house security officers' performance is simple, manageable, interesting and very effective. Supervisors also have the opportunity to meet with their in-house security officers on a monthly or quarterly basis and assess their overall performance. During this time, areas requiring attention are identified and corrective measures are implemented with a view of improving the levels of service rendered by in-house security officers (Halibozek & Kovacich, 2017:213). For instance, an in-house security officer's communication and interpersonal skills may be identified as his/her weaknesses. As a result, the supervisor will then arrange on behalf of the in-house security officer(s) to attend relevant course(s) that will assist to turn those identified weaknesses into strengths.

Klein & Hemmens (2018) found that in-house security officers are motivated to render effective and satisfactory service in government departments due to benefits that they receive from their employers, namely; higher salaries, pension benefits, medical aid benefits, overtime payments, study assistance, training opportunities and promotion opportunities (Klein & Hemmens, 2018:894). A study by Price and Forrest (2017) concluded that conducive working environment in government departments allowed security officers to perform their mandated duties without any hindrance or lack of resources. This also play a major role with regards to in-house security officers performing to the best of their abilities and ultimately, to the 'joy' of fellow public servants (Price & Forrest, 2017:537). Therefore, the researcher is of the view that in-house security officers working in government departments are in a position to render excellent and satisfactory security services because they carry out their mandated duties in a favourable environment without any kind of fear or uncertainty about their services being terminated or contracts being ended abruptly.

3.4.4 Disadvantages of in-house security working at government departments

In-house security officers are employed by the organisation and generally this is a very expensive exercise to recruit and maintain. Their recruitment costs entail among others; advertising costs, background and criminal checks (screening and vetting processes). On the other hand, their maintenance costs include, amongst others, higher salaries, hefty annual salary increases, fringe benefits, continuous training, security equipment, and uniforms (Holden, 2019:76). The department employing the security officer will also be liable for overtime payments during shortages of manpower or when one or more in-house security officers fail to report for duty as scheduled (Holden, 2019:76).

In-house security officers are not flexible when carrying out their duties in that they often display signs of resistance when re-deployed to other areas of work other than their routine area of work. As a result, they end up performing very poorly and in an unsatisfactory manner (Halibozek & Kovacich, 2017:214). When security supervisors and managers attempt to take corrective measures against officers who have been identified as poor performers, they would then run to their union offices for intervention even when it is unnecessary to do so (Holden, 2019:76). As a result, the relationship between those poor performing in-house security officers and their supervisors and managers becomes sour and thereby, negatively affecting the provision of effective and satisfactory service in the department (Holden, 2019:76).

In-house security officers are normally a fixed and limited manpower resource in a department and the opportunities for climbing the corporate ladder are limited due to fixed structures. This limitation can result in some officers becoming disgruntled for not being promoted (Sennewald, 2011:132). Furthermore, disciplining and/or terminating their service is a lengthy and often complicated process which requires careful attention (Ortmeier, 2013:20). This creates a problem since poorly performing in-house security officers cannot be as easily replaced like contracted PSOs. Security supervisors and managers would be required to prove that they have taken all necessary steps to try and assist the affected security officer to improve areas which were identified as weaknesses before attempting to end their employment contract (Ortmeier, 2013:20).

3.5 CUSTOMER SERVICE DELIVERY AND SATISFACTION

Customer service and satisfaction is deemed to be one of the most important components of a business strategy because it will determine whether a customer will remain with the same private security company including its PSOs or will move on due to unsatisfactory service rendered by the private security company's PSOs (Khadka & Maharjan, 2017:5). Furthermore, customers who had a pleasant experience with PSOs will share with other potential customers who might be tempted to get a taste of what has been perceived as a good experience as well.

However, the opposite is also true since customers who are dissatisfied with services rendered by PSOs will spread their negative experiences through word-of-mouth towards potential customers (Kumar & Hemamala, 2017:2). Therefore, PSOs need to render effective and satisfactory service towards their customers so that they may be able to attract and win new ones (Nguyen & Hoang, 2017:383). As more potential customers are signed-up, PSOs should continue rendering excellent and satisfactory service and also strive to build good working relationships with their customers (Khadka & Maharjan, 2017:5).

Some studies confirm that a private security company's success depends on the satisfaction of the customers with regards to the levels of service rendered by its PSOs (Nguyen, Nguyen, Nguyen & Phan, 2018:1). The private security companies that prioritise excellent service delivery over profits always succeed and gain a competitive advantage over their rivals (Nguyen & Hoang, 2017:382), and will remain at the top in the security industry – because of their ability to retain customers and attract new ones through excellent service delivery (Khadka & Maharjan, 2017:1). For instance, international security companies like G4S and Securitas are dominating the security business and are deemed to be the most preferred security service providers by international industries. This is due to their ability to provide standardised and professional security services at all their branches around the world (Beerepoot & Kumar, 2015:380).

A study by Chinwokwu (2018) that examined the relationship between private security companies and the police during crime prevention in Lagos, Nigeria revealed that maintaining good customer service relations with clients and the public was a crucial and determining factor in private security companies being awarded contracts by public institutions (Chinwokwu, 2018:85). The study further revealed that adequate training, equipment and good customer service were factors that influenced PSOs' crime controlling abilities in the Lagos metropolis (Chinwokwu, 2018:85). Results of this study emphasised the importance of teamwork and service excellence because; PSOs do not function in isolation or among themselves, but instead interact with other people regularly (Nalla, Paek & Lim, 2017:555). Therefore, customers will be satisfied when they feel and see that PSOs are rendering services that are good value for money and of a high standard (Mabunda, 2018:101).

Private security companies must ensure that the services provided by their PSOs are equivalent to the monetary value that their clients are paying, since clients expect services to meet or even exceed their expectations in terms of monetary value (Khadka & Maharjan, 2017:1). If PSOs are able to satisfy their customers' needs, customers might develop trust and loyalty towards PSOs. Therefore, if PSOs succeed in building trust between themselves and their customers, it would be easier for PSOs to receive feedback and an overall assessment from their customers regarding the services they perform (Nguyen et al., 2018:1). Feedback received from customers will then be regarded as a critical tool for measuring customer satisfaction with the services rendered by PSOs, because customers' views about service standards and expectations must be known to the security company (Khadka & Maharjan, 2017:18).

The levels of service rendered by PSOs as well as the professionalism of the officers delivering the service are some of the factors that influence customer satisfaction (Khadka & Maharjan, 2017:10). These factors are vital since most customers stop doing business with private security companies because of unsatisfactory and poor service by its PSOs (Khadka & Maharjan, 2017:24). It is thus very crucial for PSOs to understand that their role in rendering a security service at any government department is

supportive. They are expected to safeguard the premises to enable all public servants to carry out their daily duties without any fear, intimidation or harm. However, PSOs must not perform their functions in a manner that prevents public servants from providing government services to members of the public (Dupont, 2014:276).

Customers expect perfection when they enter into a contract with private security companies (Rahman & Alzubi, 2015:109). Therefore, it is the responsibility of private security companies to supply their customers with professional, friendly, well-trained, effective, helpful, committed, and hardworking PSOs (Khadka & Maharjan, 2017:18). PSOs should display care and humility in their interactions, and have the ability to treat everyone with dignity, respect and courtesy (Dupont, 2014:264). They need to perform better than what is expected of them to fully satisfy their customers' needs and expectations (Löfstrand, 2016:299).

Nguyen and Hoang (2017) found that there was a positive relationship between service excellence and customer satisfaction, i.e. the higher the service excellence customers receive from PSOs is, the more satisfied the customers are (Nguyen & Hoang, 2017:384). Rahilly (2017) contends that professionally trained PSOs must understand that they are operating in a customer-centred industry and thus their overall performance is critical (Rahilly, 2017:6). In general, customers expect continuous service excellence and professionalism from PSOs when executing security services (Rahilly, 2017:8). In doing so, PSOs will improve their individual performance in the service they render to government departments (Rahman & Alzubi, 2015:110). This can improve the overall performance of the private security company that employs them (Hsieh & Chuang, 2015:1).

The role of PSOs is to act as front-line employees of the department that they are rendering security services towards. In this way, they play a crucial part in service delivery, since every person who enters or exits the premises must go through security checkpoints (Hsieh & Chuang, 2015:3). They are expected to interact with a vast number of internal and external customers while executing security services at their

duty points (Hsieh & Chuang, 2015:3). Private security officers are placed in a position that positively or negatively channel customers' emotions, behaviour and moods because they are the first point of contact when customers walk into departmental premises (Hsieh & Chuang, 2015:3). Therefore, PSOs must be sensitised to their role and the responsibility of performing a satisfactory and excellent service at the department where they are posted (Confederation of European Security Services (CoESS, n.d.:8).

3.6 INTERNATIONAL PERSPECTIVES ON SERVICES RENDERED BY PRIVATE SECURITY OFFICERS IN SELECTED COUNTRIES

The services supplied by PSOs are generally sought after by different industries worldwide. Such services are currently utilised in areas like transport stations, shopping malls, private organisations, critical infrastructure facilities, learning institutions, stadiums, hospitals, government institutions, and at any other special events (CoESS, n.d.:8). These developments indicate the increasing utility of PSOs in contributing to ensuring the safety of citizens and of crime prevention worldwide (CoESS, n.d.:8). Therefore, PSOs need to maintain effective and cordial relationships with their clients and members of the public when carrying their work, ensuring that the levels of the services that they provide is enhanced. By so doing, they will be able to satisfy their clients' needs and this may open doors to more business opportunities (Rahman & Alzubi, 2015:111).

3.6.1 Netherlands

Customers expect PSOs to deliver security services in a timely, effective, efficient and satisfactory manner as well as to satisfy their needs with regard to service excellence (Halibozek & Kovacich. 2017:96). Results of a study conducted by Van Steden and Nalla (2010:221) on citizen's satisfaction with PSOs work in the Netherlands, revealed that 57% of the respondents viewed PSOs' work ethics and behaviour as courteous and polite. The study further revealed that more than 50% of respondents expressed satisfaction with the way PSOs responded to calls for assistance, and commended their professional conduct when carrying out their regular duties. The majority of the

respondents seemed to be satisfied and quite positive about how customer-friendly PSOs were when carrying out their regular duties (Van Steden & Nalla, 2010:224).

The study also revealed that 56.4% of respondents viewed PSOs as persons with good customer service relations (Van Steden & Nalla, 2010:224). Private security officers' ability to maintain good customer service relations with their clients and the public would undoubtedly provide a route to gaining more contracts with government departments (Chinwokwu, 2018:85). Therefore, whether a private security company acquires a good reputation and for a government department to achieve its objectives, it will ultimately be as a result of how well PSOs' do their jobs (Sennewald, 2011:51).

3.6.2 Kenya

A study by Diphoorn (2017) that analysed the regulation of the private security industry in both South Africa and Kenya, revealed that there was no formal state regulation of the private security industry in Kenya like in South Africa (Diphoorn, 2017:169). As a result, Kenyan security companies are solely responsible for training their PSOs in an unregulated industry. This situation meant that some private security companies do not provide training opportunities for their PSOs, but that they expected them to perform to the highest possible levels (Diphoorn, 2017:170). Similarly, Anicent (2014) found that there was no standardised training for PSOs across private security companies in Kiambu County, Kenya and this was exacerbated by the lack of a government regulatory framework to regulate the PSI in Kenya (Anicent, 2014:90).

A state regulatory framework was drafted in Kenya but has not been put into practice, leaving the industry to perform its own form of regulation (Diphoorn, 2017:170). As a result, private security companies are registered as businesses and are governed by general business laws that apply to all companies in Kenya. The drawback of this lack of regulation meant that any Kenyan citizen could establish a private security company without any difficulty, even though they might not have the expertise and skill to run a security company. Worse still, there are no standardised procedures to conduct

background checks on PSOs and there are also no standards to monitor and direct the levels of security services provided in Kenya (Diphorn, 2017:170).

Similarly, Murunga (2014) found that the majority of PSOs left the employ of private security companies in Kenya's Nairobi County due to the ongoing violation of labour laws by their employers. These PSOs were exploited by being underpaid, lacking resources, being mistreated by their supervisors, and working long, strenuous hours in very poor work environments. As a result, PSOs developed feelings of unworthiness and were unmotivated to execute satisfactory services towards their clients Murunga (2014:47).

3.6.3 Singapore

A study undertaken by Nalla et al., (2017) examined the determinants of security officers' job satisfaction in Singapore and revealed that job autonomy, salary and fringe benefits, and perceived support from other employees (non-security) in the organisation were viewed as strong predictors of PSOs' job satisfaction (Nalla et al., 2017:548); and those eventually influenced the levels of service delivered by PSOs in that country. The study also examined citizens' views regarding satisfaction and the levels of service they receive from PSOs in Singapore. Findings revealed that 68% of respondents believed that the services rendered by PSOs were ineffective and unsatisfactory due to significant factors like lack of training, poor communication skills, and poor interpersonal skills amongst others (Nalla et al., 2017:557).

The study further revealed that PSOs delivered an unsatisfactory service despite the private security industry in Singapore operating under rigorous regulation i.e., the Private Investigation and Security Agencies Act (PISA) of 1973. The industry falls under the purview of the Singapore Police Force (SPF), which requires owners of security companies to possess a minimum of two years' experience in security-related work and personnel management (Wong, 2020:1). Pending the approval of an assessment framework by Singapore's Ministry of Home Affairs, security companies will soon be required to undergo an assessment when renewing their operating licences. Security

companies that manage to demonstrate their capability and high standards in terms of service provision will thus be issued a two-year operating licence – up from the current one-year licence (Wong, 2020:1). Private security officers are also required to go through criminal and background checks before being recruited as security service providers in Singapore (Nalla et al., 2017:549).

The PISA legislation additionally made some provision for security companies to consider ways to enhance operational efficiency and to promote professionalism among PSOs. For instance, collaborative efforts were made by security industry leaders to ensure the provision of training and professional development programs which were aimed at improving the performance, skills and knowledge of security personnel in Singapore (Nalla et al., 2017:555). These measures are deemed necessary because as part of their diverse duties, PSOs in Singapore are expected to interact regularly with citizens and employees of the organisations that they serve. Unfortunately, conflict in the workplace hindered the satisfactory delivery of security services and further undermined PSOs' overall performance (Nalla et al., 2017:559). Such conflicts include, (among others) low salaries with no benefits, poor working conditions, a lack of training and managerial support (Nalla et al., 2017:549).

Private security officers play a very important role in Singapore by ensuring the safety and security of persons, assets and their clients' properties (Wong, 2020:1). They spend most of their time away from their families due to the long and strenuous work hours that they endure daily. In addition, PSOs are not satisfied with poor working conditions and environment, lack of personal growth, career development and promotion opportunities, poor remuneration, being overworked and under-appreciated, and most importantly, being denigrated and the lack of respect shown by the people who they protect day and night (Heng, 2013:1).

3.6.4 Finland

Saarikkomäki (2018) conducted a study in Finland to compare young people's views of the police and PSOs. The findings of this study revealed that young people viewed the

police as trustworthy, helpful, more educated and experienced, professional, friendly, humorous, legitimate, respectful, effective and constantly applying a fair community-policing approach, compared to PSOs. Private security officers were generally viewed more negatively than the police. The study further revealed that young people have more trust and confidence in the services performed by the police than by PSOs. Their views were based on face-to-face encounters with both the police and PSOs as well as on their general assumptions (Saarikkomäki, 2018:157).

Moreover, PSOs were perceived to lack authority, independence and control due to their inadequate qualifications (Saarikkomäki, 2018:165). Nonetheless, the Finnish government permits PSOs to wear special badges on their epaulettes upon completion of a higher level of training. This practice is enforced to encourage PSOs to up-skill themselves with higher standards of training for them to be in a better position to supply exceptional security services (United Nations Office of Drugs and Crime (UNODC), 2014:61). As such, the study found that education and professionalism were the two most important factors to develop trust, confidence and legitimacy for the services rendered by PSOs (Saarikkomäki, 2018:168). The findings revealed the importance of deploying well-trained PSOs who can supply a professional security service and furthermore, gain the trust and confidence of the general public. It takes time to develop and maintain confidence in PSOs and to enhance the levels of professionalism according to Janković, Cvetković and Ivanov (2019:70).

Young people perceived PSOs' job as dull and boring because PSOs are expected to carry out repetitive tasks continually. As such, PSOs were further perceived as guards who had nothing important to do and as a result ended up feeling stressed and bored, suddenly developing feelings of anger that they ultimately vent on innocent young people (Saarikkomäki, 2018:163). Some respondents further perceived PSOs as inexperienced security personnel who lacked proper training and supervision because they only concentrated on patrolling one area for the duration of their shift (Saarikkomäki, 2018:163).

Results of the study emphasised the importance of fair treatment in encounters between control agents (police and PSOs) and targets of control (young people). This is because young people were frequently asked by PSOs to move when occupying public spaces like shopping malls, making young people get the idea that they were not welcome in city spaces. They also believe that PSOs are private protectors who often exceed their legal rights by using forceful measures and by acting unfairly towards young people (Saarikkomäki, 2018:157). Such improper behaviour was felt to be due to the inadequate training of PSOs (Saarikkomäki, 2018:157). In reality, PSOs in Finland possess extra powers that allow them to remove any unauthorised persons from a guarded area, or any person causing a disturbance in a guarded area. They are also empowered to carry out security searches of persons and articles and to effect an arrest (CoESS), n.d.:13)

The other factor of note was that PSOs in Finland regularly used threatening and/or objectionable language and acted very aggressively towards young people (Saarikkomäki, 2018:161). Young people were upset because they were frequently asked to move on even when they were not engaging in illegal activities or disturbing the peace in that particular occupied space (Saarikkomäki, 2018:163).

3.6.5 Portugal

Moreira, Cardoso and Nalla (2015) conducted a study in Portugal which assessed citizens' level of trust in and satisfaction with PSOs and whether factors such as citizens' contact experiences and their perception of the professionalism, imagery, civility and accountability of PSOs influence their confidence in the latter (Moreira et al., 2015:208). The findings of the study revealed that professionalism and accountability appeared to be good predictors of citizens' confidence as measured by trust in and satisfaction with services provided by PSOs in Portugal (Moreira et al., 2015:208). Rajeswari, Srinivasulu and Thiyagarajan (2017:1043) agree that service excellence is a major determinant of customer satisfaction, which is the evaluation of a customer's encounter with PSOs at a specific point in time.

The study further revealed that 61% of respondents expressed satisfaction with regard to the conduct and services supplied by PSOs. A further 43% of respondents viewed PSOs as professional and accountable persons who are well-educated and have the ability to handle complex situations (Moreira et al., 2015:217). People who interact with PSOs do not remember what service was performed for them; instead, they remember how PSOs made them feel. This simply translates into the fact that the levels of security service experienced by clients is undoubtedly a future determinant for them in whether or not to continue doing business with a particular private security company (Zurnamer, 2016:41). These findings were influenced by the expectation for PSOs to perform many service-oriented functions and that they played an important, proactive role as the eyes and ears of crime prevention. In this way, it brings them into continuous contact with citizens, including those whom they are employed to serve and protect (Moreira et al., 2015:209).

3.7 LEVELS OF SERVICE RENDERED BY PRIVATE SECURITY OFFICERS AT GOVERNMENT DEPARTMENTS IN SOUTH AFRICA

Across the globe, PSOs can be found rendering security services in government departments, private and public institutions and at residential properties. In government departments, PSOs are an integral part of every facet of the department and they play a key role in ensuring safety and tranquility in the workplace (Ortmeier, 2013:4-5). For example, at Government Printing Works, PSOs are featured in every activity or event that is organised by the department. These include ministerial or departmental events, factory tours, stock-taking, providing security escorts during the movement of face-value consignments, and procurement processes – to name but a few.

Private security officers' primary function is to safeguard the department's people, information, and assets against any acts of criminality, and to ensure that services rendered are of satisfactory and professional manner (Smith & Brooks, 2013:11). They also need to maintain and ensure that daily activities of the protected department are carried out freely and without any fear of criminal elements (Van Steden et al., 2015:235). The reason for this is that PSOs look after the needs of their paying clients

and government departments expect PSOs to deliver a satisfactory and exceptional service in exchange for payment (Kole, 2017:19). Therefore, the levels of service rendered by PSOs at government departments must be of a high standard, considering the monetary value that is being expended on such services.

Private security officers offer twenty-four-hour protection services to their clients and as a result, they are viewed as the ears and eyes of protected government departments (Mabudusha & Masiloane, 2011:117). When carrying out their duties in government departments, PSOs are expected to minimise theft in the workplace, protect departmental assets against acts of criminality, enforce departmental policies, procedures and regulations, and protect the image and brand of the department. In addition, PSOs are employed to ensure the provision of a safe and secure work environment for public servants, visitors, contractors and suppliers of the department (Steyn et al., 2015:18).

When executing their duties, PSOs need to maintain a professional, yet friendly, communication channels with public servants. This is significant because these two parties interact daily and they should work as a “team” (Van Steden et al., 2015:227). It is thus essential for PSOs to form good working relationships with public servants in government departments (Sinthumule & Tsanwani, 2017:174). This is important because customers who are pleased with security services will tell other people about the levels of service received from a security service provider. As a result, customer satisfaction may lead to repeat business and new business opportunities for a private security company that delivers a satisfactory service (Martins & Ledimo, 2015:575).

Security services supplied to government departments should be customer-driven through constant interaction with public servants who provide feedback and direction for improving PSOs’ performance (Purpura, 2013:118). This will, in turn, assist PSOs to reflect on their overall performance and apply corrections where needed. Therefore, when PSOs are fully active and involved in the department’s overall activities, the

services rendered will be of high standard and the department will be satisfied with such professional security services (Sinthumule and Tsanwani, 2017:172).

Private security officers' nature of work at government departments may vary and is generally dependent on the objectives, vision and mission of the protected government department (Nalla & Wakefield, 2014:731). At GPW, PSOs provide security services to assist the department in realising its objectives as the state-mandated security printer. Therefore, PSOs are expected to render services that are beneficial to departmental employees and the citizens of the Republic of South Africa. These are usually aligned with the mission of the department, which is to provide equitable information to members of the public and render services cost-effectively, reliably and timeously (GPW, 2019:15). Therefore, this mission also guides the way PSOs execute their services at the Government Printing Works.

When performing their routine work, PSOs are expected to observe and report on activities occurring around the department's premises (Purpura, 2013:251). For PSOs to perform to the best of their abilities, they need to be more service-oriented (Van Steden et al., 2015:237). This is achieved by maintaining constant and open communication channels amongst security team members in the workplace (Gigliotti & Jason, 2013:87), and by them taking full responsibility and accountability for their actions in performing their regular duties (Lubbe & Barnard, 2013:89). Therefore, PSOs must be fully aware of what is expected of them when rendering a security service at a government department (Purpura, 2013:251).

The protective role played by PSOs within government departments cannot be underestimated because a safe and orderly working environment is of the utmost importance since it will enable public servants to supply members of the public with an excellent service (Sinthumule & Tsanwani, 2017:168). Private security officers contribute immensely to a department's success, continuity, and overall performance as a result of their hard work, commitment and professionalism) as reflected by *their* overall performance (Halibozek & Kovacich, 2017:72). Therefore, excellent and satisfactory

customer service is key to PSOs' success in the private security industry (Purpura, 2013:24).

Security is deemed a service and support profession that aims to provide an efficient and effective security service to its clients (Halibozek & Kovacich, 2017:23). Therefore, PSOs must not only concentrate on the protection of the department's assets but should also care for and be considerate to each public servant in the department (Sinthumule & Tsanwani, 2017:181). This is important since PSOs normally render their services through regular interaction with public servants and members of the public (Berg & Nouveau, 2011:28). Of note is that the provision of security services by PSOs has always appeared to be a necessity and of great importance to public servants and everyone who use these services for their safety and protection (Halibozek & Kovacich, 2017:49).

In addition, PSOs are usually required to maintain order and protect government departments' properties, public servants and members of the public who visit the department. This requires PSOs deployed at government departments to demonstrate good judgment and common sense and to always follow their supervisors and managers' lawful instructions (Sinthumule & Tsanwani, 2017:172). They must also fully abide by and perform their mandated security duties in line with the department's policies and procedures. Moreover, they must alert the department's security management of hazardous situations and other emergencies detected while performing their regular duties (Sinthumule & Tsanwani, 2017:172). In summary, the general responsibility of PSOs deployed at government departments is to provide a safe atmosphere for public servants and members of the public and this is achieved by rendering effective, satisfactory and timeous services.

In the next section, the researcher elaborates on the types and nature of services offered by contracted security services and executed by PSOs at government departments.

3.8 TYPES OF SECURITY SERVICES RENDERED BY PRIVATE SECURITY OFFICERS AT GOVERNMENT DEPARTMENTS

Private security officers must build positive relationships with public servants when they are deployed at government departments because they are expected to serve and protect them to the best of their abilities. Their actions and behaviour should reflect respect, professionalism, self-control, trustworthiness, and courtesy at all times. These elements must be present even when PSOs are dealing with difficult public servants or operating under strenuous conditions (Van Steden et al., 2015:231). Therefore, PSOs' actions and behaviour must be guided by the department's policies and procedures when those officers perform a service for clients, regardless of the conditions they are operating under (Dupont, 2014:273).

Furthermore, PSOs perform different security functions as prescribed by their clients and these are normally determined by the size and location of the department (Fischer et al., 2013:41). A study by Chinwokwu (2018) found that PSOs are mostly contracted by government departments to deliver security services like maintaining access and egress control, provision of security escorts, physical guarding, emergency response, receptionist/customer services, and foot and vehicular patrols (Chinwokwu, 2018:90). In addition, PSOs are normally required to perform their duties while manning stationary posts and are also expected to observe constantly and to report hourly to a control room on activities occurring at their sites. Control rooms in government departments are normally manned by in-house security personnel (Kole & Masiloane, 2017:52).

The deployment of PSOs at strategic and vulnerable areas, such as printing, packaging and dispatch areas (as in the case of GPW) is key to achieving a safe and secure work environment (Kempen, 2017:51). Therefore, PSOs' performance is measured by their conduct as well as by specific job skills and knowledge since their work requires them to be more involved with what other people do at the department (Van Steden et al., 2015:237). Moreover, PSOs' performance is measured by results when they are tasked to safeguard such strategic and vulnerable areas in the government department (D'Angelo, 2015:60).

The following are some of the services rendered by PSOs at government departments:

3.8.1 Access control

Effective access control occurs when manpower and technology are combined to form one solid security measure for controlling access and egress at a government department (Kovacich & Halibozek, 2013:339). Controlling access is one of the critical elements of maximising security which must never be overlooked when planning security for a government department (Kovacich & Halibozek, 2013:339). Access control systems should be designed in a way that would grant access to authorised persons, vehicles and articles; while preventing unauthorised movement and persons or objects from accessing departmental premises illegally (Smith & Brooks, 2013:157).

Access control involves the use of technological equipment that may range from biometric solutions to magnetic identification cards (Störm & Minnaar, 2016:29). The advantage of using such equipment is that records of people accessing government buildings can easily be generated by computer systems, especially for auditing purposes (Störm & Minnaar, 2016:29). Moreover, biometric features are dedicated to only one person which reduce the chance of unauthorised persons attempting to enter departmental premises (Geldenhuis, 2016:24).

Access control measures are usually prioritised at most government departments in South Africa because it is an important point of contact for the department (Kole, 2011:69). People judge a department based on the service that they received at the access control point. Therefore, PSOs manning access control points must be well-trained in customer service relations and must also be able to control security equipment at these strategic areas (Ortmeier, 2013:5).

The GPW premises in Tshwane utilise similar access control systems to reduce the chance of unofficial persons gaining entrance to the premises. For example, before visitors are granted access, their personal information and photo is captured on the access control system and thereafter they are issued with an access card that is linked

to their profile on the system. As a result, their movement and the areas that they visit while on the premises can be monitored effectively through the access control systems (Government Printing Works, 2019:51). Therefore, PSOs play a major role in controlling and managing the installed access control systems in the department's access control room (Nkwana, 2017:33) and they must also ensure that access to restricted areas is strictly monitored through such access control systems (Lubbe & Barnard, 2013:88).

To ensure access and egress points are properly controlled at GPW, security equipment such as an electronic occurrence book, electronic access control systems, boom gates fitted with security spikes, motorised gates, positive identification systems, turnstiles, baggage scanners, metal detectors, etc. can be found at access control points (Government Printing Works, 2019:51).

Generally, the duties of PSOs manning access control points at government departments include i.e., restricting access to authorised personnel only (Nelson, 2013:257); maintaining an accurate record access and egress at the department; confiscating prohibited items like knives, alcohol, drugs and guns; and conducting random searches on public servants, visitors, contractors, suppliers, and their belongings, i.e., vehicles or items (Sinthumule & Tsanwani, 2017:174). Public servants and customers of the department shouldn't be inconvenienced by the access control systems in place. Private security officers nevertheless have to ensure that access control measures are not compromised in any way (Purpura, 2013:117). It is also important that PSOs maintain good working relations while enforcing access control measures (Löfstrand, 2016:308). Therefore, they need to engage in friendly but professional dialogue with every person entering and exiting the department (Purpura, 2013:117).

Limited access points at departmental premises maximise security measures because it becomes a lot easier to control and record persons and articles entering and exiting the facilities (Geldenhuys, 2016:22). This limitation will also place PSOs in a better position

to enforce access control procedures and to remind public servants and customers of PSOs' presence at that government department (Van Steden et al., 2015:232). Therefore, non-compliant persons or articles can easily be detected and consequently ejected from the premises without wasting time because any person entering departmental premises, especially public servants and visitors, do so per the access control policies and procedures of that government department and they are expected to adhere to such control measures (Dupont, 2014:268).

3.8.2 Security patrols

The proactive prevention of criminal acts is key to fighting the scourge of crime in government departments (Chinwokwu, 2018:84). One of the most important tasks performed by PSOs at government departments is security patrols. This task is normally performed by PSOs in full uniform because this acts as an effective deterrent and sends a strong message to would-be criminals (Moreira et al., 2015:209). When conducting such patrols, PSOs must be visible to everyone entering and exiting the premises, including public servants, visitors to the department, and members of the public at large because the main objective is to prevent crime (Moreira et al., 2015:209). Therefore, PSOs' performance is deemed effective and satisfactory when they conduct regular and effective patrols within their allocated areas of responsibility at departmental premises (Chinwokwu, 2018:84).

Security patrols are one of the most effective deterrents of crime because the chance of apprehending would-be criminals on the premises is increased by the visibility of active PSOs moving around the departmental premises (Störm & Minnaar, 2016:29). Therefore, the opportunity to commit crimes within government departments is very limited since PSOs are posted at strategic points where they are expected to conduct continuous patrols in and around the premises throughout their shifts (Chinwokwu, 2018:84). These continuous patrols are conducted with the sole aim of protecting the department's valuable assets, information and employees (Sinthumule & Tsanwani, 2017:172).

In addition, PSOs working in government departments carry out planned and unplanned security patrols inside the department's buildings, around the buildings and at the outer fence of the premises (Purpura, 2013:117). The objectives of security patrols are to deter would-be criminals, detect anomalies, arrest intruders, and identify security weaknesses so that appropriate security risk control measures can be implemented. This is essential as it ensures the integrity of the overall security program in the department (Purpura, 2013:117) and translates into the effectiveness of PSOs' overall performance (Chinwokwu, 2018:84). This task is also crucial because a passive PSO encourages would-be criminals scouting and assessing areas where security measures are not effective when attempting to commit criminal activities at that government department (Nalla et al., 2017:560).

Patrols by PSOs are an effective security risk control measure when implemented at a government department and they ensure a safer, more secure and stable work environment (Halibozek & Kovacich, 2017:57). They are the best way to observe activities occurring in and around government premises while still in close proximity to people and assets (Purpura, 2013:118). Hereby, PSOs can take appropriate action and apply corrective measures immediately. It is important though, for PSOs to receive adequate training on how to conduct effective patrols. This training is necessary and will assist PSOs not to interfere with the work of public servants (Mabunda, 2018:103).

Therefore, PSOs need to be alert and practice good public relations and professionalism when carrying out their regular patrol duties in and around government premises, regardless of whether those patrol duties are conducted during the day or night (Purpura, 2013:118). Moreover, PSOs must demonstrate competence and security knowledge when carrying out their routine patrol duties (Lubbe & Barnard, 2013:88). They are also expected to report any irregularities (Halibozek & Kovacich, 2017:206) that they observe while patrolling, like hazards or threats aimed at the department's operations, information, assets, and public servants (Nkwana, 2017:32).

Security patrol duties can be executed via vehicle patrols, golf cart patrols, foot patrols, quad bike patrols, or electric golf scooter patrols. The decision of what type of patrol to utilise depends on the location of the department, the availability of security resources that would enable such patrol duties, and most importantly, the directive given in the signed service level agreement between the department and the private security company (Löfstrand, 2016:301). In addition, PSOs are expected to carry out their regular patrol duties individually or as a team. This will be determined by the private security management in liaison with their site supervisor who is stationed at the protected government department (Löfstrand, 2016:306). Site supervisors are expected to peruse security occurrence books regularly to ensure that PSOs are conducting patrols timeously and to attend to activities and incidents that were observed and reported by PSOs while doing such patrols (Chinwokwu, 2018:84).

3.8.3 Physical security (guarding and security escorts)

At many government departments, PSOs are posted to protect buildings and premises and to create a safe and secure work environment for public servants and other stakeholders (Halibozek & Kovacich, 2017:70). Government buildings, like any other private building, require 24-hour protection to secure assets, people and information (Halibozek & Kovacich, 2017:70). In addition to their guarding duties, PSOs assist by rendering security escort duties whenever classified departmental documents and “sensitive” items, important for the functioning of the department, are moved from one location to another (Molomo & Maundeni, 2015:50). Private security officers conduct security escorts within the premises, provide information where necessary, and ensure the safety and security of the department’s valuable assets. Therefore, PSOs are expected to be professional, courteous and enthusiastic when guarding and/or escorting public servants and visitors within the premises (Sennewald, 2011:57).

Generally, the scope of security escort functions within a government department is determined by the client’s needs through a service level agreement (SLA). This will detail the reasons(s) for conducting security escorts and the procedures to follow in the execution of such tasks (Purpura, 2013:25). It is important for PSOs to be aware of and

conversant with all security policies and procedures that directly influence how they carry out their regular duties (Nkwana, 2017:33). As mentioned previously, the security escort functions performed by PSOs at government departments are, i.e., the transportation of classified documents and sensitive assets (Kole & Masiloane, 2017:56), escorting public servants to do banking transactions for the government department (Molomo & Maundeni, 2015:51), and escorting visitors and contractors within the premises (Chinwokwu, 2018:84). PSOs rendering security services at GPW in Tshwane are expected to perform all the above functions too.

When PSOs perform guarding services, they are also expected to communicate, provide information and aid public servants and visitors professionally and satisfactorily (Nalla et al., 2017:550). Therefore, PSOs must always remember that they are employed to safeguard and deliver a service-orientated function at a government department. This means that they cannot perform their guarding duties in isolation, but must have professional contact and communication with public servants (Chinwokwu, 2018:80). By working in cooperation with others, PSOs will be able to supply an effective and satisfactory service (Chinwokwu, 2018:82). Therefore, PSOs need to have open communication channels with all persons entering and exiting departmental premises. In doing so, public servants will develop trust and be satisfied with the service rendered by PSOs at their department (Singh & Light, 2019:304).

Constant radio communication between PSOs and in-house security officers who usually operate the CCTV control room is essential because every activity observed by PSOs gets transmitted to the control room for further instructions and actioning (Beerepoot & Kumar, 2015:376). As such, PSOs may also be requested by the CCTV controller to respond to an emergency while on duty since security officers are usually the first responders to an emergency in a work environment (Moreira et al., 2015:214). Therefore, PSOs need to be thoroughly trained regarding effective communication skills, emergency response and any other related courses that can help PSOs to render a satisfactory service when called upon to assist (Van Steden et al., 2015:227).

3.9 FACTORS INFLUENCING PRIVATE SECURITY OFFICERS TO RENDER UNSATISFACTORY SERVICE AT GOVERNMENT DEPARTMENTS

Security officers' competence and characters have been widely criticized, in particular, PSOs are generally portrayed as poorly trained, underpaid workers (Berg & Howell, 2017:7) who are a hopelessly unskilled and incompetent workforce (Moreira et al., 2015:211). In most cases, PSOs are deemed incompetent, sloppy and unprofessional when carrying out their regular security duties and that their service is unsatisfactory (Van Steden et al., 2015:223).

In many instances, the above views and many other negative opinions of PSOs have caused PSOs to be reluctant to assume their security roles with pride, confidence, professionalism, friendliness, and courtesy (Sinthumule & Tsanwani, 2017:172). As a result of this, they develop the feeling that their contribution towards crime prevention and customer service is under-valued. This suggests that factors such as support from non-security colleagues, and motivation from superiors, higher salaries with benefits, and many others are strong influencers in job satisfaction and the level of services delivered by PSOs at government departments (Nalla et al., 2017:559).

The following are some of the factors causing PSOs to render an unsatisfactory service at government departments:

3.9.1 Poor working conditions

Private security officers deployed in government departments are normally equipped with old and inadequate office equipment and furniture and these poor working conditions can have a demoralising effect on PSOs and that may affect their overall performance (Diphorn, 2017:167). As a result, PSOs' performance is influenced by factors such as working conditions and the nature of the work itself (Löfstrand, 2016:303). As such, PSOs deserve the same quality work environment as any other public servant in the department, even though they are rendering a contractual service that will come to an end in future (Webster, Joynt & Sefalafala, 2016:208).

Poor working conditions can have a negative impact on the PSOs' health, increase their stress levels and may affect their sleeping patterns. These factors play a crucial role in decreasing PSOs' overall job performance and ultimately impacts the department's effectiveness in providing exceptional and acceptable services to the public. Therefore, their work environment has a great influence on the health and psychological wellbeing of the PSOs deployed at government departments (Bazana, Campbell & Kabungaidze, 2016:71).

Poor working conditions can also result in PSOs 'procrastinating' in the execution of their regular duties and this will ultimately have a serious negative effect on the service delivered to that government department (Mafini & Pooe, 2013:6). Conflict between PSOs and their supervisors is likely to take place because supervisors push PSOs to improve their performance regardless of the poor working conditions that they operate under (Mafini & Pooe, 2013:6). The result of such conflicts will also have a negative effect on the relationship between PSOs and public servants and cause the levels of service by PSOs to deteriorate to an unsatisfactory level (Beerepoot & Kumar, 2015:377).

When PSOs are given an acceptable work environment, they are likely to perform a more satisfactory and superior service because they *themselves* have become satisfied employees. This will lead to PSOs becoming loyal to the department and striving to contribute to the achievement of the department's objectives (Mafini & Pooe, 2013:3). Government departments must (crucially) provide their PSOs with a work environment that is conducive to the needs and demands of PSOs for them to want to work there (Halibozek & Kovacich, 2017:71).

When the conditions of a work environment are conducive to enabling and improving service delivery, PSOs' performance and levels of service increase to a satisfactory level and conversely decrease when the work environment is not conducive to the above (Mafini & Pooe, 2013:6). Working conditions affect the level of PSOs' job satisfaction and therefore have a strong influence on the levels of service rendered by

those PSOs at a government department (Webster et al., 2016:208). Therefore, government departments must work closely with private security companies and strive to create an acceptable work environment for PSOs (Webster et al., 2016:208), as is the case with other public servants.

3.9.2 Lower salaries with no benefits

Private security officers enjoy supplying security services to their clients, but they also want to earn a living for them to take good care of their families (Van Steden et al., 2015:224). Unfortunately, this is not always the case since most PSOs in South Africa often receive lower salaries without any benefits while deployed at government departments (Geldenhuys, 2016:24). Most PSOs experience the constant challenge of unpaid overtime from their employers too and as a result, they might feel demoralised and their overall performance can be negatively affected (Nalla et al., 2017:551). Consequently, when PSOs develop feelings of anger, dissatisfaction, disappointment and disloyalty towards their company, the standard of their performance drops drastically (Klein & Hemmens, 2018:894).

A comparative study conducted in the Netherlands by Van Steden et al., (2015), compared the professional motivation and values of police officers and PSOs. The study revealed that PSOs were more extrinsically motivated to perform satisfactorily by factors like higher salaries with benefits, conducive work environments, motivation and support from management, and training opportunities. Along with these factors, PSOs considered earning higher salaries as an extremely important element that influences the levels of service they deliver to their customers (Van Steden et al., 2015:228). These results were also supported by Nalla et al., (2017:555) who further alluded to the fact that PSOs are satisfied and perform effectively and satisfactorily when they are presented with promotion opportunities and higher salaries with benefits.

Most PSOs usually work double shifts due to their low monthly salaries (D'Angelo, 2015:60). They will report for duty in one department at 6 a.m. and quit work at 6 p.m. since they normally work 12-hour shifts. Thereafter, they will proceed to another site

where they will be working overtime commencing at 6 p.m. until 6 a.m. the following day (Webster et al., 2016:208). The main reason why PSOs engage in this practice is that they want to supplement the low salaries they receive from their employer. This poses huge security risks to the department that is being protected and health risks to the PSOs because they will report for duty with inadequate sleep or rest. Subsequently, they will be unproductive for the entire duration of their shift (Chinwokwu, 2018:87).

Most PSOs in South Africa are exploited by so-called “fly-by-night” private security companies operating all over the country (Webster et al., 2016:208). These companies deliver security services illegally because they are not registered with PSiRA as security service providers and thus they do not register their PSOs either. Findings of a study conducted by Webster et al., (2016) examining working conditions of PSOs in South Africa, revealed that some fly-by-night private security companies were exploiting PSOs by paying them as little as R1 500 per month in comparison with the minimum wage that ranged from R2 519 to R3 658, depending on the PSOs’ grade and area of operation (Webster et al., 2016:208). Some of these fly-by-night private companies exploited PSOs by making them work double shifts and worse, failing to compensate them accordingly (Webster et al., 2016:208).

The work of a security officer is widely considered low-end, unskilled work that is meant for uneducated or ill-educated workers who joined the security industry due to the unavailability of alternative or better job opportunities (Beerepoot & Kumar, 2015:384). As a result, PSOs are still perceived by many to be minimum-wage employees compared to employees from other sectors (Van Steden & Nalla, 2010:223). Thus, the low salaries of PSOs is a major factor affecting their overall performance (Löfstrand, 2016:298). In many instances, PSOs’ salaries are so low that it cannot sustain an officer and his/her immediate family (Chinwokwu, 2018:87). One reason for this is there are too many private security companies who are still reluctant to adequately compensate their hard-working and dedicated security force (Fischer et al., 2013:14). As a result, most PSOs end up engaging in criminal activities like stealing from the department or

colluding with criminals (Diphooorn, 2017:167). They rob the very same department that they are expected to protect for them to make ends meet (Chinwokwu, 2018:88).

3.9.3 Job dissatisfaction

Private security officers' levels of job dissatisfaction are mainly determined by the fulfilment of the motivational determinants of job satisfaction which include i.e., regular recognition of the service that they render, achievement and responsibility (Nalla et al., 2017:550). Furthermore, PSOs' job satisfaction is considered an important factor in determining and directing the levels of service rendered by PSOs at government departments (Van Steden et al., 2015:224). Therefore, when PSOs are dissatisfied with their work, the levels of service that they render will deteriorate, become less effective and unsatisfactory. The opposite is true as well: when PSOs are satisfied with their jobs, the levels of service they render will increase drastically and result in satisfactory and effective service provision in the department (Nalla et al., 2017:550).

Unruly behaviour and the actions of dissatisfied PSOs due to poor working conditions while deployed at government departments will lead to a decrease in productivity and poor service provision, thereby leading to poor organisational performance (Mafini & Pooe, 2013:3). Such dissatisfaction with their jobs may cause PSOs to take frequent leaves of absence in order to relieve themselves of the dissatisfaction that they feel at their place of work. As a result, constant absenteeism will have a negative effect in the department due to lost production time and the lack of satisfactory and effective service provision (Johnston & Kilty, 2016:188). Consequently, the levels of service performed by PSOs will also deteriorate with more production time lost because dissatisfied PSOs are likely to take more leave days and would then be replaced by PSOs who are not familiar with the environment. This would also put relievers under pressure to adjust quickly so that they may be able to deliver as expected and in a very short space of time (Van Steden et al., 2015:224).

Findings of a study conducted by Nalla et al., (2017) that examined the determinants of security guards' job satisfaction in Singapore, revealed that there was a positive

correlation between job satisfaction and organisational commitment (Nalla et al., 2017:551). This study confirmed that those security guards who are satisfied with their jobs performed more effectively and in a satisfactory manner than those who were dissatisfied with their jobs (Nalla et al., 2017:550). This simply means that PSOs are more committed to render effective and satisfactory services to a government department if they are happy and satisfied with their jobs (Webster et al., 2016:210).

3.9.4 Insufficient or lack of training

Some of the PSOs deployed at government departments were posted without receiving adequate training and they lack skills and knowledge of the job (Chinwokwu, 2018:85). Such a lack of adequate and proper training has resulted in some PSOs failing to provide an effective and satisfactory service at government departments (Johnston & Kilty, 2015:58). This problem is expanding because most private security companies are unwilling to provide adequate training opportunities for their security staff. This may result in a deterioration of the service levels delivered by PSOs at government departments (Nalla et al., 2017:552).

Therefore, PSOs should be trained sufficiently before commencing a security career, so that they may be well-equipped and ready to render a satisfactory and effective service (Kole & Masiloane, 2017:52). Private security officers deployed at government departments are widely regarded as being inadequately trained to carry out a satisfactory security service (Van Steden et al., 2015:222). Chinwokwu (2018:85) agrees that one of the basic criticisms against PSOs deployed at government departments is that they lack job knowledge and skills due to insufficient training.

Findings of a study conducted by Mabunda (2018) that investigated factors that inhibited the implementation of partnership policing in Soshanguve Township in Gauteng Province, revealed that the lack of training was a major contributing factor hindering the effective and satisfactory provision of policing services to the residents of that township (Mabunda, 2018:104). These findings highlighted the fact that an officer who did not receive adequate training before deployment frustrated people who

expected satisfactory service and thus leads to many complaints from service recipients who were receiving shoddy and unsatisfactory service instead (Mabunda, 2018:104). Therefore, private security companies need to prioritise the continuous training of PSOs for customers to receive a better service that they are satisfied with (Mabunda, 2018:104).

In most cases, PSOs who have not received adequate training will always be lacking in their ability to perform at the required standard. This is not only due to a lack of orientation and adequate training, but also of proper guidance regarding departmental regulations and standard operating procedures (Kole & Masiloane, 2017:58). As a result, such under-trained PSOs will be considered incompetent when they are instructed to respond to a security incident or when asked to render a customer service at an access control point (CoESS, n.d.:12). Therefore, private security companies that recruit and deploy untrained PSOs at government departments place the lives of these PSOs and public servants at risk (Klein, Ruiz & Hemmens, 2019:354).

Government departments usually seek the service of a private security company that has quoted lower than all other competing private security companies in a bidding process. Although this practice saves the contracting department money, it also carries huge risks (CoESS, n.d.:15). Therefore, PSOs might be deployed at that government department without adequate training because the winning private security company reduces costs in pursuit of a reasonable profit. The PSOs will accordingly receive low salaries, causing them to be disgruntled and reporting late for duty. As a result, the level of services rendered by those PSOs at that government department will be ineffective and unsatisfactory (CoESS, n.d.:15).

Private security officers have widely been labelled low-skilled, uneducated workers who lack sufficient knowledge of the job they perform (Klein et al., 2019:342). To change this perception, private security companies will have to pay more attention to the process of continuous training for their PSOs (Wang, Tran & Nguyen, 2014:1605). This is important because PSOs who receive constant training opportunities are highly motivated to

perform to the best of their abilities and thereby demonstrate their commitment to the government department where they serve (Chinwokwu, 2018:87). The training opportunities offered should be linked to a clear career structure within the private security company, thereby enabling promotion opportunities for PSOs. Such a policy will produce highly effective, motivated and committed PSOs and, ultimately higher levels of service rendered at government departments (CoESS, n.d.:29).

In addition, PSOs who are constantly trained are better equipped to understand the security regulations and processes of the South African criminal justice system (Klein & Hemmens, 2018:906). When PSOs are knowledgeable, they will be able to perform their services within the ambit of the law. The aforementioned will also prevent civil claims being laid against PSOs, their employer and the government department where they are deployed in case of negligence by PSOs towards public servants or the public (Chinwokwu, 2018:90). Therefore, private security companies need to promote the continuous training and enhancement of professionalism in their workforce – towards improving the levels of service rendered at government departments (Nguyen et al., 2018:12).

3.9.5 Lack of security resources

Private security officers cannot perform satisfactorily when posted at an access control point without hand or base radios, access control registers, positive identification systems, metal detectors, baggage scanners, baton sticks, handcuffs, and appropriate searching devices (Löfstrand, 2016:305). Without these, the PSOs' overall performance will be negatively affected at that specific access control point (Mabunda, 2018:99). In that case, public servants and visitors will have free access in and out of departmental premises, posing huge risks, e.g., dangerous items that might cause harm brought onto the premises, or the theft of departmental assets if assets movement registers are unavailable.

Similarly, the findings of a study conducted by Mabunda (2018) found that, in instances where resources were limited or unavailable for law enforcement officers to carry out

their duties, the police were unable to perform their mandated crime prevention tasks effectively and in a satisfactory manner (Mabunda, 2018:100). These findings highlight the importance of the availability of security resources for PSOs to provide an effective and satisfactory service at government departments (Löfstrand, 2016:305). Therefore, security resources are a critical element in enabling PSOs working at government departments to execute their mandated security services effectively (Mabunda, 2018:99). Such security resources must be available at all times and preferably, located at PSOs workstations (Chinwokwu, 2018:85).

Security resources like torches and emergency lights, hand and base radios, portable metal detectors and loudhailers need to be tested daily at the commencement of each shift (Chinwokwu, 2018:85). These regular tests are vital for ineffective and outdated security resources to be serviced or replaced as needed. Private security companies must also provide their PSOs with adequate personal protection equipment including raincoats, waterproof boots, shoes, reflector jackets and searching gloves for them to render an effective and satisfactory service during the rainy season.

3.9.6 Lack of motivation and support

Private security officers, like any employee, expect their supervisors and managers to support and motivate them to perform to the best of their abilities. They expect their leaders to have regular, motivating talks with them toward improving the levels of service performed at government departments (D'Angelo, 2015:60). The aforementioned support is essential because PSOs are perceived to be the face of the department and the first point of contact for anyone entering departmental premises (CoESS), n.d.:14). One cannot post a demotivated PSO at an access control point and expect them to greet and search persons and vehicles entering and exiting departmental premises with a smile. The service delivered will be ineffective and unsatisfactory, thereby discouraging future interactions. Therefore, an effective support system by superiors will play a bigger role in influencing PSOs' behaviour and conduct regarding security service delivery (Wang et al., 2014:1604).

Moreover, PSOs who are motivated and supported generally communicate more professionally with public servants and visitors. These PSOs are better understood and easily approachable when seeking security assistance in the workplace and are mostly willing to attend training opportunities to broaden their knowledge and sharpen their skills (CoESS), n.d.:14). Therefore, support and motivation from security management are some of the factors that contribute immensely to PSOs' satisfaction with their jobs. As a result, their satisfaction will improve service provision at a government department (Nalla et al., 2017:555). Some of the factors contributing to PSOs feeling motivated and supported include a conducive work environment, better salaries, happiness (attributable to management), appreciation and rewards for a job well executed, promotion opportunities, and success at allocated tasks (Van Steden et al., 2015:224).

Conversely, when PSOs feel that their hard work and commitment is not appreciated or recognised, they become demotivated, their work will become ineffective and unsatisfactory, and they may resign to seek employment elsewhere (Mafini & Pooe, 2013:6). Demotivated PSOs develop negative attitudes towards their clients, which will subsequently lead to unsatisfactory and ineffective service being rendered at the department (Löfstrand, 2016:308). Therefore, PSOs' performance reflect their discontent and lack of commitment towards mandated security tasks in delivering an effective and satisfactory security service to the department (Lubbe & Barnard, 2013:88). Effective service delivery at government departments will also be affected and depends upon the motivation and support that PSOs receive from their superiors (Löfstrand, 2016:308).

3.9.7 Being looked down upon (degradation or poor self-image)

One of the contributing factors to PSOs delivering an ineffective and unsatisfactory service at government departments, is being labelled with derogatory names by some public servants and members of the public. In performing their regular duties, PSOs are looked down upon by some of the public servants working in the department (Löfstrand, 2016:303). Results of a study conducted by Löfstrand (2016) in Sweden and the United Kingdom, which explored how PSOs working in a stigmatised industry managed to

deliver security services, revealed that PSOs' overall performance was negatively affected by the stigma and negativity they experience while executing security services in the two mentioned countries above. The study further revealed that the negativity PSOs were targeted with, made them feel worthless and degraded, adversely affecting the levels of service provided to customers by these PSOs (Löfstrand, 2016:304).

It is worth mentioning that PSOs remain stigmatised and demeaned by the general public (van Steden et al., 2015:227) and some of the contributing factors to this phenomenon are that PSOs are ill-mannered, deliver an unsatisfactory security service and show a lack of commitment. Van Steden and Nalla (2010:217) further explain that private security is viewed as a perilous business – mostly driven by low prices instead of the provision of a high-quality service – which obviously hampers the popularity of the security guards' occupation (van Steden & Nalla, 2010:217). In addition, PSOs were mainly referred to as low-skilled workers due to general perception that the PSI is meant for uneducated and unskilled people since academic qualifications were not a compulsory requirement (Moreira et al., 2015:211). As such, PSOs were also seen security “trainees” and/or “amateurs” who depended in-house security officers for guidance and support (Chinwokwu, 2018:84). As a result, some PSOs were held in contempt by the department's in-house security personnel who saw PSOs as their “puppets” and may not do anything in the workplace without prior authorization from in-house security officers (Löfstrand, 2016:308).

Members of the public label PSOs untrustworthy people who only think of themselves (Löfstrand, 2016:299). Private security officers have also been labelled the perpetrators of illicit activities due to the poor salaries that they receive. Therefore, the public thinks that PSOs engage in these illegal activities to make ends meet (Diphoom, 2017:167). These perceptions have affected the hard-working and committed PSOs who joined the PSI to pursue a career. They inevitably feel that they will not get better job opportunities or succeed in life due to the stigma that has impacted not only their professional lives but also their personal lives. As a result, they feel negative when they go to work and unfortunately, turn out to deliver ineffective and unsatisfactory security service.

Eventually, the department where these PSOs are deployed will suffer the consequences of their denigration (Chinwokwu, 2018:85).

Negative perceptions require continuous monitoring and management by private security companies. They must support and motivate PSOs to fully embrace their careers regardless of what they have been perceived to be. Such motivation and support systems are very important because it will assist PSOs in changing their mindsets and thereby, improving the levels of service they render towards government departments (Löfstrand, 2016:310). Moreover, PSOs should never perform their regular duties while feeling degraded because that would result in lowered self-esteem, lack of trust and belief in oneself, and the inability to form social cohesions (Nalla et al., 2017:557). As a result, the level of services provided to the government department will be ineffective and unsatisfactory.

3.9.8 Lack of authority and control

In most cases, PSOs deployed at government departments experience stress and frustration due to a lack of authority and the restrictions imposed on them by the government department they are working. These PSOs will carry the effect of this stress and frustration from the work environment into their homes and vice versa. The stress will ultimately cause PSOs to become angry, depressed, bored, and irritable – thereby decreasing concentration levels and thus, negatively affecting the levels of service at that government department (Bazana et al., 2016:73).

Furthermore, PSOs do not have a lot of authority and control in the execution of their duties at government departments. All decisions have to pass through the control room which is normally manned by in-house security personnel (Bazana et al., 2016:82). Private security officers are also expected to continuously request permission before doing anything, and to constantly report to their site supervisors. Permission requests can be bathroom, tea- or lunch breaks. Before responding to emergencies or incidents within the department, PSOs are moreover expected to report and wait for further instructions from in-house security personnel (Bazana et al., 2016:82). As a result,

PSOs were being looked down upon by some of the department's in-house security personnel, who perceived PSOs to be their 'puppets' who could not do anything in the workplace without prior authorization from them (Löfstrand, 2016:308).

In some instances, PSOs movement and performance are monitored through Closed-Circuit Television (CCTV) surveillance systems which are mainly controlled by in-house security personnel. This meant that PSOs' presence on the departmental premises is strictly controlled and therefore PSOs cannot do anything or make a decision without informing in-house security personnel well in advance. Thus, their ability to perform and think independently is curtailed (Löfstrand, 2016:304). This lack of authority and control while deployed at government departments means that PSOs are expected to behave themselves in a prescribed manner while still performing their regular security services timeously (Löfstrand, 2016:309).

3.10 THEORETICAL FRAMEWORK

The theoretical framework for any study is the structure that can hold or support a theory of a research study. The theoretical framework introduces and describes the theory which explains why the research problem under study exists. For the current study, the Situational Crime Prevention Theory will be briefly examined in relation to the research problem.

3.10.1 Situational Crime Prevention Theory

This theory aims to reduce the possibility of crimes being committed at an institution, thereby increasing the risk of apprehension, decreasing the odds of provocation and temptation, decreasing the rewards for the criminal and also making it very difficult for the criminal to succeed at his/her illegal activities (Smith & Clarke, 2012:291). Thus, it is focused on the settings in which crimes occur, rather than on those committing criminal acts. It does not try to eliminate criminal tendencies by arresting and sanctioning offenders or by improving society or its institutions (Clarke, 2009: np).

The theory analyses the immediate physical and social settings as well as the wider societal arrangements to prevent acts of criminality. Therefore, the probability of criminal activities occurring at an institution can be reduced by altering and improving security measures at that institution's environment (Newburn, 2013:296). As such, more opportunities or loopholes can lead to more crime at an institution and vice versa – fewer opportunities will ultimately lead to less crime occurring at an institution (Clarke, 2011:7).

The situational crime prevention theory is relevant for an environment like GPW in Tshwane because PSOs deployed at this department can play a critical role in ensuring that opportunities for crime are prevented and/or reduced. The reason for this is, management always expects PSOs to create and maintain a safe and secure working environment for their assets, employees, information and visitors. As such, the GPW should always be deemed a safe and secure working environment where employees, visitors, assets, and information are properly protected against acts of criminality (Halibozek & Kovacich, 2017:96).

Therefore, situational crime prevention theory is deemed to be a problem-solving approach when dealing with crime-related challenges at an institution and it focuses on highly specific categories of crime and/or crime concentrations (Clarke, 2011:7). In attempting to solve a crime problem at an institution, this theory will seek to gain an understanding of how a crime is committed and make use of a problem-solving model to develop a variety of solutions to curb the identified crime problem (Clarke, 2011:17). When solving a crime problem using this theory, data is collected and thereafter the crime problem is analysed before a suitable solution is chosen. The chosen solution is then implemented and evaluated continuously. An example of a suitable solution for GPW in Tshwane is the implementation of the so-called “displacement of crime”.

The situational crime prevention theory proposes the concept of “displacement of crime” (Welsh & Farrington, 2012:37). This concept entails redirecting the potential criminal to another area of interest owing to the establishment of effective security measures at the

initial targeted area (Welsh & Farrington, 2012:37). For example, when PSOs carry out their patrols (as prescribed by the GPW security patrol procedure); CCTV controllers are constantly monitoring the entire GPW perimeter fence through the CCTV surveillance system; alarms, motion detectors and the electric fence are always activated and in good working order, opportunities for crime taking place at GPW would ultimately be reduced. Criminals would be discouraged to attempt to break into such a highly-protected institution. As a result, the “would-be” criminals will eventually look for an alternative institution (with ineffective security measures) to break into.

3.11 CONCLUSION

The literature study was conducted to analyse collected information from the work of different authors on the phenomenon of levels of service rendered by PSOs at government departments, as well as to identify any possible deficiencies within the South African context. To achieve that, the researcher kept the aims and objectives of the current study in mind, which directed the literature study. The literature review provides the reader with information on the phenomenon; the justification for a clearer line of thought concerning the researcher’s focus for this study.

This chapter provided an overview of the security industry, specifically the South African private security industry. The researcher analysed private versus in-house security personnel working at government departments and discussed levels of service rendered by PSOs deployed at government departments. Relevant international research perspectives were addressed and an overview of types of security services rendered by PSOs deployed at government departments was discussed. The chapter concluded with a discussion of factors influencing PSOs to render unsatisfactory service while deployed at government departments.

The next chapter presents the data analysis and research findings of the study.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This chapter presents the data analysis and the interpretation of data collected during the study. The researcher chose the quantitative research approach because this research approach places the emphasis on measuring variables and making use of tangible data through numbers (Heap & Waters, 2019:4). As such, the data in the study was presented in the form of frequency distributions within tables. The researcher followed a nonexperimental quantitative research approach to collect data by using a self-administered questionnaire survey. The nonexperimental research approach is mainly used in descriptive studies where units that have been selected to partake in the research are measured on all the relevant variables at a specific time. As such, no manipulation of variables takes place (Bryman, Bell, Hirschsohn, dos Santos, du Toit, Masenge, van Aardt, & Wagner, 2014:156). The researcher chose this research approach because surveys are probably the most widely used nonexperimental research approach in social science, especially because surveys can be used for all types of study: exploratory, descriptive, explanatory, and evaluative (De Vos, Strydom, Fouche & Delpont, 2011:156).

The univariate analysis process, which analyses one variable at a time, was followed to quantitatively analyse and interpret the data collected. This was made possible by acquiring the assistance of an independent statistician. The researcher followed this method because it allows for easier description, comprehension, interpretation, and utilisation of the information in a summarised manner. This process is necessary and important to answer the research questions and to achieve the aims and objectives of the study as stipulated below:

In Chapter Two, the aims and objectives of the study were presented and these are briefly repeated below to provide contextual relevance for the analysis and interpretation of the data.

The aims of the study are to:

- Determine the views of GPW employees towards levels of service rendered by private security officers at GPW in Tshwane;
- Investigate the factors that cause private security officers to render unsatisfactory service at GPW in Tshwane; and
- Recommend solutions that can be implemented to address factors that cause private security officers to render unsatisfactory service at GPW in Tshwane.

To realise the aims of the study the following objectives were developed:

- Investigate the views held by GPW employees regarding levels of service rendered by private security officers at GPW in Tshwane;
- Identify factors that cause private security officers to render unsatisfactory service at GPW in Tshwane; and
- Identify solutions that can be implemented to address factors that cause private security officers to render unsatisfactory service at GPW in Tshwane.

The researcher distributed two separate questionnaires to sampled groups of GPW employees and private security officers, one for each selected sample group. To select the sample, the researcher used a simple random sampling technique and allowed all employees and private security officers an equal chance of being included in the sample. The questionnaire was handed out at four Government Printing Works (GPW) facilities in Tshwane i.e., GPW Head Office (Bosman Street), Security Printing Facility, Zandfontein and Masada. The distribution took place during lunchtimes giving respondents ample time to participate in the study. One hundred and fifty-three (153)

questionnaires were distributed to GPW employees at the four facilities and 20 questionnaires were administered to private security officers working at these sites.

A total of 173 questionnaires were distributed to the respondents and from these, one hundred and fifty-three (153) were completed and returned by GPW employees and twenty (20) private security officers completed and returned the questionnaires. This translated into a one hundred per cent (100%) response rate from both GPW employees and private security officers chosen for the study. The researcher allowed respondents ample time to go through these documents to allow them to understand the reasons for the study and why they were chosen to participate in the study.

This chapter presents the analysis and interpretation of the data collected from the survey. The sampling method followed in this study was discussed in Chapter 2 and all respondents gave their consent before participating in the study. The data is presented in the form of frequency distributions within tables and will also be interpreted and explained in detail. Biographical information of the respondents is used to describe the study group as an entity.

4.2 DATA ANALYSIS AND INTERPRETATION: GPW EMPLOYEES

In this chapter, the data analysis and interpretation process is discussed in two fold. The dataset obtained from GPW employees will be presented first and findings of private security officers employed at GPW in Tshwane will be discussed thereafter. This structure is necessary due to a large amount of data collected during the research process.

4.2.1 Section A: Biographical information

In its basic sense, biographical information is personal data that distinguishes one individual from another. In this study, the most basic biographic information is a person's gender, race, number of years of working experience, and educational level.

(a) Gender

Table 4.1: Gender

| Gender | Frequency | Percentage |
|---------------|------------------|-------------------|
| Females | 83 | 54.2% |
| Males | 70 | 45.8% |
| TOTAL | N=153 | 100% |

The results presented in Table 4.1 show that the number of female respondents (83) was slightly higher than their male counterparts (70). This may be attributed to the fact that GPW in Tshwane employs a large number of females and that female employees are fairly represented in the number of the employees working at GPW.

(b) Race

The race distribution of GPW employees is presented in the following table:

Table 4.2: Race

| Race | Frequency | Percentage |
|-------------------|------------------|-------------------|
| Indians | 9 | 5.9% |
| Blacks (Africans) | 94 | 61.4% |
| Coloureds | 13 | 8.5% |
| Whites | 37 | 24.2% |
| TOTAL | N=153 | 100% |

To obtain the demographic make-up of the staff working at GPW, respondents were required to indicate their race. A large number (94) of respondents were Black

(Africans) (61.4%), followed by Whites amounting to 37 (24.2%) respondents. Further, 13 respondents (8.5%) were “coloureds” and 9 respondents (5.9%) were Indian. These results confirm that the majority of GPW employees are Black (Africans).

(c) Age group

Table 4.3: Age group

| Age of respondents | Frequency | Percentage |
|---------------------------|------------------|-------------------|
| Less than 30 years | 15 | 9.8% |
| 31 – 35 years | 46 | 30.1% |
| 36 – 40 years | 45 | 29.4% |
| 41 – 45 years | 33 | 21.6% |
| Above 45 years | 14 | 9.1% |
| TOTAL | 153 | 100% |

All respondents from the sample of GPW employees were above the age of 20 years. The largest percentage of respondents (81.1%) was between the ages of 31 and 45 years old. This indicates that the majority of the respondents were more experienced people in terms of their respective age groups.

(d) Highest educational qualifications

Table 4.4: Highest educational qualifications

| Educational qualification | Frequency | Percentage |
|----------------------------------|------------------|-------------------|
| Std 10/Grade 12 and below | 11 | 7.2% |
| Certificate | 49 | 32.1% |
| Diploma | 73 | 47.7% |
| Advanced diploma | 8 | 5.2% |
| Degree/Postgraduate degree | 12 | 7.8% |
| TOTAL | 153 | 100% |

The data presented in Table 4.4, show that the majority of the respondents had a diploma qualification (n=73 or 47.7%), while 32.1% of respondents (n=49) had a certificate qualification. The lowest number of respondents held a degree or postgraduate degree qualification (n=12, 7.8%), followed by a grade 12 certificate or below (n=11, 7.2%) and lastly, eight respondents (8) possessed advanced diploma qualifications. The researcher believes that the majority of respondents probably understand the factors that cause private security officers to deliver an unsatisfactory service at GPW in Tshwane. Therefore, it can be suggested that the respondents may be able to provide recommendations that can be implemented to address the factors that cause said deficient service by private security officers at GPW in Tshwane.

In summary, the majority of respondents were between the ages of 31 and 45 years, in possession a tertiary qualification, the largest group of employees were Black (Africans), and there was a balanced distribution of male and female employees at GPW in Tshwane.

(e) Years of experience at GPW

Table 4.5: Number of years working at GPW

| Years of experience at GPW | Frequency | Percentage |
|-----------------------------------|------------------|-------------------|
| Not more than 2 years | 9 | 5.9% |
| 3 – 5 years | 48 | 31.4% |
| 6 – 10 years | 41 | 26.8% |
| 11 – 15 years | 38 | 24.8% |
| 16 – 20 years | 11 | 7.2% |
| More than 20 years | 6 | 3.9% |
| TOTAL | 153 | 100% |

The results presented in Table 4.5 show that the majority of respondents who participated in the study have a large number of years of experience gained at GPW. Overall, 94.1% (n=144) of respondents had between 3 and more than 20 years of

experience. Forty-eight (48) respondents (31.4%) had between 3 – 5 years of experience, 41 respondents (26.8%) had between 6 – 10 years of experience, 38 respondents (24.8%) had between 11 – 15 years of experience, 11 respondents (7.2%) had between 16 – 20 years of experience and 6 respondents (3.9%) had more than 20 years of experience gained at GPW. The least number of respondents (n=9, 5.9%) had no more than 2 years of experience gained at GPW. As a result, the majority of respondents (n=144, 94.1%) were in a better position to provide an insightful and reliable overview of the levels of service provided by private security officers at GPW. The work experience of both groups of participants in a study conducted by Banda (2018) is regarded as an important factor because the researcher sought to understand the number of years that participants worked in the industry for them to provide reliable inferences regarding the challenges faced by private security companies in retaining clients (Banda, 2018:114).

(f) Directorate currently employed

The participants were required to indicate the Directorate or Section of GPW where they are currently employed.

Table 4.6: Directorate currently employed

| Directorate | Frequency | Percentage |
|---------------------------|------------------|-------------------|
| Operations and Production | 88 | 57.5% |
| Human Resources | 7 | 4.6% |
| Finance | 15 | 9.8% |
| Strategic Management | 43 | 28.1% |
| TOTAL | 153 | 100% |

Government Printing Works comprise of four key Directorates; namely (1) Operations and Production, which is responsible for producing security printed materials according to customer requirements and local/international standards; (2) Strategic Management, responsible for the diversification of product mix within security printing and to protect and secure the assets, people and information of the organisation; (3) Finance,

responsible for the provision of quality financial and supply chain management services in compliance with legislation and stakeholders needs to contribute towards financial sustainability; (4) Human Resources, responsible for human resources, learning and development planning in the organisation.

The results presented in Table 4.6 show that the majority of the respondents (n=88, 57.5%) worked in the Operations and Production directorate, followed by 43 respondents (28.1%) who worked in the Strategic Management directorate. The least number of respondents worked in the Finance (n=15 or 9.8%) and Human Resources (n=7 or 4.6%) directorates respectively. The data indicates that respondents were spread across all directorates at GPW. This contributes to a better understanding of views held by employees from various directorates with regard to the levels of service supplied by private security officers at GPW in Tshwane. The spread was also necessary to ensure that all directorates at GPW were included and represented.

4.2.2 Section B: Working relations information

During the data collection phase, respondents were required to indicate the attributes of their working relationships with private security officers at GPW. These were plotted on a Likert scale from 1 (where 1 represented not to any extent at all) to 3 (to a large extent). For this study, the Likert scale was used since it is probably the most widely used scale in survey research and secondly it allowed people to express their attitudes or other responses in terms of levels of satisfaction with the service of private security officers at GPW (De Vos et al., 2011:212).

The data presented in the table below presents the views of the working relationship between employees and private security officers at GPW:

Table 4.7: Attributes of GPW employees working relationships with private security officers at GPW in Tshwane

| Statement: Levels of extent of GPW employees working relationships with private security officers at GPW in Tshwane | Not to any extent at all | To some extent | To a large extent |
|---|---------------------------------|-----------------------|--------------------------|
| a. Private security officers are always ready to assist | 66% (101) | 28.8% (44) | 5.2% (8) |
| b. Private security officers handle complaints and concerns professionally | 78.4% (120) | 19.6% (30) | 2% (3) |
| c. Problems identified to them do not recur – solutions are effective and lasting | 78.4% (120) | 19.6% (30) | 2% (3) |
| d. I feel safe when I see private security officers around | 56.9% (87) | 26.8% (41) | 16.3% (25) |
| e. Private security officers in general are sensitive to the public | 78.4% (120) | 19.6% (30) | 2% (3) |
| f. Private security officers are generally helpful | 66% (101) | 28.8% (44) | 5.2% (8) |
| g. Private security officers handle calls for assistance with politeness | 78.4% (120) | 19.6% (30) | 2% (3) |
| h. Private security officers conduct themselves professionally and very well when carrying out their duties | 69.3% (106) | 28.1% (43) | 2.6% (4) |
| i. Private security officers and GPW employees often work together to solve incidents that would have occurred in the workplace | 62.1% (95) | 21.6% (33) | 16.3% (25) |
| j. Private security officers act as the eyes and ears of the police on the ground | 56.3% (86) | 26.1% (40) | 17.6% (27) |
| k. Generally speaking, private security officers are more reliable and trustworthy than the police | 76.4% (117) | 20.3% (31) | 3.3% (5) |

| | | | |
|---|----------------|---------------|--------------|
| l. Private security officers and GPW employees are committed to sharing information | 78.4% (120) | 15.7% (24) | 5.9% (9) |
| m. Private security officers identify GPW employees' security concerns | 78.4% (120) | 19.6% (30) | 2% (3) |
| n. Private security officers prioritise GPW employees' security concerns | 78.4% (120) | 19.6% (30) | 2% (3) |
| o. Private security officers have established a communication system between GPW employees and themselves | 85% (130) | 8.5% (13) | 6.5% (10) |
| p. Private security officers listen and pay attention to GPW employees' call for assistance | 78.4% (120) | 15.1% (23) | 6.5% (10) |
| q. Private security officers keep us informed of any matters relating to security at GPW in Tshwane | 88.2% (135) | 10.5% (16) | 1.3% (2) |

The responses to the statements in Table 4.7 are discussed below.

a. Private security officers are always ready to assist

When private security officers are deployed to render a security service, they are always expected to demonstrate a committed attitude and show interest when dealing with members of the public. In general, customers expect perfection instead of quantity when they enter into a contract agreement with private security companies (Rahman & Alzubi, 2015:109). Therefore, the onus lies with private security companies to provide its customers with professional, friendly, thoroughly trained, effective, helpful, committed, and hardworking private security officers who are always ready and willing to assist whenever requested to do so (Khadka & Maharjan, 2017:18). In this study, data from respondents working at GPW found that this is not how they viewed private security officers working at the facility.

From 153 respondents who participated in the study, n=101 or 66% of them indicated that private security officers working at GPW in Tshwane were not ready to assist to any extent at all. On the other hand, 44 (28.8%) respondents indicated that private security

officers were ready to assist to some extent. Only 8 (5.2%) of the respondents indicated that private security officers working at GPW in Tshwane were, to a large extent, always ready to assist. Therefore, results indicate that the majority of respondents who participated in the study felt disappointed with private security officers' state of readiness with regard to security service rendered at GPW in Tshwane.

b. Private security officers handle complaints and concerns professionally

In this study, the results confirmed that 120 respondents or 78.4% indicated that private security officers working at GPW were not handling complaints and concerns professionally, to any extent at all. This is an indication that most of the respondents thought that private security officers were unable to handle complaints and concerns in a satisfactory manner. Results further revealed that 19.6% or 30 respondents were perceived to be properly handling complaints and concerns to some extent. Only 2% (n=3) of respondents indicated that private security officers working at GPW were handling complaints and concerns in a professional way i.e. to a large extent. The results indicated that the majority of respondents (78.4%) who participated in the study were unconvinced with how private security officers handled complaints and concerns in the workplace. Van Steden et al., (2015) contend that a part of the skill set private security officers must have is the ability to handle complaints in a professional yet friendly manner when dealing with their clients or any member of the public. This is very important because these two parties actively interact daily and they need to work as a team (Van Steden et. al, 2015:227).

c. GPW employees were asked to state whether the problems they identify and report are attended to by private security officers and do not recur and the solutions they offer are effective and lasting

When attending to problems on-site, private security officers are expected to display professionalism, commitment and the ability to solve problems effectively (Purpura, 2013:251). Therefore, private security officers are always expected to observe, professionally attend to, and report on all activities occurring around their posted area(s). The results of the study confirmed that 78.4% (n=120) of the respondents who

participated in the study indicated that private security officers working at GPW could not solve problems identified to them to any extent at all. This is an indication that most of the respondents felt that private security officers were unable to solve problems satisfactorily. The data clearly indicates that majority of respondents were unconvinced with the way private security officers solved workplace problems at GPW. In addition, 19.6% or 30 respondents were perceived to be properly handling problems and implementing solutions some extent. Only 2% (n=3) of the respondents felt that private security officers working at GPW were able to solve problems identified to them to a large extent and that their solutions were effective and lasting.

d. I feel safe when I see private security officers around

Employees at GPW who participated in the study were asked whether they felt safe in the presence of private security officers. Eighty-seven or 56.9% of them indicated that they did not feel safe to any extent at all when they saw private security officers at their workplace. On the other hand, 26.8% (n=41) of the respondents stated that they felt safe to some extent. Very few respondents (16.3%, n=25) indicated that they felt safe to large extent when they saw private security officers at their workplace. Results therefore indicate that the majority of respondents felt unsafe in the workplace, even though private security officers were always on the premises. In contrast, Van Steden and Nalla (2010) found that the citizens of Netherlands were satisfied, happy and felt much at ease when around private security officers due to customer-friendliness and professionalism that private security officers displayed when carrying out their duties (Van Steden & Nalla, 2010:221).

e. Private security officers in general are sensitive to the public

Private security officers should always display care, show consideration and be sensitive towards members of the public (Sinthumule & Tsanwani, 2017:18). This is important since private security officers normally deliver their services through regular interaction with public servants and members of the public (Berg & Nouveau, 2011:28). The results from this study found that 78.4% (n=120) of GPW employees who participated in the study felt that private security officers were generally not sensitive

towards the public to any extent at all. However, 19.6% or 30 respondents felt that private security officers were sensitive to the public to some extent. Only 2% (n=3) of the respondents indicated that private security officers were generally sensitive towards the public to a large extent. The results indicate that private security officers were generally insensitive when delivering security services for their clients and that such behaviour only produces negative and unproductive results. This may have contributed to negative perceptions that GPW employees who participated in the study had about private security officers.

f. Private security officers are generally helpful

Some studies confirm that private security officers need to do more than what is expected from them to fully satisfy their customers' needs and expectations (Löfstrand, 2016:299). The study found that 101 or sixty-six per cent (66%) of GPW employees who participated in the study stated that private security officers were generally not helpful to any extent at all. This is an indication that most of the respondents felt that private security officers were uncooperative when rendering security services in the workplace. Results further revealed that 44 or 28.8% of the respondents felt that private security officers were generally helpful to some extent. Only 5.2% (n=8) of respondents indicated that private security officers were generally helpful to a large extent. The results indicate that the majority of respondents were not convinced that private security officers were helpful when rendering security services in the workplace. Contrary to the above, Dupont (2014:264) explains that private security officers mustn't be aggressive, unprofessional and unhelpful towards their clients when delivering their services. Instead, they must seem to care, be polite, helpful and compassionate, and be able to treat everyone with dignity, respect and courtesy.

g. Private security officers handle calls for assistance with politeness

Private security officers need to display actions of care, politeness, humanity, and to treat everyone with dignity, respect and courtesy (Dupont, 2014:264). The data found that 78.4% (n=120) of GPW employees who participated in the study stated that private security officers were not handling calls for assistance with politeness to any extent at

all. This is an indication that most of the respondents felt that private security officers were not being polite when rendering security services at GPW in Tshwane. However, 30 (19.6%) respondents felt that private security officers handled calls for assistance with politeness to some extent. Only 2% (n=3) of the respondents stated that private security officers handled calls for assistance with politeness to a large extent. Results therefore indicate that the majority of respondents were unconvinced and found private security officers to be impolite when handling calls for assistance.

h. Private security officers conduct themselves professionally when carrying out their duties

Private security officers who have received thorough and proper training must fully understand that they normally operate in a customer-centred industry; hence their overall performance is critical (Rahilly, 2017:6). Therefore, customers expect continuous service excellence and professionalism from private security officers while performing their security services (Rahilly, 2017:8). In this study, 69.3% (n=106) of GPW employees who participated in the study indicated that private security officers were not conducting themselves very well, to any extent at all. About 28.1% (n=43) of the respondents indicated that private security officers conducted themselves professionally, but to some extent. Only 2.6% (n=4) of the respondents stated that private security officers conducted themselves very well and to a large extent. As such, results indicate that the majority of respondents were not convinced of the professionalism of private security officers' conduct when executing their security duties.

i. Private security officers and GPW employees often work together to solve incidents that occur in the workplace

It is vital for private security officers to form good working relationships with public servants working in government departments (Sinthumule & Tsanwani, 2017:174). This is important because customers who are pleased with security services will tell other people about their positive experience. As a result, customer satisfaction would lead to repeat business and new business opportunities for the private security company that renders a satisfactory service (Martins & Ledimo, 2015:575).

Data from the study found that ninety-five (95) or 62.1% of the respondents who participated in the study felt that private security officers and GPW employees were not working together to solve workplace incidents to any extent at all. This is an indication that most of the respondents felt that private security officers and GPW employees could not work together amicably to solve incidents in the workplace. In contrast, 33 or 21.6% of the respondents indicated that private security officers and GPW employees often worked together to solve incidents in the workplace, but to some extent. Only 16.3% (n=25) of the respondents indicated that private security officers and GPW employees often worked together to solve incidents that have occurred, to a large extent. As such, results indicate that the majority of respondents were unconvinced with the working relationship and teamwork between private security officers and GPW employees with regard to solving incidents in the workplace.

j. Private security officers act as the eyes and ears of the police on the ground

Private security companies are hired because they offer their clients a 24hour protection service and as a result, they are viewed as the ears and eyes of the police and the protected government departments (Mabudusha and Masiloane, 2011:117). Results from this study showed that eighty-six (86) or 56.3% of GPW employees who participated in the study indicated that they did not view private security officers as the eyes and ears of the police on the ground to any extent at all. About 26.1% or 40 respondents perceived private security officers to be acting as the eyes and ears of the police on the ground, but to some extent. Only 27 or 17.6% of respondents indicated that private security officers acted to a large extent as the eyes and ears of the police on the ground. Results therefore indicate that a slight majority of respondents were not convinced that private security officers acted as the eyes and ears of the South African Police Service.

k. Generally, private security officers are more reliable and trustworthy than the police

In a study conducted by Saarikkomäki (2018) in Finland, results of the study revealed that, when comparing young people's views of the police and private security officers, young people trusted and relied more heavily on the police than private security officers because the police were viewed to be friendly, professional and helpful when dealing with members of the public (Saarikkomäki, 2018: 157).

At the GPW, 76.4% or 117 of the employees who participated in the study indicated that private security officers, in general, were not reliable and trustworthy to any extent at all when compared with members of the South African Police Service (SAPS). This is an indication that most of the respondents felt that private security officers were generally not reliable and trustworthy when compared to the police. However, 20.3% (n=31) of the respondents indicated that private security officers were more reliable and trustworthy than the police, but to some extent. Only 3.3% (n=5) of the respondents indicated that private security officers, in general, were reliable and more trusted to a large extent, in comparison with the police. As such, the results indicate that the majority of respondents were not convinced that private security officers were more reliable and trustworthy than the police.

l. Private security officers and GPW employees are committed to sharing information

When private security officers are performing their duties, they are expected to communicate, provide information and aid their clients in a friendly, yet professional and caring manner (Nalla et al., 2017:550). From the total number of 153 respondents who completed the questionnaire, 78.4% (n=120) of them indicated that private security officers and GPW employees were not committed to sharing information to any extent at all. On the other hand, very few respondents (15.7%, n=24) felt that private security officers and GPW employees were committed to sharing information, but to some extent. Only 5.9% (n=9) of the respondents indicated that private security officers and GPW employees were committed to sharing information to a large extent. This is a clear

indication that the majority of respondents were not convinced that private security officers and GPW employees were committed to sharing information that would enable them to perform their duties effectively.

m. Private security officers identify GPW employees' security concerns

Private security officers are usually trained to identify, respond and react to security concerns at any public or private site facility. As a result, they are also expected to resolve such security concerns and provide appropriate feedback to the affected persons (Fischer et al., 2013:41). From 153 of the respondents, 78.4% (n=120) of GPW employees who participated in the study indicated that private security officers were not identifying GPW employees' security concerns to any extent at all. This indicates that most of the respondents believe that private security officers were unable to identify GPW employees' security concerns. About 19.6% (n=30) of the respondents indicated that private security officers identified GPW employees' security concerns to some extent. Only 2% (n=3) of the respondents indicated that private security officers identified GPW employees' security concerns to a large extent. Therefore, results indicate that the majority of respondents were not convinced that private security officers possessed the ability to identify GPW employees' security concerns.

n. Private security officers prioritise GPW employees' security concerns

From 153 respondents, the majority (78.4%, n=120) of GPW employees who participated in the study indicated that private security officers were not prioritising GPW employees' security concerns to any extent at all. This is an indication that most of the respondents thought that private security officers were unable to prioritise GPW employees' security concerns. About 19.6% (n=30) of the respondents indicated that private security officers prioritised GPW employees' security concerns to some extent. Only 2% (n=3) of the respondents indicated that private security officers prioritised GPW employees' security concerns to a large extent. The results thus clearly indicate that majority of respondents were not convinced that private security officers were able to prioritise GPW employees' security concerns.

o. Private security officers have established a communication system between GPW employees and themselves

The kind of work that private security officers perform requires them to communicate, provide information, and assist their clients regularly, professionally and satisfactorily. (Nalla et al., 2017:550). This is usually achieved by maintaining constant and open communication channels between private security officers and their clients (Gigliotti & Jason, 2013:87). At GPW, 85% of the respondents (n=130) who participated in the study indicated that private security officers were not establishing a communication system between GPW employees and themselves (private security officers) to any extent at all. This is an indication that most of the respondents felt that there was no proper and effective communication system between GPW employees and private security officers. However, very few (8.5%, n=13) respondents indicated that private security officers have established a communication system to some extent. Only 6.5% (n=10) of the respondents indicated that private security officers established a communication system between GPW employees and themselves to a large extent. As such, results clearly indicate that the majority of respondents were unconvinced with the efficiency of the communication system between GPW employees and private security officers.

p. Private security officers listen and pay attention to GPW employees' call for assistance

The study found that 78.4% (n=120) of the respondents who participated in the study reported that private security officers were neither listening nor paying attention to GPW employees' call for assistance when they are needed, to any extent at all. This is an indication that most of the respondents felt that private security officers failed to listen to GPW employees' pleas for help. However, very few (15.1%, n=23) respondents indicated that private security officers have established a communication system to some extent. Only 6.5% (n=10) of the respondents indicated that private security officers listened and paid more attention to GPW employees' call for assistance, to a large extent. Therefore, results clearly indicate that majority of respondents were not convinced that private security officers possessed the ability to listen very attentively to

GPW employees' pleas for help. Lambrechts (2015:48) asserts that private security officers need to display attitudes of sincerity and willingness in assisting clients because they always expect to receive professional and friendly security services in exchange for payment.

q. Private security officers keep us informed of any matters relating to security at GPW in Tshwane

From 153 of the respondents, the data from the study indicated that 88.2% (n=135) of GPW employees who participated in the study felt that private security officers were not keeping them informed regarding security-related matters at GPW to any extent at all. This is an indication that most of the respondents felt that private security officers failed to keep them informed about security matters affecting them and GPW as their employer. About 10.5% (n=16) of the respondents indicated that private security officers kept them informed of any matters relating to security at GPW, but to some extent. Only 1.3% (n=2) of respondents indicated that private security officers kept them informed of any matters relating to security at GPW to a large extent. Therefore, results clearly indicate that the majority of respondents were unconvinced with private security officers' inability to keep them informed about security matters affecting them and their employer.

4.2.3 Section C: Rating the levels of service rendered by private security officers

Respondents were required to indicate the level of extent of their satisfaction with the levels of service rendered by private security officers at GPW in Tshwane. The responses were plotted on a Likert scale of 1 to 3 (where 1 indicated not to any extent at all and 3 pointed to a large extent). Results are shown in Table 4.8 below:

Table 4.8: Satisfaction levels of GPW employees on the types of services rendered by private security officers at GPW in Tshwane

| Statement: | Not to any extent at all | To some extent | To a large extent |
|--|---------------------------------|-----------------------|--------------------------|
| a. Physical guarding | 62.1% (95) | 24.8% (38) | 13.1% (20) |
| b. Access control points | 88.2% (135) | 10.5% (16) | 1.3% (2) |
| c. Security escorts | 78.4% (120) | 19.6% (30) | 2% (3) |
| d. Searching duties | 78.4% (120) | 15.1% (23) | 6.5% (10) |
| e. Security patrols | 62.1% (95) | 24.8% (38) | 13.1% (20) |
| f. Speed at which private security officers respond to crime | 88.2% (135) | 10.5% (16) | 1.3% (2) |
| g. Loss prevention | 78.4% (120) | 19.6% (30) | 2% (3) |
| h. Reporting emergencies | 78.4% (120) | 19.6% (30) | 2% (3) |
| i. Identifying suspicious people | 84.3% (129) | 13.7% (21) | 2% (3) |
| j. Identifying suspicious packages | 84.3% (129) | 13.7% (21) | 2% (3) |
| k. Crime detection and prevention | 78.4% (120) | 19.6% (30) | 2% (3) |
| l. Apprehension of criminals | 84.3% (129) | 13.7% (21) | 2% (3) |

a. Physical guarding

Halibozek and Kovacich (2017:70) confirm that private security officers are normally posted to physically protect government buildings to create safe and secure work environments for public servants and all other stakeholders. In this study, however, ninety-five (95) or 62.1% of GPW employees who participated in the study asserted that private security officers were not performing their physical guarding duties to any extent at all. However, 24.8% (n=38) of the respondents indicated that private security officers' physical guarding duties were effective to some extent. Only 13.1% (n=20) of the respondents indicated that private security officers' physical guarding duties were effective and satisfactory when performing their physical guarding duties to a large extent. Results therefore indicate that the majority of respondents were unconvinced with the efficiency and the levels of physical guarding service rendered by private security officers at GPW in Tshwane.

b. Access control points

Private security officers need to engage in friendly and professional dialogue with every person entering and exiting the departmental facilities (Purpura, 2013:117). It is therefore important for private security officers to maintain good working relations while enforcing access control measures (Löfstrand, 2016:308). This is not the case at GPW because the majority of GPW employees (n=135, 88.2%) who participated in the study stated that private security officers were not performing their access control duties to any extent at all. About 10.5% (n=16) of the respondents felt that private security officers were effective to some extent when manning access control points. Only 1.3% (n=2) of respondents indicated that private security officers were effective and satisfactory to a large extent, when manning access control points. Therefore, results clearly indicate that the majority of respondents were not convinced with the efficiency and the levels of service rendered by private security officers at GPW access control points.

c. Security escorts

One of the duties of private security officers working at GPW is to provide security escorts for clients and officials visiting the facility. Data from the study revealed that 78.4% or 120 of GPW employees who participated in the study indicated that private security officers were not performing their security escort duties to any extent at all. On the other hand, 19.6% (n=30) of the respondents stated that private security officers were effective to some extent when carrying out their security escort duties. Only 2% (n=3) of the respondents stated that private security officers were effective and that they were satisfied to a large extent with the officers, when the latter carry out their security escort duties. The results indicate that the majority of respondents felt disappointed with the efficiency and the levels of security escort duties rendered by private security officers at GPW in Tshwane.

d. Searching duties

When enacting their searching duties, private security officers are expected to physically inspect all goods and vehicles entering and exiting their clients' facilities. Where the policy prescribes, private security officers are also expected to physically search persons entering (to prevent unauthorised items from entering the facility) and persons leaving the facility (to prevent theft of clients' property) (Smith & Brooks, 2013:157). The study found that 78.4% (n=120) of GPW employees who participated in the study indicated that private security officers were not performing their search duties to any extent at all. However, 15.1% (n=23) of the respondents stated that private security officers were effective to some extent when carrying out their search duties. Only 6.5% (n=10) of the respondents stated that private security officers were effective and satisfactory to a large extent when carrying out their search duties. Therefore, results clearly indicate that majority of respondents were unconvinced by the way that private security officers carried out their searching duties.

e. Security patrols

Security patrols are one of the most effective crime deterrents because the chances of apprehending "would-be" criminals on the premises are increased by the visibility of

active private security officers roving around departmental premises (Störm & Minnaar, 2016:29). Findings of this study indicated that 62.1% (n=95) of GPW employees who participated in the study felt that private security officers were not effective to any extent at all when effecting patrol duties. About 24.8% (n=38) of the respondents felt that private security officers were effective to some extent when carrying out their patrol duties. Only 13.1% (n=20) of the respondents indicated that private security officers were effective and satisfactory to a large extent when carrying out their patrol duties. As such, the results confirm that the majority of respondents were neither convinced nor satisfied with how private security officers conducted patrols around GPW premises.

f. Speed at which private security officers respond to crime

Respondents were asked if they were satisfied with the speed at which private security officers respond to crime. One hundred and thirty-five (135) or 88.2% of GPW employees who participated in the study indicated that the speed with which private security officers responded to crime incidents was not satisfactory to any extent at all. However, 10.5% (n=16) of the respondents felt that the speed at which private security officers responded to crime incidents was effective to some extent. Only 1.3% (n=2) of the respondents indicated that the speed at which private security officers responded to crime incidents was effective and satisfactory to a large extent. As such, the results clearly indicate that the majority of respondents felt unconvinced with private security officers' response time. The results of this study concur with Mabandla's (2016) research that found that 71% of the respondents were dissatisfied with the ability of the receptionist security guards to provide prompt service (Mabandla, 2016: 89).

g. Loss prevention

According to Halibozek and Kovacich (2017:70), private security officers are normally posted to physically protect government buildings to create safe and secure work environments for public servants and all other stakeholders. The results of this study confirm that 78.4% (n=120) of GPW employees who participated in the study indicated that private security officers were not preventing loss to any extent at all at the facility. On the other hand, 19.6% (30) of the respondents stated that private security officers

prevented loss to some extent. Only 2% (n=3) of the respondents indicated that private security officers prevented loss satisfactorily and to a large extent. Results therefore clearly indicate that majority of respondents felt that private security officers lacked the ability to prevent loss at GPW in Tshwane.

h. Reporting emergencies

In this study, the majority of respondents (78.4% or n=120) who participated in the study indicated that private security officers were not reporting emergencies to any extent at all. However, 19.6% (n=30) of the respondents asserted that private security officers reported emergencies to some extent. Only 2% (n=3) of the respondents stated that private security officers reported emergencies to a large extent. Therefore, results clearly indicate that the majority of respondents felt that private security officers were not reporting emergencies satisfactorily and effectively.

i. Identifying suspicious people

Respondents were asked to indicate if private security officers could identify suspicious persons at the GPW. Most of the respondents (84.3% or n=129) who participated in the study indicated that private security officers did not identify suspicious people to any extent at all. About 13.7% (n=21) of the respondents indicated that private security officers effectively identified suspicious people to some extent. Only 2% (n=3) of the respondents indicated that private security officers effectively identified suspicious people to a large extent. The results suggest that the majority of respondents were unconvinced by private security officers' ability to identify suspicious people in the workplace and surrounding areas.

j. Identifying suspicious packages

Suspicious and/or unattended packages must be treated with the utmost caution because their contents are unknown. It is possible that such suspicious and/or unattended packages may have been left there by criminals who intend to cause harm or damage to GPW employees and properties. One hundred and twenty-nine (129) or 84.3% (n=129) of respondents who participated in the study indicated that private

security officers were not identifying suspicious packages to any extent at all. About 13.7% (n=21) of the respondents indicated that private security officers effectively identified suspicious packages to some extent. Only 2% (n=3) of respondents indicated that private security officers effectively identified suspicious packages to a large extent. Results therefore clearly indicate that the majority of respondents were not convinced that private security officers were able to identify suspicious packages in the workplace and surrounding areas.

k. Crime detection and prevention

Private security officers are entrusted with the critical function of detecting and preventing criminal incidents at clients' facilities. Private security officers are therefore required to be proactive instead of reactive towards criminal occurrences (Störm & Minnaar, 2016:29). In adopting this principle, GPW valuable assets worth millions of rands would be protected from theft or vandalism. The findings of the study confirm that 78.4% or 120 GPW employees who participated in the study believed that private security officers were neither detecting nor preventing crime to any extent at all. However, 19.6% (n=30) of the respondents stated that private security officers detected and prevented crime to some extent. Only 2% (n=3) of the respondents indicated that private security officers detected and prevented crime effectively and to a large extent. Results thus clearly indicate that the majority of respondents were dissatisfied with private security officers' inability to detect and prevent crime effectively.

l. Apprehension of criminals

Private security officers deployed at GPW are expected to affect the arrest of anyone who is found to have carried out a criminal act within the facility. This includes, for example, theft of company property, smuggling a dangerous weapon into the workplace, and arson. According to Kole (2017:21), Section 42 of the Criminal Procedure Act is the only legislation that empowers private security officers to combat crime in South Africa. "This allows security officers to arrest without warrant anyone who commits a schedule 1 offence in the presence of security officers (where security officers are deployed)" (Kole, 2017:21). The majority of respondents (84.3% or n=129)

who participated in the study felt that private security officers were not apprehending offenders to any extent at all. However, 13.7% (n=21) of the respondents stated that private security officers apprehended offenders to some extent. Only 2% (n=3) of respondents indicated that private security officers apprehended offenders to a large extent. Therefore, results clearly indicate that the majority of respondents were dissatisfied with private security officers' inability to apprehend criminals in the workplace.

4.2.4 Section D: Levels of service information

Respondents were required to indicate their level of satisfaction with the levels of service information. The responses were plotted on a Likert scale of 1 to 3 (where 1 represented 'not to any extent at all' and 3 signified 'to a large extent'). Results are presented in Table 4.9 below:

| Statement: | Not to any extent at all | To some extent | To a large extent |
|--|---------------------------------|-----------------------|--------------------------|
| a. The levels of service rendered by private security officers are good value for money | 91.5% (140) | 5.9% (9) | 2.6% (4) |
| b. I am confident of the consistent reliability of service rendered by private security officers | 94.8% (145) | 3.9% (6) | 1.3% (2) |
| c. Private security officers possess a deeper understanding of GPW's business objectives | 94.8% (145) | 3.9% (6) | 1.3% (2) |
| d. Private security officers constantly strive to assist GPW to achieve its business objectives | 95.4% (146) | 3.3% (5) | 1.3% (2) |
| e. Private security officers are seen to be adding value to the department | 91.5% (140) | 5.9% (9) | 2.6% (4) |
| f. Private security officers are customer-focused security service providers | 91.5% (140) | 5.9% (9) | 2.6% (4) |

| | | | |
|---|----------------|-------------|-------------|
| g. The levels of service rendered by private security officers meet my needs and expectations with regard to service excellence | 96.1% (147) | 2.6% (4) | 1.3% (2) |
| h. The behaviour and conduct of private security officers instil confidence and belief in GPW employees | 92.8% (142) | 5.2% (8) | 2% (3) |
| i. Private security officers carry the values and the image of the department in a professional and satisfactory manner | 91.5% (140) | 5.9% (9) | 2.6% (4) |
| j. Private security officers inform GPW employees exactly when they will be attended to | 91.5% (140) | 5.9% (9) | 2.6% (4) |
| k. Private security officers display sincerity and patience when resolving GPW employees' problems | 95.4% (146) | 3.3% (5) | 1.3% (2) |

a. Levels of service rendered by private security officers are a good value for money

Some studies confirm that customers will be satisfied when they feel and see that private security officers are providing services that are good value for money and of a high standard (Mabunda, 2018:101). Private security companies must ensure that the services rendered by their private security officers are equivalent to the monetary value paid by their clients. Clients always expect services to meet and even exceed expectations in terms of monetary value (Khadka & Maharjan, 2017:1).

Data from this study showed that a significant number of respondents (n=140 or 91.5%) who participated in the study indicated that the levels of service rendered by private security officers at GPW were not good value for money to any extent at all. Very few (5.9%, n=9) respondents stated that the levels of service were good value for money, but to some extent. Only 2.6% (n=4) of respondents indicated that the levels of service were good value for money and satisfactory to a large extent. Therefore, results clearly indicate that the majority of respondents were displeased with the levels of service

delivered by private security officers and as such, the service was deemed not good value for money.

b. I am confident in the consistent reliability of service rendered by private security officers

Respondents were asked to indicate their level of confidence in private security officers employed at GPW. The majority of respondents (n=145 or 94.8%) who participated in the study indicated that the levels of service rendered by private security officers was neither consistent nor reliable to any extent at all. About 3.9% (n=6) of the respondents felt confident in the consistent reliability of services provided by private security officers at GPW, but to some extent. Only 1.3% (n=2) of the respondents indicated that they were confident in the consistent reliability of services provided by private security officers at GPW to a large extent. These results show that the security service rendered by private security officers at GPW was inconsistent and unreliable.

c. Private security officers possess a deeper understanding of GPW's business objectives

It is important for private security officers to be precisely aware of what is expected of them when providing security services for a client. For this to occur, private security officers have to be fully conversant with the client's business objectives (Purpura, 2013:251). Private security officers must understand exactly what the department aims to achieve, i.e. they must understand the reason for the department's existence. For example, private security officers deployed at GPW need to fully understand that GPW objectives are (1) to provide cost-effective, reliable and timeous services to all spheres of government in printing; (2) to deliver equitable information to the public; and (3) to disseminate government information through technology, innovation and service excellence (Anon, 2020:1). The results from this study confirmed that 94.8% (n=145) of GPW employees who participated in the study indicated that private security officers working at GPW did not understand GPW's business objectives to any extent at all. Very few (3.9%, n=6) respondents felt that private security officers possessed a deeper understanding of GPW's business objectives, but to some extent. Only 1.3% (n=2) of

the respondents indicated that private security officers working at GPW possessed a deeper understanding of GPW's business objectives to a large extent. Therefore, results clearly indicate that the majority of respondents perceived private security officers as lacking a deeper understanding of the department's business objectives.

d. Private security officers constantly strive to assist GPW to achieve its business objectives

The nature of private security officers' work varies and is mostly dependent on the objectives, vision and mission of the government department to be protected (Nalla & Wakefield, 2014:731). Apart from the GPW objectives stated above, private security officers deployed at GPW are also expected to assist the department in achieving its vision to be the State's mandated security printer.

In this study, 95.4% (n=146) of GPW employees who participated in the study indicated that private security officers were not striving to assist GPW in achieving its business objectives to any extent at all. About 3.3% (n=5) of the respondents stated that private security officers constantly strived to assist GPW to achieve its business objectives, but to some extent. Only 1.3% (n=2) of respondents indicated that private security officers constantly strived to assist GPW to achieve its business objectives to a large extent. These results indicate that the majority of respondents were unconvinced of private security officers' commitment in helping GPW to achieve its business objectives.

e. Private security officers are seen to be adding value to the department

Generally, private security officers contribute significantly to a department's success, continuity and overall performance due to their hard work, commitment and professionalism as reflected in their overall performance (Halibozek & Kovacich, 2017:72). This, however, is not the case at GPW since 91.5% (n=140) of GPW employees who participated in the study indicated that private security officers were not adding value to the department to any extent at all. However, very few (5.9%, n=9) respondents stated that private security officers were adding value to the department, but to some extent Only 2.6% (n=4) of the respondents indicated that private security

officers were adding value to the department satisfactorily and to a large extent. These findings indicate that the majority of respondents were unconvinced that private security officers added any value at all to GPW in Tshwane.

f. Private security officers are customer-focused security service providers

According to Purpura (2013:118), security services delivered to government departments should be customer-driven through constant contact with public servants and other stakeholders, who will ultimately provide feedback and direction to improve the overall performance and services rendered by private security officers. In this study, 91.5% (n=140) of GPW employees who participated in the study indicated that private security officers working at GPW were not seen as customer-focused security service providers to any extent at all. About 5.9% (n=9) of the respondents felt that private security officers working at GPW were customer-focused security service providers, but to some extent. Only 2.6% (n=4) of respondents indicated that private security officers working at GPW were customer-focused security service providers to a large extent. These results show that the majority of respondents felt that private security officers working at GPW in Tshwane were not customer-focused security service providers.

g. Levels of service rendered by private security officers meet my needs and expectations with regards to service excellence

Customers expect private security officers to deliver security services in a timely, effective, efficient, and satisfactory manner and they expect their needs to be met promptly (Halibozek & Kovacich, 2017:96). Moreover, customers expect services rendered by private security officers to be professional and congenial at all times (Khadka & Maharjan, 2017:10). Should private security officers fail to achieve these influential factors, most customers will stop doing business with that private security company because the service of its private security officers is unsatisfactory and inferior (Khadka & Maharjan, 2017:24).

The findings of this study show that 96.1% (n=147) of GPW employees who participated in the study indicated that the levels of service rendered by private security officers at

GPW in Tshwane were not meeting their needs and expectations regarding service excellence to any extent at all. About 2.6% (n=4) of the respondents felt that the levels of service rendered by private security officers met their needs and expectations regarding service excellence, but to some extent. Only 1.3% (n=2) of the respondents indicated that the levels of service rendered by private security officers were satisfactory and thus, their needs and expectations regarding service excellence were met to a large extent. The study confirms that the majority of respondents felt that the levels of service rendered by private security officers at GPW in Tshwane was dissatisfactory because their needs and expectations with regard to service excellence were not met to any extent at all.

h. Behaviour and conduct of private security officers instill confidence and belief in GPW employees

When delivering security services to different government departments, private security officers have to build positive relations with public servants because they are expected to serve and protect them. One hundred and forty-two (142) or 92.8% GPW employees who participated in the study indicated that the behaviour and conduct of private security officers did not sufficiently instil confidence and belief in GPW employees. However, very few (5.2%, n=8) respondents stated that the behaviour and conduct of private security officers instilled confidence and trust, but to some extent. Only 2% (n=3) of respondents indicated that the behaviour and conduct of private security officers was satisfactory and thereby instilled sufficient confidence and trust in GPW employees to a large extent. Accordingly, the results clearly indicate that the majority of respondents were unconvinced and felt that private security officers' behaviour and conduct failed to instill confidence and trust in GPW employees apropos security service delivery. According to Hsieh and Chuang (2015:3), private security officers are placed in a position that positively or negatively channels customers' emotions, behaviour and moods because they are the first point of contact when customers walk into departmental premises. Therefore, private security officers need to be sensitised to their role and responsibilities in supplying a satisfactory and exemplary service to the department where they are posted (CoESS, n.d.:8).

i. Private security officers carry the values and the image of the department in a professional and satisfactory manner

In providing security services for clients, private security officers are expected to display good and professional behaviour, courtesy and respect at all times. This should be done consistently to protect the image of their client (Van Steden et al., 2015:231). These elements need to be practised even when private security officers are dealing with difficult public servants or operating under strenuous conditions. In this study, the majority (91.5%) (n=140) of GPW employees who participated in the study indicated that private security officers were not portraying the values and image of the department professionally and satisfactorily to any extent at all. About 5.9% (n=9) of the respondents indicated that private security officers reflected the values and image of the department professionally and satisfactorily, but to some extent. Only 2.6% (n=4) of the respondents indicated that private security officers reflected the values and image of the department professionally and satisfactorily to a large extent. The findings indicate that the majority of respondents felt that private security officers' portrayal of the values and image of the department was unsatisfactory.

j. Private security officers are able to inform GPW employees exactly when they will be attended to

In a study conducted by Mabandla (2016), customers confirmed that they received mediocre assistance from private security officers deployed at the reception area (Mabandla, 2016:89). In response to this statement, 91.5% (n=140) of GPW employees who participated in the study indicated that private security officers were not proficient in their communication to employees (as to when they were going to be assisted) to any extent at all. About 5.9% (n=9) of the respondents felt that private security officers were able to inform GPW employees exactly when they would be attended to, but to some extent. Only 2.6% (n=4) of respondents indicated that private security officers were proficient and effective to a large extent in properly communicating to GPW employees about the timeframe of being assisted by security officers. The results confirm that the majority of respondents believed that private security officers were incompetent and thus failed to inform employees exactly when they were going to be attended to.

k. Private security officers display sincerity and patience when resolving GPW employees' problems

The results of the study confirm that 95.4% (n=146) of GPW employees who participated in the study indicated that private security officers were not sincere and patient to any extent at all, when resolving employees' problems. However, very few (3.3%, n=5) respondents felt that private security officers displayed sincerity and patience to some extent. Only 1.3% (n=2) of respondents indicated that private security officers consistently sincere and patient to a large extent when resolving employees' problems. The study found that the majority of respondents were dissatisfied with the insincerity and impatience of private security officers when dealing with GPW employees' problems in the workplace.

4.3 DATA ANALYSIS AND INTERPRETATION: PRIVATE SECURITY OFFICERS

4.3.1 Section A: Biographical information

The researcher included private security officers in this study to determine their views regarding the levels of the security service that they render at GPW in Tshwane. Data was collected from the respondents through the completion of self-administered questionnaires.

(a) Gender

Table 4.10: Gender

| Gender | Frequency | Percentage |
|---------------|------------------|-------------------|
| Females | 8 | 40% |
| Males | 12 | 60% |
| TOTAL | 20 | 100% |

Results presented in Table 4.10 show that the number of male respondents (12) was higher than their female counterparts (8). This may be due to mainly male private security officers being contracted to facilitate security services at GPW in Tshwane. Therefore, gender representation is fair and balanced.

(b) Race

Table 4.11: Race

| Race | Frequency | Percentage |
|-------------------|------------------|-------------------|
| Blacks (Africans) | 20 | 100% |
| TOTAL | 20 | 100% |

In this study, respondents were required to indicate their racial classification. Results presented in table 4.11 show that all respondents (N=20) in this study were Black (African).

(c) Age

Table 4.12: Age group

| Age of respondents | Frequency | Percentage |
|---------------------------|------------------|-------------------|
| Less than 30 years | 2 | 10% |
| 31 – 35 years | 6 | 30% |
| 36 – 40 years | 7 | 35% |
| 41 – 45 years | 3 | 15% |
| Above 45 years | 2 | 10% |
| TOTAL | 20 | 100% |

All respondents in this study were above the age of 20 the largest percentage of respondents (n=16) or 80%) were between 31 and 45 years old.

(d) Highest educational qualification

Table 4.13: Highest educational qualification

| Educational qualification | Frequency | Percentage |
|----------------------------------|------------------|-------------------|
| Std. 10/Grade 12 | 16 | 80% |
| Certificate | 3 | 15% |
| Diploma | 1 | 5% |
| TOTAL | 20 | 100% |

The data presented in Table 4.13 found that the majority of respondents confirmed they had attained a Grade 12 certificate (n=16, 80%). The least number of respondents (n=3, 15%) had any post-school certificate, followed by a diploma qualification at (n=1, 5%).

In summary, the majority of respondents were between the ages of 31 and 45 years old, held a Grade 12 Senior Certificate, were from the Black (African) population group and there was some balance in the gender distribution between males (12) and females (8) private security officers working at the GPW in Tshwane.

4.3.2 Section B: Security information

(e) Current job title

Table 4.14: Current job title

| Job title | Frequency | Percentage |
|------------------|------------------|-------------------|
| Security officer | 20 | 100% |
| TOTAL | 20 | 100% |

All respondents indicated that they occupied security officers' position at GPW in Tshwane (n=20, 100%).

(f) Years of experience

Table 4.15: Years of experience working in the private security industry

| Years of experience working in the private security industry | Frequency | Percentage |
|---|------------------|-------------------|
| 3 – 5 years | 5 | 25% |
| 6 – 10 years | 8 | 40% |
| 11 – 15 years | 7 | 35% |
| TOTAL | 20 | 100% |

Table 4.15 shows that the majority of respondents who took part in the study had several years of experience in the private security industry. Eight (8) respondents (40%) had between 6 and 10 years of experience, seven (7) respondents (35%) had between 11 and 15 years of experience and five (5) respondents (25%) had between 3 and 5 years of experience in the private security industry. As a result, all respondents were in a good position to provide an insightful and reliable overview of the levels of service rendered by private security officers at GPW in Tshwane – due to their years of experience working in the private security industry.

(g) PSiRA registration

Table 4.16: PSiRA registration

| PSiRA registration | Frequency | Percentage |
|---------------------------|------------------|-------------------|
| Yes | 20 | 100% |
| TOTAL | 20 | 100% |

All respondents confirmed that they are registered with PSiRA to render security services in the Republic of South Africa (n=20, 100%). The Private Security Industry Regulation Act No. 56 of 2001 (PSiRA Act), Chapter 3 (sub-sections 20-27), clearly stipulates that anyone who wishes to render a security service within the Republic of South Africa, must be registered with the Private Security Industry Regulatory Authority (the PSiRA), (Republic of South Africa, 2001:19). It is therefore imperative that security officers, both in-house and private, are registered with PSiRA before performing security services in this country.

(h) Current PSiRA grade

Table 4.17: Current PSiRA grade

| PSiRA grade | Frequency | Percentage |
|--------------------|------------------|-------------------|
| Grade C | 20 | 100% |
| TOTAL | 20 | 100% |

One of PSiRA's mandatory requirements when a natural person attempts to register as a security service provider, is that the person should have undergone training and be deemed competent to render a security service. As such, security training institutions will train people per PSiRA's prescribed security training manuals, comprising Grade E (for security officers) to Grade A (for security managers). In this study, all respondents indicated that they have registered with PSiRA to render security services as grade C security officers (n=20, 100%). Private security officers deployed at GPW are strictly

required, according to the service level agreement, to be trained and in possession of an active Grade C security membership registration status with PSiRA.

(i) Daily duties in current position

Table 4.18: Daily duties in current position

| Daily duties | Frequency | Percentage |
|-------------------------|------------------|-------------------|
| Access control | 10 | 50% |
| Guarding | 3 | 15% |
| Security escorts | 7 | 35% |
| Control room operations | 0 | 0 |
| Alarm response | 0 | 0 |
| Other | 0 | 0 |
| TOTAL | 20 | 100% |

The majority of respondents (n=10 or 50%) indicated that their daily duties entail controlling access at GPW in Tshwane, followed by seven (7) respondents who indicated that they are responsible for carrying out security escorts (35%) and lastly, three (3) respondents who stated that they enact guarding duties (15%).

In summary, the majority of respondents had between 3 and 15 years of experience working in the private security industry. All respondents are PSiRA Grade C registered security officers, currently hold a security officer title, effect access control, and conduct guarding and security escorting daily.

4.3.3 Section C: Security service information

Respondents were requested to indicate the level of extent to which the following issues best describe the level of extent on security service awareness information they received when employed at GPW in Tshwane. This was plotted on a Likert scale of 1 (not to any extent at all) to 3 (to a large extent). Results are shown in Table 4.19 below:

| Table 4.19: Levels of extent on security service information | | | |
|---|---------------------------------|-----------------------|--------------------------|
| Statement: | Not to any extent at all | To some extent | To a large extent |
| a. I received on-the-job training when I started working at GPW in Tshwane | 90% (18) | 10% (2) | 0% (0) |
| b. I received an induction when I started working at GPW in Tshwane | 90% (18) | 10% (2) | 0% (0) |
| c. I was made aware of the site instructions | 90% (18) | 10% (2) | 0% (0) |
| d. Private security officers are visited at least once a week by their management | 100% (20) | 0% (0) | 0% (0) |
| e. GPW security management ensures that private security officers adhere to applicable policies, procedures, standards, laws, and regulations | 90% (18) | 10% (2) | 0% (0) |
| f. There is an effective security incident management system in place | 90% (18) | 10% (2) | 0% (0) |
| g. Private security officers are made aware of security aspects for employees joining, moving and/or leaving the department | 100% (20) | 0% (0) | 0% (0) |
| h. I am happy with the department's working conditions | 90% (18) | 10% (2) | 0% (0) |

The responses in Table 4.19 are discussed below.

a. I received on-the-job training when I started working at GPW in Tshwane

According to Chinwokwu (2018:85), some of the private security officers deployed at government departments were posted without receiving adequate on-the-job training before deployment, and they lack the skills for and knowledge of the job too. In this study, 90% (n=18) of private security officers who participated in the study indicated that

they did not receive on-the-job training to any extent at all. Only 10% (n=2) of the respondents indicated that they had received on-job training to some extent. The results therefore show that private security officers did not receive effective and efficient on-the-job training when they were deployed at GPW in Tshwane. This lack of adequate and proper on-the-job training caused some private security officers to fail at providing an effective and satisfactory service to government departments (Johnston & Kilty, 2015:58).

b. I received an induction when I started working at GPW in Tshwane

The results of the study confirmed that 90% (n=18) of private security officers who participated in the study reported that they were not inducted to any extent at all before commencing work at GPW in Tshwane. Only 10% (n=2) of the respondents stated that they were inducted to some extent before commencing work at the department. Therefore, the results show that private security officers were not inducted when they began working at GPW in Tshwane. They were expected to figure out everything on their own i.e., they taught themselves everything they know about GPW in Tshwane through daily observation and enquiries from those who cared to listen.

c. I was made aware of the site instructions

Private security officers need to be well-informed about what is expected of them when executing their duties because this will assist them in making informed decisions that are in line with departmental policies and procedures (Purpura, 2013:251). Data from the study found that 90% (n=18) of private security officers who participated in the study reported that they were not made aware of their site instructions to any extent at all. Only 10% (n=2) of the respondents stated that they were made aware of their site instructions to some extent. The results indicate that private security officers were not well-informed or made aware of site instructions in the areas where they were deployed to deliver security services.

d. Private security officers are visited at least once a week by their management

Inconsistent and ineffectual support from management has in itself a detrimental effect on the overall performance and behaviour of employees (Wang et al., 2014:1604). When private security officers are continuously motivated and supported by their managers, the level of service provided to clients improve drastically (Nalla et al., 2017:555). Results from this study found that all (100% or n=20) respondents who participated in the study indicated that they were not being visited by their management to any extent at all. Private security officers were thus left without supervision daily due to security management's lack of involvement in security matters from a ground-levels perspective. It is this researcher's view that support and motivation from management are some of the factors that contribute immensely to the job satisfaction of private security officers.

e. GPW security management ensures that private security officers adhere to applicable policies, procedures, standards, laws and regulations

According to Berg and Howell (2017:5), South Africa has the most sophisticated regulatory framework to regulate PSI on the continent and therefore, security services must be conducted in a lawful, respectful and dignified manner (PSiRA, 2018:5). In this study, eighteen (18) or 90% of private security officers who participated in the study nevertheless implied that GPW security management were not ensuring their adherence to applicable policies, procedures, standards, laws, and regulations to any extent at all. Only 10% (n=2) of respondents indicated that GPW security management ensured their adherence to applicable policies, procedures, standards, laws and regulations to some extent. Results therefore indicate that GPW security management failed to ensure that private security officers fully adhered to applicable policies, procedures, standards, laws and regulations. When carrying out their daily duties in government departments, private security officers are expected to minimise theft in the workplace; protect departmental assets against acts of criminality; enforce departmental policies, procedures and regulations; and protect the image and brand of the department (Steyn et al., 2015:18).

f. There is an effective security incident management system in place

Respondents were asked to indicate if an effective security incident management system was in place. Most of the respondents (90% or n=18) who participated in the study indicated that the security incident management system in place was not effective to any extent at all. Only two (2) or 10% of the respondents indicated that the security incident management system in place was effective to some extent. Therefore, the results confirmed that the security incident management system in place was neither efficient nor effective at all.

g. Private security officers are made aware of security aspects of employees joining, moving and/or leaving the department

Private security officers need to be well aware of all activities taking place at their clients' facility. They need to know who comes into the facility, for what purpose and who gave authorisation for such access (Purpura, 2013:251). However, all the respondents (100% or n=20) who participated in the study indicated that they were not made aware of the security aspects of employees joining, moving and/or leaving the department to any extent at all. Therefore, private security officers had to determine the security aspects of employees who joined, moved and/or left the employ of GPW by themselves. Given this situation, the researcher believes that it should concern the department because private security officers may not be able to prevent or deny unauthorised persons entry into the facility successfully and consistently. As such, former employees may easily gain access to the premises and harm or damage departmental properties owing to private security officers' lack of knowledge, at the time of the incident, regarding the employment status of the former employee.

h. I am happy with the department's working conditions

Poor working conditions demoralises private security officers and subsequently affects their overall performance (Diphorn, 2017:167) because private security officers' performance is influenced by factors like working conditions as well as the very nature of the work (Löfstrand, 2016:303). This researcher postulates that such poor working conditions will ultimately result in private security officers "dragging their feet" in

performing their regular duties and that this will have serious negative effects on the overall service provided at that government department. The findings of this study show that 90% (n=18) of private security officers who participated in the study indicated that they were not happy with the department's working conditions to any extent at all. Only two (2) or 10% of the respondents declared that they were very happy with the department's working conditions, but to some extent. Consequently, the results indicate that private security officers were felt unhappy with GPW's working conditions.

4.3.4 Section D: Training

Respondents were requested to indicate the level of extent with regard to the training needs that would assist them in enhancing their overall performance as they fulfil their daily duties at GPW in Tshwane. This was conducted on a Likert scale of 1 (not to any extent at all) to 3 (to a large extent). Results are shown in Table 4.20 below:

| Table 4.20: Levels of extent on training needs to enhance private security officers' overall performance at GPW in Tshwane | | | |
|---|---------------------------------|-----------------------|--------------------------|
| Statement: | Not to any extent at all | To some extent | To a large extent |
| a. Security site instructions | 0% (0) | 0% (0) | 100% (20) |
| b. Departmental policies and procedures | 0% (0) | 0% (0) | 100% (20) |
| c. Basic security norms and standards | 90% (18) | 10% (2) | 0% (0) |
| d. Emergency response preparedness | 0% (0) | 0% (0) | 100% (20) |
| e. Communication skills | 75% (15) | 20% (4) | 5% (1) |

| | | | |
|---|-------------|------------|------------|
| f. Basic first aid | 95% (19) | 5% (1) | 0% (0) |
| g. Note-taking and report-writing | 80% (16) | 10% (2) | 10% (2) |
| h. Private security officers' code of conduct | 75% (15) | 15% (3) | 10% (2) |
| i. Information handling and sharing | 90% (18) | 10% (2) | 0% (0) |
| j. Public relations | 90% (18) | 5% (1) | 5% (1) |
| k. Customer care and support | 90% (18) | 10% (2) | 0% (0) |

The responses in Table 4.20 are discussed below.

a. Security site instructions

The study found that all (100% or n=20) respondents who participated in the study confirmed that they required orientation with regard to site instructions to a large extent. The results therefore clearly indicate that private security officers were not thoroughly orientated on the applicable site instructions that are required to render a satisfactory security service at GPW in Tshwane.

b. Departmental policies and procedures

Data from the study revealed that all (100% or n=20) respondents who participated in the study stated that they required orientation regarding departmental policies and procedures to a large extent. As such, results confirm that private security officers were not thoroughly orientated on the applicable company policies and procedures which they required to produce a satisfactory security service at GPW in Tshwane.

c. Basic security norms and standards

A majority of respondents (90% or n=18) who participated in the study indicated that they did not require training with regard to basic security norms and standards to any extent at all. Only 10% (n=2) of respondents indicated that they required this training to some extent. These results may be attributed to the fact that basic security training (PSiRA Grade E-C training) encompasses topics relating to basic security norms and standards. All security service providers are required to attend basic security training before being certified as security service providers by the Private Security Industry Regulatory Authority (PSiRA).

d. Emergency response preparedness

Respondents were asked to indicate if they required emergency response preparedness training to any extent. Results of the study has revealed that all (100% or n=20) respondents who participated in the study stated that they required emergency response preparedness training to a large extent. This is a clear indication that private security officers were not orientated on procedure/measures to take during emergencies at GPW in Tshwane.

e. Communication skills

A study conducted by Attan, Mahmood and Ahmad (2017) found that there was a positive correlation between communication skills training and customer satisfaction (Attan et al., 2017:3). This meant that customers were slightly happier and more satisfied with the levels of service delivered *only* when private security officers communicated well and effectively with them. The above authors are of the view that good communication skills are a necessity for private security officers because they are frontline workers at the client's facility (Attan et al., 2017:3) and as such, are always expected to communicate with both internal (GPW employees) and external (visitors) stakeholders at GPW. In this study, the majority of the respondents (75% or n=15) who participated in the study felt that they did not require training in communication skills to any extent at all. However, 20% (n=4) of the respondents stated that they required this training to some extent. Only 5% (n=1) of the respondents indicated that they required

this training to a large extent. These results indicate that private security officers deployed at GPW in Tshwane were competent and possessed sufficient communication skills to provide an effective and satisfactory security service.

f. Basic first aid

Results from this study confirm that 95% (n=19) of private security officers who participated in the study stated that they did not require basic first aid training to any extent at all. Only 5% (n=1) of the respondents indicated that they required this training to some extent. This confirms that private security officers deployed at GPW in Tshwane have attended basic first aid training before being deployed at the department. These results may be attributed to the fact that basic first aid training is one of the topics covered in the “national key points” training that all security officers who work at a national key point site (like GPW in Tshwane) are required to attend.

g. Note-taking and report-writing

From 100% (n=20) of the respondents who participated in the study, majority (80% or n=16) of them have stated that they did not require report-writing and note-taking training to any extent at all. Ten (10) percent (n=2) of the respondents stated that they required this training to some extent. Only 10% (n=2) of the respondents indicated that they required this training to a large extent. As a result, the study found that the majority of private security officers were competent in taking notes and writing reports in a professional and standardised manner.

h. Private security officers’ code of conduct

Data from the study revealed that fifteen (15) or 75% of private security officers who participated in the study indicated that they did not require training with regard to the private security officers’ code of conduct, to any extent at all. However, very few (15%, n=3) respondents stated that they required this training to some extent. Only 10% (n=2) of the respondents indicated that they required this training to a large extent. This means that private security officers were well-conversant and knowledgeable regarding the private security officers’ code of conduct. These results may be attributed to the fact

that the private security officers' code of conduct is also covered in the basic security training that all registered security officers are required to attend before being certified as security service providers by the PSiRA.

i. Information handling and sharing

Private security officers must be properly trained on how to handle and share workplace information. This is essential because some of the information that private security officers may come across while performing their duties, may be classified and may not be shared (Nalla et al., 2017:550). In this study, the researcher found that majority (90% or n=18) of private security officers who participated in the study indicated that they did not require training with regard to information handling and sharing to any extent at all. Only 10% (n=2) of the respondents indicated that they required this training to some extent. This confirms that private security officers were competent and capable of handling and sharing information in the workplace.

j. Public relations

Excellent public relations foster cooperation and a strong relationship between clients and the organisation that provides a service to those clients (Makans, 2018:93). Everyone in the organisation, especially private security officers who are normally deployed at access control points where first contact is made with clients, must practise good public relations by always being courteous and by displaying a positive attitude towards clients (Makans, 2018:93). The results of this study revealed that eighteen (18) or 90% of private security officers who participated in the study felt that they did not require training in public relations to any extent at all. Five (5) percent (n=1) of the respondents indicated that they needed this training to some extent. Only 5% (n=1) of respondents indicated that they needed this training to a large extent. Results thus clearly indicate that private security officers were competent and properly trained to deal with members of the public professionally and respectfully.

k. Customer care and support

According to Halibozek and Kovacich (2017:23), security is a service and support profession that is facilitated by a team of professionally trained security officers and is mainly aimed at providing effective and satisfactory services to its valued clients. Private security officers perform this service by applying their skills and knowledge gained through study and practice. Data from this study revealed that the majority of the respondents (90% or n=18) who participated in the study felt that they did not require customer care and support training to any extent at all. Only 10% (n=2) of the respondents indicated that they required this training to some extent. These results confirm that private security officers were competent and properly trained to always show care and support towards their clients when rendering a security service.

4.3.5 Section E: Rating of services rendered by private security officers at GPW in Tshwane

Respondents were requested to indicate the level of extent regarding their ability to perform assigned duties at GPW in Tshwane on a Likert scale of 1 (not to any extent at all) to 3 (to a large extent). Results are shown in Table 4.21 below:

| Statement: | Not to any extent at all | To some extent | To a large extent |
|--------------------------|---------------------------------|-----------------------|--------------------------|
| a. Physical guarding | 60% (12) | 20% (4) | 20% (4) |
| b. Access control points | 70% (14) | 10% (2) | 20% (4) |
| c. Security escorts | 70% (14) | 10% (2) | 20% (4) |

| | | | |
|--|-------------|------------|------------|
| d. Searching duties | 65% (13) | 15% (3) | 20% (4) |
| e. Security patrols | 70% (14) | 10% (2) | 20% (4) |
| f. Crime detection and prevention | 80% (16) | 10% (2) | 10% (2) |
| g. Speed at which private security officers respond to crime incidents | 80% (16) | 10% (2) | 10% (2) |
| h. Reporting emergencies | 70% (14) | 10% (2) | 20% (4) |
| i. Identifying suspicious people | 80% (16) | 10% (2) | 10% (2) |
| j. Identifying suspicious packages | 80% (16) | 10% (2) | 10% (2) |

The responses in Table 4.21 are discussed below.

a. Physical guarding

Private security officers are normally deployed to physically protect their clients' valued assets, information and people (Bourdache, 2018:155). This physical deployment aims to ensure a safe and secure work environment that would enable organisations to realise their aims and objectives (Halibozek & Kovacich, 2017:70). In this study, the majority of respondents (60% or n=12) who participated in the study indicated that they were not effective to any extent at all when performing their physical guarding duties. However, 20% (n=4) of the respondents stated that they were effective to some extent when performing their physical guarding duties. Four (4) or 20% private security officers indicated that they were effective to a large extent when performing their physical guarding duties. The results confirm that private security officers were ineffective and not adding much value to the department in the execution of their physical guarding duties.

b. Access control points

According to Störm and Minnaar (2016:28-29), effective access control occurs when security officers and technology are combined to form one solid security measure of controlling access and egress at any organisation. This has not been the case at GPW because the study has found that 70% (n=14) of private security officers who participated in the study indicated that they were not effective to any extent at all when carrying out their duties at access control points. Only (10%, n=2) respondents felt that they were effective to some extent when manning access control points. Very few (20%, n=4) respondents indicated that they were effective to a large extent when manning access control points. This is a clear indication that private security officers are ineffective and are not adding any value to the department in effecting access control point duties.

c. Security escorts

The majority of respondents (70% or n=14) who participated in the study felt that they were not effective to any extent at all when carrying out their security escort duties. Only 10% (n=2) of the respondents indicated that they were effective to some extent when carrying out their security escort duties. About 20% (n=4) of the respondents indicated that they were effective to a large extent when carrying out their security escort duties. As part of their daily duties, private security officers carry out security escort duties for various reasons, for example, escorting classified documents from one department to the other; escorting finance officials when doing banking; or escorting goods in transit (Chinwokwu, 2018:84). In this study, results revealed that private security officers were ineffective and were not adding any value to the department when conducting security escort duties.

d. Searching duties

Although private security officers are authorised to conduct mandatory security searches at some organisations, these search procedures must be carried out in a decent, respectful and professional manner (Kalesnykas, 2018:196). It is also important that male security officers carry out search procedures on male counterparts and female

security officers search their female counterparts. Data from this study revealed that 65% (n=13) of private security officers who participated in the study felt that they were not effective to any extent at all when carrying out their routine search duties. However, 15% (n=3) of the respondents stated that they were effective to some extent when conducting routine search duties. About 20% (n=4) of the respondents indicated that they were effective to a large extent when conducting routine search duties. These results confirm that private security officers were ineffective and were not adding any value to the department during routine search duties.

e. Security patrols

One of the duties performed by private security officers is undertaking security patrols in and around their clients' facilities to deter, detect and deflect acts of criminality (Kalesnykas, 2018:379). Therefore, private security officers' performance is deemed effective and satisfactory when they conduct regular and efficient security patrols at their allocated areas of responsibility within departmental premises (Chinwokwu, 2018:84). At GPW this is not the case because the study found that the majority of the respondents (70% or n=14) who participated in the study stated that they were not effective to any extent at all when carrying out their security patrol duties. Only 10% (n=2) of private security officers indicated that they were effective to some extent when carrying out their patrol duties. However, 20% (n=4) of the respondents felt that they were effective to a large extent when carrying out their patrol duties in and around GPW facilities. Results thus clearly indicate that private security officers were ineffective and were not adding any value to the department when performing their security patrol duties.

f. Crime detection and prevention

Organisations seek the services of private security companies that will be able to detect and prevent criminal incidents at their facilities (Bourdache, 2018:147). For those private security companies to effectively detect and prevent crime incidents at their clients' facilities, they have to depend on their private security officers to render an effective and satisfactory service throughout the contract period. Nevertheless, results from this study

revealed that 80% (n=16) of private security officers who participated in the study indicated that they were not effective to any extent at all in detecting and preventing crime incidents at the facility. Ten (10) percent (n=2) of the respondents stated that they were effective to some extent with regard to crime detection and prevention in the workplace. Ten (10) percent (n=2) of the respondents stated that they were effective to a large extent with regard to crime detection and prevention in the workplace. This is confirmation that private security officers are ineffective in crime detection and prevention at GPW in Tshwane.

g. Speed at which private security officers respond to crime incidents

Respondents were asked to indicate the speed at which they respond to criminal incidents. Sixteen (16) or 80% of the respondents who participated in the study reported that the speed at which they responded to criminal incidents was not effective to any extent at all. According to Lambrechts (2015:48), private security officers must endeavour to prevent and respond to criminal incidents as quickly as possible to effectively protect clients' assets, information and employees. Only 10% (n=2) of the respondents felt that the speed at which they responded to crime incidents was effective to some extent. The study has also revealed that 10% (n=2) of the respondents felt that the speed at which they responded to crime incidents was effective to a large extent. These results present an indication that the speed at which private security officers responded to crime incidents in the workplace was not effective to any extent at all.

h. Reporting emergencies

A majority of respondents (70% or n=14) who participated in the study stated that they were not effective to any extent at all when reporting emergencies in the workplace. This translates into a security weakness because Bourdache (2018:147) advises that private security officers need to possess the ability to swiftly respond to any threat that is detected in the workplace and they must also be able to relay the correct message to the security control room to dispatch security backup if necessary. Only 10% (n=2) of the respondents stated that they were effective to some extent when reporting emergencies at the department. Four (4) or 20% of the respondents indicated that they

were effective to a large extent when reporting emergencies at the department. Therefore, results clearly indicate that majority of the respondents were ineffective at how they reported emergencies at GPW in Tshwane.

i. Identifying suspicious people

When undertaking general patrols in and around clients' facilities, private security officers are required to detect and report any suspicious person, article or activity aimed at the assets of their clients (Veinbergs & Silins, 2018:471). This has not been the case at GPW since the results of this study revealed that 80% (n=16) of private security officers who participated in the study stated that they were not effective to any extent at all with regard to identifying suspicious people. Only 10% (n=2) of the respondents indicated that they were effective to some extent with regard to the identification of suspicious people. Two (2) or 10% of the respondents felt that they were effective to a large extent with regard to the identification of suspicious people. These results suggest that the majority of respondents felt that private security officers deployed at GPW in Tshwane were ineffective and unable to identify suspicious people loitering around or attempting to gain unauthorised entry at the facility.

j. Identifying suspicious packages

Respondents were also asked if they possessed the ability to identify suspicious packages in the workplace. The majority of the respondents (80% or n=16) who participated in the study indicated that they were not effective to any extent at all regarding the identification of suspicious packages. Only 10% (n=2) of the respondents indicated that they were effective to some extent with regard to the identification of suspicious packages. Two (2) or 10% of the respondents felt that they were effective to a large extent with regard to the identification of suspicious packages. Similar to the identification of suspicious people above, the study again revealed that private security officers were ineffective and unable to identify suspicious packages that may have been left unattended within and/or around the premises.

4.3.6 Section F: Factors causing private security officers to render unsatisfactory service at GPW in Tshwane

Respondents were asked to indicate the level of extent regarding factors that cause private security officers to render unsatisfactory service at GPW in Tshwane on a Likert scale of 1 (not to any extent at all) to 3 (to a large extent). Results are shown in Table 4.22 below:

| Table 4.22: Levels of extent on factors causing private security officers to render unsatisfactory service at GPW in Tshwane | | | |
|---|---------------------------------|-----------------------|--------------------------|
| Statement: | Not to any extent at all | To some extent | To a large extent |
| a. Private security officers are not well educated | 80% (16) | 10% (2) | 10% (2) |
| b. Private security officers are not well trained | 20% (4) | 20% (4) | 60% (12) |
| c. Private security officers are unable to handle complex situations | 75% (15) | 15% (3) | 10% (2) |
| d. Private security officers are dishonest and untrustworthy | 5% (1) | 15% (3) | 80% (16) |
| e. Private security officers always arrive late for duty | 30% (6) | 15% (3) | 55% (11) |
| f. Private security officers do not respect their clients | 85% (17) | 15% (3) | 0% (0) |
| g. Private security officers lack commitment to their jobs | 85% (17) | 15% (3) | 0% (0) |
| h. Private security officers are short-staffed | 0% (0) | 10% (2) | 90% (18) |
| i. Private security officers lack leadership guidance, motivation and support on how to render effective and | 0% (0) | 10% (2) | 90% (18) |

| | | | |
|---|------------|------------|--------------|
| satisfactory security service | | | |
| j. There is no evaluation system in place for monitoring private security officers' performance | 0% (0) | 0% (0) | 100% (20) |
| k. Private security officers lack knowledge and understanding of GPW's operations and products | 10% (2) | 0% (0) | 90% (18) |
| l. Poor remuneration and rewards | 0% (0) | 0% (0) | 100% (20) |
| m. Long working hours | 0% (0) | 0% (0) | 100% (20) |
| n. Lack of security resources | 0% (0) | 10% (2) | 90% (18) |
| o. Insufficient knowledge on security information | 0% (0) | 10% (2) | 90% (18) |
| p. Lack of understanding of the importance of security services | 10% (2) | 0% (0) | 90% (18) |
| q. Lack of GPW employee involvement in securing the department | 15% (3) | 0% (0) | 85% (17) |
| r. Poor communication between private security officers and GPW employees | 5% (1) | 10% (2) | 85% (17) |

a. Private security officers are not well educated

Data from the study has revealed that 80% (n=16) of private security officers who participated in the study believed that they were not well educated to any extent at all. Only 10% (n=2) of the respondents stated that they were educated to some extent. Two (2) or 10% of the respondents felt they were well educated to a large extent. These results indicate that private security officers working at GPW in Tshwane were perceived not to be well educated.

b. Private security officers are not well trained

From the 20 respondents who participated in the study, only four (4) or 20% of private security officers felt that they were not properly trained to any extent at all. Four (4) or

20% of the respondents felt that they were trained to some extent. However, majority of the respondents (60% or n=12) stated that they were properly trained to a large extent. As such, results confirmed that private security officers working at GPW have undergone or received effective training before being deployed to deliver security services towards the department.

c. Private security officers are unable to handle complex situations

The study found that 75% (n=15) of private security officers who participated in the study indicated that they were unable to handle complex situations to any extent at all. Very few (15%, n=3) respondents stated that they were able to handle complex situations to some extent. Only 10% (n=2) of the respondents indicated that they were able to handle complex situations to a large extent. This is an indication that private security officers deployed at GPW in Tshwane were not capable of handling complex situations in the workplace.

d. Private security officers are dishonest and untrustworthy

Private security officers who participated in the study were asked to indicate if they considered themselves dishonest and untrustworthy people. Only 5% or (n=1) said that they were not honest and trustworthy to any extent at all. Very few (15%, n=3) respondents stated that they were honest and trustworthy to some extent. However, sixteen (16) or 80% of the respondents stated that they were honest and trustworthy to a large extent. Results thus indicate that private security officers were an honest and trustworthy workforce, regardless of the levels of service that they provided towards the department.

e. Private security officers always arrive late for duty

The findings of the study revealed that 30% (n=6) of private security officers who participated in the study stated that they do not report late for duty to any extent at all. Very few (15%, n=3) respondents stated that they reported late for duty to some extent. However, 55% (n=11) of the respondents said that they constantly reported late for duty

to a large extent. This is an indication that private security officers constantly report late for duty and as such, the levels of service rendered at the department is unsatisfactory.

f. Private security officers do not respect their clients

Seventeen (17) or 85% of private security officers who participated in the study confirmed that they don't show respect towards clients to any extent at all. Only three (3) or 15% of the respondents stated that they fully respected their clients to a large extent. As such, the results confirmed that private security officers did not value their clients. Instead, they disregarded and disrespected them whilst executing their mandated duties towards the department.

g. Private security officers are not committed to their jobs

From 100% (n=20) of the respondents who participated in the study, majority (85% or n=17) of private security officers said that they were not committed to their jobs to any extent at all. Only 15% (n=3) of respondents indicated that they were fully committed to their jobs to a large extent. These results indicate that private security officers were not committed (to any extent at all) to render an effective security service at GPW in Tshwane.

h. Private security officers are short-staffed

Results of the study confirmed that very few (10%, n=2) respondents who participated in the study felt that they were short-staffed to some extent. However, majority of respondents (90% or n=18) confirmed that they were short-staffed to a large extent. This means that the total security staff complement is not sufficient and that it affects the levels of service rendered at the department negatively.

i. Private security officers lack leadership guidance, motivation, and support on how to render an effective and satisfactory security service

Very few (10%, n=2) respondents who participated in the study felt that they were not being supported by their managers (to some extent) on how to render an effective and satisfactory security service at the department. However, majority of the respondents

(90% or n=18) stated that they were not being supported by their managers (to a large extent) on how to render an effective and satisfactory security service at the department. These results indicate that security management were not motivating, supporting and coaching private security officers on how to render an effective and satisfactory security service at GPW in Tshwane.

j. There is no evaluation system in place for monitoring private security officers' performance

All the respondents who participated in the study (100% or n=20) indicated that an evaluation system for monitoring their performance was unavailable to a large extent. This confirms that private security officers' performance was not being monitored and/or appraised.

k. Private security officers lack knowledge on departmental operations and products

Ten per cent (10%) or two (2) of the private security officers who participated in the study indicated that they did not lack knowledge on GPW's operations and products to any extent at all. However, 90% (n=18) of private security officers indicated that they lacked knowledge on GPW's operations or products to a large extent. The results show that private security officers were not paying attention to detail because they had no idea of what was happening at GPW in Tshwane. These results may also be attributed to the fact that private security officers were not properly inducted when they began to provide a security service at the department as reported in table 4.20 above.

l. Poor remuneration and rewards

Private security officers were asked to indicate if they were receiving poor remuneration with no rewards. All respondents who participated in the study (100% or n=20) stated that they were receiving poor remuneration and rewards to a large extent. Results thus clearly indicate that private security officers were being poorly compensated by their employer. Therefore, the levels of service rendered at the department is negatively affected due to low staff morale and a sense of unworthiness.

m. Long working hours

All the respondents who participated in the study (100% or n=20) indicated that they were expected to work long hours to a large extent. Private security officers working at GPW were expected to work a 12-hour shift per day i.e., 06:00–18:00 and receive fewer rest days. This has resulted in fatigue and ineffective, poor security service delivery.

n. Lack of security resources

From 20 respondents who participated in this study, only 10% (n=2) of the respondents stated that they lacked security resources to some extent. However, majority of respondents (90% or n=18) stated that they lacked security resources to work with to a large extent. As such, this has negatively affected the levels of security service rendered towards the department.

o. Insufficient knowledge on security information

From 20 respondents who participated in this study, only 10% (n=2) of the respondents stated that they lacked sufficient knowledge on GPW's security information to some extent. However, majority of the respondents who responded to this question (90% or n=18) indicated that they lacked sufficient knowledge on GPW's security information to a large extent. These results therefore indicate that private security officers were not fully involved in GPW security operations because crucial information relating to security matters in the department that would enable them to render effective service was not being shared with them at all. The consequence of this is that ineffective and unsatisfactory security service is being delivered to the department.

p. Lack of understanding of the importance of security services

Private security officers who participated in this study were asked if they understood the importance of security services. Ten per cent (10%) or two (2) respondents stated that they did not understand the importance of security services to any extent at all. However, the majority of the respondents (90% or n=18) indicated that they fully understood the importance of security services to a large extent. These results confirm that private security officers fully understand the important contribution that security

service providers make towards their valued clients through the provision of an effective and satisfactory service.

q. Lack of GPW employees' involvement in securing the department

Only 15% (n=3) of the respondents who participated in the study indicated that the lack of involvement by GPW employees in securing the department was not a contributing factor (to any extent at all) in private security officers rendering ineffective and unsatisfactory security services. However, majority of respondents (85% or n=17) indicated that the lack of GPW employees' involvement in security matters was indeed a contributing factor to a large extent. These results may be attributed to the fact that private security officers were neither committed to sharing information nor to working as a team with GPW employees as reported in table 4.7 above.

r. Poor communication between private security officers and GPW employees

Only one (1) or 5% of private security officers who participated in the study indicated that poor communication between private security officers and GPW employees was not a contributing factor to any extent at all. Two (2) or 10% of the respondents stated that poor communication between private security officers and GPW employees was a contributing factor to some extent. However, majority of respondents (85% or n=17) stated that poor communication between private security officers and GPW employees was indeed a contributing factor to a large extent. As such, the results show that respondents were convinced that poor communication between private security officers and GPW employees was another contributing factor in *them* rendering unsatisfactory service at GPW in Tshwane.

4.4 CONCLUSION

This study was carried out to investigate the level of service rendered by private security officers at GPW in Tshwane. To achieve the aims and objectives of the study, the researcher collected data from a sample of respondents who were selected to take part in the study. The data was collected through self-administered questionnaires that were later analysed and interpreted using quantitative methods and procedures to test and draw conclusions about the research problem. The data was numerically analysed according to frequencies and percentages. These questionnaires were distributed to a group of selected (sampled) respondents from both GPW employees (153) and private security officers (20).

The levels of service rendered by private security officers at GPW in Tshwane was obtained from first-hand experience by GPW employees and private security officers themselves. Findings emanating from the research were presented in order to draw conclusions. Data from the research findings revealed that the levels of service rendered by private security officers at GPW in Tshwane was ineffective and not satisfactory at all. As a result, the researcher formulated recommendations that can be implemented to improve the service rendered by private security officers.

The next chapter presents the conclusions and recommendations of the study.

CHAPTER 5

FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.1 INTRODUCTION

This chapter presents the findings of the study, recommendations to improve the levels of service rendered by PSOs at GPW, proposes some suggestions for further research, and provides some concluding remarks. The aim and objectives of the study were achieved by analysing and interpreting the responses of the target sample and by executing various research steps and procedures in line with the UNISA Ethics Policy.

5.2 ACHIEVEMENT OF THE RESEARCH QUESTIONS

Research question 1: What are the factors that cause PSOs to render unsatisfactory service at GPW in Tshwane?

The researcher answered this research question by determining the factors that cause PSOs to render unsatisfactory service at GPW in Tshwane. This was achieved through data collection by means of a self-administered questionnaire survey on a sampled population of GPW employees and PSOs. The collected data was thus analysed and further interpreted to ascertain the factors that cause PSOs to render unsatisfactory service at GPW (see paragraph 5.2 below for detailed findings on the causal factors).

Research question 2: How do GPW employees perceive the service rendered by PSOs at their workplace?

The researcher answered this research question by designing questionnaires which were aimed at collecting data from sampled GPW employees with regards to the manner in which they perceived the service rendered by PSOs. As a result, the researcher found that the levels of service rendered by PSOs at GPW in Tshwane were ineffective and unsatisfactory (see paragraph 5.2 below for detailed findings on how GPW employees perceived the service rendered by PSOs at their workplace).

Research question 3: What solutions can be applied to address the factors that cause PSOs to render an unsatisfactory service at GPW in Tshwane?

The researcher answered this research question by developing recommendations aimed at addressing the identified shortcomings and to further improve the levels of service rendered by PSOs at GPW in Tshwane (see paragraph 5.3 below for detailed recommendations that can be applied to address the factors that cause PSOs to render ineffective and unsatisfactory service to GPW in Tshwane).

5.3 ACHIEVEMENT OF THE AIMS AND OBJECTIVES

AIM 1: To determine the views of GPW employees towards the levels of service rendered by PSOs at GPW in Tshwane

The researcher has achieved this aim or objective by following a quantitative research method using self-administered questionnaires to determine the views of GPW employees towards the levels of service rendered by PSOs at GPW in Tshwane. The researcher distributed two separate questionnaires to sampled groups of GPW employees and PSOs. Detailed data was gathered through the Likert scale and open-ended questions.

AIM 2: To investigate the factors that cause PSOs to render an unsatisfactory service at GPW in Tshwane

The researcher has achieved this aim or objective by collecting data from sampled members of a population to determine the status of that population as regards one or more variables. This enabled the researcher to build a holistic understanding and interpretation of the factors and causes of PSOs rendering an unsatisfactory service at GPW in Tshwane. The researcher collected data from a sample of GPW employees to ascertain the factors that cause PSOs to render an unsatisfactory service at GPW in Tshwane.

AIM 3: To recommend solutions that can be implemented to address the factors that cause PSOs to render an unsatisfactory service at GPW in Tshwane

The researcher has achieved this aim or objective by developing recommendations aimed at addressing the identified shortcomings and to further improve the levels of service rendered by PSOs at GPW in Tshwane.

5.4 SUMMARY OF KEY FINDINGS

5.4.1 Findings regarding working relations information

The majority of GPW employees who participated in the study viewed the working relationship between themselves and PSOs as being ineffective and unsatisfactory – GPW employees did not have trust in the security service rendered by PSOs. Every activity that was being performed by PSOs was viewed in a negative light. Private security officers were viewed as being insensitive and incapable of solving security problems in the workplace, and their solutions were dull, ineffective and short-lived. This has resulted in the majority of GPW employees feeling unsafe in the workplace, even though PSOs were always roving around the premises. As such, PSOs were viewed to be incompetent in protecting lives and departmental properties. These results worrisome because PSOs normally render their service through interaction with public servants and members of the public (Berg & Nouveau, 2011:28).

The study has also revealed that PSOs were generally unhelpful, impolite, rude and inconsiderate when rendering security services in the workplace. The two parties, GPW employees and PSOs, were not committed to the sharing of information that would enhance service delivery in the department. Moreover, majority of respondents were unconvinced and dissatisfied with the levels of service rendered by PSOs at GPW. According to Nalla et al., (2017:550), PSOs are expected to communicate, provide information, assist their clients in a professional and satisfactory manner on a regular basis. This is achieved by maintaining a constant and open communication channel between PSOs and their clients (Gigliotti & Jason, 2013:87). However, this is not the case between GPW employees and PSOs working at the facility.

The researcher found that the levels of extent regarding the working relationship between PSOs and GPW employees were unproductive, unprofessional, ineffective and unsatisfactory. The study further revealed that GPW employees did not have trust in security services that were being rendered by PSOs because the problems that were brought to their attention resurfaced constantly – PSOs' solutions were thus ineffective and did not last long. Private security officers conceded that every activity that they performed was viewed in a negative light. According to Nalla et al., (2017:550), when PSOs are performing guarding services, they are expected to communicate, provide information and assist their clients professionally, satisfactorily and regularly.

The literature study found that private security officers are mostly contracted by government departments to render the following security services i.e., access and egress control, security escorts, physical guarding, emergency response, receptionist/customer services, and foot/vehicular patrols. This researcher is of the view that when rendering security services to different government departments, PSOs need to build positive relations with public servants because they are expected to serve and protect them. Their actions and behaviour must reflect elements of respect, professionalism, self-control, trustworthiness and courtesy at all times.

However, this is not the case at GPW since the majority of the respondents felt that PSOs displayed elements of anger and unfriendliness while performing their regular duties and that most of them were very rude towards public servants working in the department. As a result, PSOs ended up rendering an unsatisfactory and ineffective security service at GPW in Tshwane.

5.4.2 Findings regarding levels of service information

Employees working at GPW confirmed that the levels of service rendered by PSOs were not good value for money. This was reported to be caused by the fact that GPW employees were not confident in the reliability of services rendered by PSOs at the department. Clients expect to receive a service which is equivalent to the money that they have paid – that is, good value for money (Mabunda, 2018:101). Therefore, private

security companies need to ensure that their security officers do not underperform because clients always expect services rendered to meet and most probably, exceed their expectations in terms of monetary value (Khadka & Maharjan, 2017:1).

It was further revealed that PSOs lacked a deeper understanding of GPW's business objectives and as such, they were not striving to assist the department to successfully achieve its set objectives: Therefore, PSOs failed to reflect the values and the image of the department in a satisfactory and dignified manner. The researcher found that PSOs were not seen as customer-focused security service providers because they failed to display sincerity, kindness and patience when resolving employees' concerns in the workplace. They also failed to meet GPW employees' needs and expectations with regard to service excellence because they could not communicate effectively with GPW employees when they sought assistance from them. Their behaviour and conduct did not instil confidence and the belief that they were able to perform effectively and satisfactorily.

The study has also revealed that PSOs performed their security duties in a passive, unsatisfactory and ineffective manner. These PSOs were found to be lacking interpersonal and customer service skills and therefore, they did not treat or communicate well with public servants when requests for security services were brought to their attention. Instead, they display boredom, reluctance and annoyance when asked to perform a security service. According to Mabunda (2018:101), customers will be satisfied when they feel and see that PSOs are rendering services that are good value for money and of a high standard.

5.4.3 Findings regarding security service information and training

Data from the study revealed that PSOs were never provided with on-the-job training opportunities when deployed at GPW in Tshwane. They were also not inducted after commencing work at the department. Site instructions were never made available to them and they were expected to make determinations on their own. This lack of adequate and proper on-the-job training has resulted in some PSOs failing to render

effective and satisfactory service in government departments (Johnston & Kilty, 2015:58).

According to Chinwokwu (2018:85), some of the PSOs who had been deployed in government departments were posted without receiving adequate on-job-training beforehand and that they lacked skills and knowledge of the job as well. This problem keeps expanding because most private security companies are unwilling to provide adequate on-job-training opportunities to their security force. As a result, the levels of service provided by PSOs in government departments deteriorates. Adequate on-job-training will enable PSOs to carry out their duties effectively and satisfactorily (Nalla et al., 2017:552).

Furthermore, management failed to ensure that PSOs fully adhered to the applicable policies, procedures, standards, laws, and regulations when executing their daily duties. According to Wang et al., (2014:1604), an effective support system from superiors play an important role in channeling PSOs' behaviour and conduct in security service delivery. Therefore, support and motivation from management are some of the important factors that contribute immensely in PSOs feeling satisfied with their jobs. As a result, when PSOs develop such positive feelings about their jobs, service provision in the government department will surely be enhanced (Nalla et al., 2017:555).

Private security officers were not being made aware of the security aspects of employees joining, moving and/or leaving the department. As such, PSOs were not happy with their working conditions and viewed those conditions not to be conducive for them to work in. This is worrisome because PSOs will not be able to prevent or deny unauthorised persons entry into the premises when they are not focus and/or committed to their job. Poor working conditions have a negative impact on PSOs' health, increase their stress levels, and negatively affect their sleeping patterns (Bazana et al., 2016:71). These factors play a crucial role in decreasing the PSOs' overall job performance and ultimately impact on the department's effectiveness of rendering excellent and satisfactory government services towards members of the public.

5.4.4 Findings regarding factors causing PSOs to render unsatisfactory service at GPW in Tshwane

More encouraging is that the results of the study have revealed that PSOs were indeed competent and well-trained. The results indicate that PSOs are competent and capable of rendering an effective and satisfactory security service at GPW in Tshwane. However, seeing as they were not being supported by management, not being motivated to perform to the best of their abilities, not being inducted, not receiving on-the-job training, not being made aware of the site instructions, and not being visited at their posts by their supervisors and managers, these officers provided an unsatisfactory and ineffective security service towards GPW as their client. As a result, the level of service was regarded as not adding value to the department and not being viewed as a “value for money”. Private security officers conceded that they were ineffective, inconsistent and unreliable when rendering security services at GPW. The findings revealed that the levels of service rendered by PSOs was not effective to any extent at all.

Moreover, the study has found that PSOs lacked a deeper understanding of GPW's business objectives and as such, they were not striving to assist the department to successfully achieve its set objectives and they failed to reflect the values and the image of the department in a satisfactory and dignified manner. According to Purpura (2013:251), it is crucial that PSOs know exactly what is expected of them when rendering security services towards their clients and they should be fully conversant with each client's business objectives.

The study has also found that PSOs were perceived to be a dishonest, untrustworthy and an uneducated workforce that was unable to provide effective and satisfactory security service. Löfstrand (2016:299) postulates that members of the public have labelled PSOs as untrustworthy people who only think of themselves. Members of the public have also labelled PSOs as the perpetrators of illicit activities due to the poor salaries that they receive, mainly to make ends meet (Diphorn, 2017:167).

5.5 RECOMMENDATIONS

The following recommendations were designed to address the identified shortcomings and to further improve the levels of service rendered by private security officers at Government Printing Works in Tshwane:

- The executives responsible for the management of security at GPW must provide PSOs with the opportunity to attend on-the-job training and induction sessions to familiarise PSOs with GPW security operations and product development processes.
- Private security officers must always be furnished with GPW site instructions before being deployed to any GPW facilities nationwide. This will ensure that PSOs are made aware of what is expected of them while carrying out their daily duties at the department.
- Security management must hold regular meetings with PSOs to determine the challenges and problems that PSOs experience when rendering security services towards any of GPW's facilities.
- Security supervisors and managers must offer support, guidance and encouragement to PSOs so that they can remain positive and motivated to perform to the best of their ability.
- Private security officers must be treated as part of the overall security component of the department, instead of being seen as outsiders or visitors. This egregious attitude devalues and demoralises hard-working PSOs.
- Security supervisors and managers must regularly visit PSOs at their areas of deployment. They must also affix their signatures to officers' pocket books and the occurrence books as a confirmation that they have indeed visited the site, perused all security registers and taken note of all anomalies reported by PSOs.

- Private security officers must be involved in all GPW's security operations, projects, meetings, and other departmental activities. They must always be well informed regarding security-related matters occurring at the department to be able to render satisfactory security services at all times.
- Departmental policies and applicable procedures must be made available to PSOs, preferably before they are deployed to any GPW facilities. This will ensure that PSOs render satisfactory security services per the department's policies and applicable procedures.
- There must be mutual respect, understanding and teamwork between PSOs, GPW employees and in-house security officers. As such, no one should be disrespected, stigmatised or demeaned due to the position they occupy in the workplace. Unity and teamwork must always prevail.
- Private security officers must receive salaries in line with the Private Security Sectoral Determination No. 6 and remuneration must further be compliant with the National Minimum Wage Act No. 9 of 2018. Therefore, it is a fair-trade requirement and a legal statute that every security employer compensates their PSOs to a degree that is legally sound and morally just.
- Security management in the department must recruit or contract additional security officers to supplement the current security staff complement because the workload outweighs the available security personnel.
- Every employee deserves to work in a favourable environment. Therefore, PSOs' work environment must be improved to be similar to that of in-house security officers.

- Security management in department must revise PSOs' working hours and the shift system to accommodate more rest days, thereby avoiding the negative effects of deploying officers who are already exhausted due to few rest days and lack of adequate sleep.
- Security supervisors and managers must ensure the constant availability of security resources that would enable PSOs to perform at their very best. These security resources must be properly serviced and maintained by both security management and users (PSOs) at all times. Therefore, security resources must be tested and/or inspected daily.

5.6 SUGGESTIONS FOR FURTHER RESEARCH

It is recommended that additional research be carried out on PSOs and employees at other GPW facilities countrywide. As such, the research can be conducted on a larger scale, covering all five provinces where GPW operates: Limpopo Province, Gauteng Province, North-West Province, Eastern Cape Province and Western Cape Province. This will allow for comparisons to be made between GPW facilities in the various provinces with regard to the levels of service rendered by PSOs at the Government Printing Works. A more inclusive study will then emerge, allowing researchers to make further significant findings owing to a larger sample size.

5.7 CONCLUSION

The objectives of the study were to investigate the views held by GPW employees regarding the levels of service rendered by PSOs at GPW in Tshwane, to identify factors that cause PSOs to render unsatisfactory services at GPW in Tshwane, and to develop solutions that can be implemented to address factors that cause PSOs to render unsatisfactory services at GPW in Tshwane. The researcher followed a quantitative research approach whereby a self-administered questionnaire survey was used to collect data from a sample of 153 GPW employees and 20 PSOs at all four GPW facilities around Tshwane.

The results indicated that the levels of service rendered by PSOs at GPW in Tshwane is ineffective and unsatisfactory. Therefore, GPW security management must urgently start engaging with PSOs more frequently while they are carrying out their duties; the differing challenges and problems these officers experience ultimately result in them rendering an ineffective and unsatisfactory service towards the department. Security management in the department must further investigate and identify additional factors that may be deemed contributing factors to PSOs executing ineffective and unsatisfactory service towards the department in order to enable management to develop solutions that can be implemented to address the factors that cause PSOs to deliver unsatisfactory services at GPW in Tshwane.

Finally, the study proposed some recommendations for addressing the problems that were revealed in the study. In this way, the recommendations will contribute towards ensuring that the levels of service rendered by PSOs at GPW is effective and satisfactory for the employer, employees, visitors and private security officers alike.

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Annexure A: Language editing certificate



Certificate of Editing

This is to certify that the manuscript

AN INVESTIGATION INTO LEVELS OF SERVICE PROVIDED BY PRIVATE SECURITY OFFICERS AT GOVERNMENT PRINTING WORKS IN TSHWANE

By the author:

Tebogo Theophilus Milubi

Has been edited for English language usage by ELE



Lorinda Gerber
25 December 2020





Copy-Editing

Professional
EDITORS
Guild

+27 82 904 4033
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Open Rubric

Annexure B: Questionnaire – GPW employees

QUESTIONNAIRE SURVEY: GOVERNMENT PRINTING WORKS EMPLOYEES

Research project: *An investigation into levels of service provided by private security officers at Government Printing Works in Tshwane*

Instructions:

Please answer all of the following questions as honestly as possible. The information collected for this study regarding levels of service provided by private security officers (PSOs) at Government Printing Works (GPW) in Tshwane will assist the researcher to come up with constructive proposals and recommendations for solutions to improve the current levels of service rendered by PSOs at GPW in Tshwane. You do not need to identify yourself and, similarly, the researcher will uphold anonymity in that there will be no possibility of any respondent being identified or linked in any way to the research findings in the final research report. Where required, please indicate your answer with a cross (X) in the appropriate box or write a response in the space provided, using a black ballpoint pen. For the open-ended questions, please write your responses clearly and legibly in the space provided. If there is not sufficient space for your response, please number a blank sheet of paper with the question number and continue writing your response on the extra piece of paper. Thank you.

SECTION A: BIOGRAPHICAL INFORMATION

Indicate your choice by marking the appropriate selected blank block with an "X"

The following questions are for statistical purposes only.

Q1. Gender:

| | | |
|--------|---|--|
| Female | 1 | |
| Male | 2 | |

Q3. Age group:

| | | |
|--------------------|---|--|
| 16 – 20 years | 1 | |
| 21 – 25 years | 2 | |
| 26 – 30 years | 3 | |
| 31 – 35 years | 4 | |
| 36 – 40 years | 5 | |
| 41 – 45 years | 6 | |
| 46 – 50 years | 7 | |
| 51 years and above | 8 | |

Q2. Race:

| | | |
|-----------------|---|--|
| Indian | 1 | |
| Black (African) | 2 | |
| Coloured | 3 | |
| White | 4 | |

Q4. Highest educational qualifications:

| | | |
|---------------------|---|--|
| Std 8 / Grade 10 | 1 | |
| Std 9 / Grade 11 | 2 | |
| Std 10 / Grade 12 | 3 | |
| Certificate | 4 | |
| Diploma | 5 | |
| Advanced diploma | 6 | |
| Degree | 7 | |
| Postgraduate degree | 8 | |
| Other (specify) | 9 | |

Q5. How many years have you been working for GPW?

| | | |
|--------------------|---|--|
| Less than a year | 1 | |
| 1 – 2 years | 2 | |
| 3 - 5 years | 3 | |
| 6 - 10 years | 4 | |
| 11 - 15 years | 5 | |
| 16 - 20 years | 6 | |
| 21 years and above | 7 | |

Q6. Which directorate do you work under?

| | | |
|---------------------------|---|--|
| Operations and Production | 1 | |
| Human Resources | 2 | |
| Finance | 3 | |
| Strategic Management | 4 | |
| Others (specify) | 5 | |

SECTION B: WORKING RELATIONS INFORMATION

Q7. Indicate the level of extent on the following issues which best describe your working relationship with private security officers working at GPW in Tshwane

| Item | Attributes of GPW employees working relationships with private security officers at GPW in Tshwane | Not to any extent at all | To some extent | To a large extent |
|------|--|--------------------------|----------------|-------------------|
| a) | Private security officers are always ready to assist | 1 | 2 | 3 |
| b) | Private security officers handle complaints and concerns professionally | 1 | 2 | 3 |
| c) | Problems identified to them do not recur – solutions are effective and lasting | 1 | 2 | 3 |
| d) | I feel safe when I see private security officers around | 1 | 2 | 3 |
| e) | Private security officers in general are sensitive to the public | 1 | 2 | 3 |
| f) | Private security officers are generally helpful | 1 | 2 | 3 |
| g) | Private security officers handle calls for assistance with politeness | 1 | 2 | 3 |

| | | | | |
|----|--|---|---|---|
| h) | Private security officers conduct themselves professionally and very well when carrying out their duties | 1 | 2 | 3 |
| i) | Private security officers and GPW employees often work together to solve incidents that would have occurred in the workplace | 1 | 2 | 3 |
| j) | Private security officers act as the eyes and ears of the police on the ground | 1 | 2 | 3 |
| k) | Generally speaking, private security officers are more reliable and trustworthy than the police | 1 | 2 | 3 |
| l) | Private security officers and GPW employees are committed to share information | 1 | 2 | 3 |
| m) | Private security officers identify GPW employees' security concerns | 1 | 2 | 3 |
| n) | Private security officers prioritise GPW employees' security concerns | 1 | 2 | 3 |
| o) | Private security officers have established a communication system between GPW employees and themselves | 1 | 2 | 3 |
| p) | Private security officers listen and pay attention to GPW employees' call for assistance | 1 | 2 | 3 |
| q) | Private security officers keep us informed of any matters relating to security at GPW in Tshwane | 1 | 2 | 3 |

SECTION C: RATING THE LEVELS OF SERVICE RENDERED BY PRIVATE SECURITY OFFICERS

Q8. Indicate your level of satisfaction on the following services rendered by private security officers at GPW in Tshwane

| Item | Satisfaction levels of GPW employees on the types of services rendered by private security officers at GPW in Tshwane | Not to any extent at all | To some extent | To a large extent |
|------|---|--------------------------|----------------|-------------------|
| a) | Physical guarding | 1 | 2 | 3 |

| | | | | |
|----|---|---|---|---|
| b) | Access control points | 1 | 2 | 3 |
| c) | Security escorts | 1 | 2 | 3 |
| d) | Searching duties | 1 | 2 | 3 |
| e) | Security patrols | 1 | 2 | 3 |
| f) | Speed at which private security officers respond to crime | 1 | 2 | 3 |
| g) | Loss prevention | 1 | 2 | 3 |
| h) | Reporting emergencies | 1 | 2 | 3 |
| i) | Identifying suspicious people | 1 | 2 | 3 |
| j) | Identifying suspicious packages | 1 | 2 | 3 |
| k) | Crime detection and prevention | 1 | 2 | 3 |
| l) | Apprehension of criminals | 1 | 2 | 3 |

SECTION D: LEVELS OF SERVICE INFORMATION

Q9. Indicate the level of satisfaction with security service rendered by private security officers at GPW

| Item | Extent of satisfaction with levels of service information | Not to any extent at all | To some extent | To a large extent |
|------|---|--------------------------|----------------|-------------------|
| a) | The levels of service rendered by private security officers are a good value for money | 1 | 2 | 3 |
| b) | I am confident in the consistent reliability of service rendered by private security officers | 1 | 2 | 3 |
| c) | Private security officers possess a deeper understanding of GPW's business objectives | 1 | 2 | 3 |
| d) | Private security officers constantly strive to assist GPW to achieve its business objectives | 1 | 2 | 3 |
| e) | Private security officers are seen to be adding value to the department | 1 | 2 | 3 |
| f) | Private security officers are customer-focused security service providers | 1 | 2 | 3 |

| | | | | |
|----|---|---|---|---|
| g) | The levels of service rendered by private security officers meet my needs and expectations with regards to service excellence | 1 | 2 | 3 |
| h) | The behaviour and conduct of private security officers instill confidence and belief in GPW employees | 1 | 2 | 3 |
| i) | Private security officers carry the values and the image of the department in a professional and satisfactory manner | 1 | 2 | 3 |
| j) | Private security officers inform GPW employees exactly when they will be attended to | 1 | 2 | 3 |
| k) | Private security officers display sincerity and patience when resolving GPW employees' problems | 1 | 2 | 3 |

SECTION E: COMPLETION OF DECLARATION

Q.11. My response accurately reflects my views about the organisation

| | | |
|----------|---|--|
| Agree | 1 | |
| Disagree | 2 | |

Q.12. No one in the organisation interfered with the completion of my questionnaire

| | | |
|----------|---|--|
| Agree | 1 | |
| Disagree | 2 | |

Thank you for taking part in this survey.

If you would like to receive a report on the findings, please email the researcher and on request I will share with you the findings.

Milubi T T
41735684@mylife.unisa.ac.za

Annexure C: Questionnaire – Private security officers

QUESTIONNAIRE SURVEY: PRIVATE SECURITY OFFICERS

Research project: An investigation into levels of service provided by private security officers at Government Printing Works in Tshwane

Instructions:

Please answer all of the following questions as honestly as possible. The information collected for this study regarding levels of service provided by private security officers (PSOs) at Government Printing Works (GPW) in Tshwane will assist the researcher to come up with constructive proposals and recommendations for solutions to improve the current levels of service rendered by PSOs at GPW in Tshwane. You do not need to identify yourself and, similarly, the researcher will uphold anonymity in that there will be no possibility of any respondent being identified or linked in any way to the research findings in the final research report. Where required, please indicate your answer with a cross (X) in the appropriate box or write a response in the space provided, using a black ballpoint pen. For the open-ended questions, please write your responses clearly and legibly in the space provided. If there is not sufficient space for your response, please number a blank sheet of paper with the question number and continue writing your response on the extra piece of paper. Thank you.

SECTION A: BIOGRAPHICAL INFORMATION

Indicate your choice by marking the appropriate selected blank block with an "X"

The following questions are for statistical purposes only.

Q1. Gender:

| | | |
|--------|---|--|
| Female | 1 | |
| Male | 2 | |

Q2. Race:

| | | |
|-----------------|---|--|
| Indian | 1 | |
| Black (African) | 2 | |
| Coloured | 3 | |
| White | 4 | |

Q3. Age:

| | | |
|--------------------|---|--|
| 16 – 20 years | 1 | |
| 21 – 25 years | 2 | |
| 26 – 30 years | 3 | |
| 31 – 35 years | 4 | |
| 36 – 40 years | 5 | |
| 41 – 45 years | 6 | |
| 46 – 50 years | 7 | |
| 51 years and above | 8 | |

Q4. Highest educational qualifications:

| | | |
|---------------------|---|--|
| Std 8 / Grade 10 | 1 | |
| Std 9 / Grade 11 | 2 | |
| Std 10 / Grade 12 | 3 | |
| Certificate | 4 | |
| Diploma | 5 | |
| Advanced diploma | 6 | |
| Degree | 7 | |
| Postgraduate degree | 8 | |
| Other (specify) | 9 | |

SECTION B: SECURITY INFORMATION

Q5. Current job title:

| | | |
|-------------------------|---|--|
| Security officer | 1 | |
| Senior security officer | 2 | |
| Security supervisor | 3 | |
| Security manager | 4 | |
| Other (specify) | 5 | |

Q7. Are you registered with PSIRA?

| | | |
|----------|---|--|
| Yes | 1 | |
| No | 2 | |
| Not sure | 3 | |

Q8. What is your current PSIRA grade?

| | | |
|---------|---|--|
| Grade E | 1 | |
| Grade D | 2 | |
| Grade C | 3 | |
| Grade B | 4 | |
| Grade A | 5 | |
| None | 6 | |

Q6. How many years of work experience do you have in the private security industry?

| | | |
|--------------------|---|--|
| 1 year and below | 1 | |
| 1 – 2 years | 2 | |
| 3 – 4 years | 3 | |
| 4 – 5 years | 4 | |
| 6 – 10 years | 5 | |
| 11 – 15 years | 6 | |
| 16 years and above | 7 | |

Q9. What are your daily duties in your current position?

| | | |
|-------------------------|---|--|
| Access control | 1 | |
| Guarding | 2 | |
| Alarm response | 3 | |
| Security escorts | 4 | |
| Control room operations | 5 | |
| Other (specify) | 6 | |

SECTION C: SECURITY SERVICE INFORMATION

Q10. Indicate the level of extent to which the following issues best describe the level of extent on security service awareness information you received when employed at GPW

| Item | Levels of extent on security service information | Levels of extent | | |
|------|--|--------------------------|----------------|-------------------|
| | | Not to any extent at all | To some extent | To a large extent |
| a) | I received on-job training when I started working at GPW | 1 | 2 | 3 |
| b) | I received an induction when I started working at GPW | 1 | 2 | 3 |
| c) | I was made aware of the site instructions | 1 | 2 | 3 |
| d) | Private security officers are visited at least once a week by their management | 1 | 2 | 3 |

| | | | | |
|----|---|---|---|---|
| e) | GPW security management ensures that private security officers adhere to applicable policies, procedures, standards, laws and regulations | 1 | 2 | 3 |
| f) | There is an effective security incident management system in place | 1 | 2 | 3 |
| g) | Private security officers are made aware of security aspects for employees joining, moving and/or leaving the department | 1 | 2 | 3 |
| h) | I am happy with the department's working conditions | 1 | 2 | 3 |

SECTION D: TRAINING

Q12. Indicate the level of extent on your training needs to enhance your overall performance at GPW in Tshwane

| Item | Levels of extent on training needs to enhance private security officers' overall performance at GPW in Tshwane | Not to any extent at all | To some extent | To a large extent |
|------|--|--------------------------|----------------|-------------------|
| a) | Security site instructions | 1 | 2 | 3 |
| b) | Departmental policies and procedures | 1 | 2 | 3 |
| c) | Basic security norms and standards | 1 | 2 | 3 |
| d) | Emergency response preparedness | 1 | 2 | 3 |
| e) | Communication skills | 1 | 2 | 3 |
| f) | Basic first aid | 1 | 2 | 3 |
| g) | Note-taking and report-writing | 1 | 2 | 3 |
| h) | Private security officers' code of conduct | 1 | 2 | 3 |
| i) | Information handling and sharing | 1 | 2 | 3 |
| j) | Public relations | 1 | 2 | 3 |
| k) | Customer care and support | 1 | 2 | 3 |

SECTION E: RATING OF SERVICES RENDERED BY PRIVATE SECURITY OFFICERS AT GPW IN TSHWANE

Q13. Indicate the level of extent on your ability to perform the following duties at GPW in Tshwane

| Item | Levels of extent on services rendered by private security officers at GPW in Tshwane | Not to any extent at all | To some extent | To a large extent |
|------|--|--------------------------|----------------|-------------------|
| a) | Physical guarding | 1 | 2 | 3 |
| b) | Access control points | 1 | 2 | 3 |
| c) | Security escorts | 1 | 2 | 3 |
| d) | Searching duties | 1 | 2 | 3 |
| e) | Security patrols | 1 | 2 | 3 |
| f) | Crime detection and prevention | 1 | 2 | 3 |
| g) | Speed at which private security officers respond to crime incidents | 1 | 2 | 3 |
| h) | Reporting emergencies | 1 | 2 | 3 |
| i) | Identifying suspicious people | 1 | 2 | 3 |
| j) | Identifying suspicious packages | 1 | 2 | 3 |

SECTION F: FACTORS CAUSING PRIVATE SECURITY OFFICERS TO RENDER UNSATISFACTORY SERVICE AT GPW IN TSHWANE

Q15. Indicate the level of extent with regards to factors that causes private security officers to render unsatisfactory service at GPW in Tshwane

| Item | Levels of extent on factors causing private security officers to render unsatisfactory service at GPW in Tshwane | Not to any extent at all | To some extent | To a large extent |
|------|--|--------------------------|----------------|-------------------|
| a) | Private security officers are not well educated | 1 | 2 | 3 |
| b) | Private security officers are not well trained | 1 | 2 | 3 |
| c) | Private security officers are not able to handle complex situations | 1 | 2 | 3 |

| | | | | |
|----|---|---|---|---|
| d) | Private security officers are dishonest and untrustworthy | 1 | 2 | 3 |
| e) | Private security officers always arrive late for duty | 1 | 2 | 3 |
| f) | Private security officers do not respect their clients | 1 | 2 | 3 |
| g) | Private security officers lack commitment to their jobs | 1 | 2 | 3 |
| h) | Private security officers are short-staffed | 1 | 2 | 3 |
| i) | Private security officers lack leadership guidance, motivation and support on how to render effective and satisfactory security service | 1 | 2 | 3 |
| j) | There is no evaluation system in place for monitoring private security officers' performance | 1 | 2 | 3 |
| k) | Private security officers lack knowledge and understanding of GPW's operations and products | 1 | 2 | 3 |
| l) | Poor remuneration and rewards | 1 | 2 | 3 |
| m) | Long working hours | 1 | 2 | 3 |
| n) | Lack of security resources | 1 | 2 | 3 |
| o) | Insufficient knowledge on security information | 1 | 2 | 3 |
| p) | Lack of understanding of importance of security services | 1 | 2 | 3 |
| q) | Lack of GPW employee involvement in securing the department | 1 | 2 | 3 |
| r) | Poor communication between private security officers and GPW employees | 1 | 2 | 3 |

SECTION G: COMPLETION OF DECLARATION

Q16. My response accurately reflects my views about the organisation

| | | |
|----------|---|--|
| Agree | 1 | |
| Disagree | 2 | |

Q17. No one in the organisation interfered with the completion of my questionnaire

| | | |
|----------|---|--|
| Agree | 1 | |
| Disagree | 2 | |

Thank you for taking part in this survey.

If you would like to receive a report on the findings, please email the researcher and on request I will share with you the findings.

Milubi T T
41735684@mylife.unisa.ac.za

Annexure D: Request for research permission letter



Mr Lucky Mpfu
Government Printing Works
No. 149 Bosman Street
0002

Dear Mr Mpfu

RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH FOR AN M-TECH DISSERTATION

Mr **Theophilus Tebogo Milubi**, (UNISA Student Number: 41735684), is currently a Masters student at the University of South Africa (UNISA), busy with his research studies for a Masters' degree (M-Tech in Security Management).

The title of his research topic is: "An investigation into levels of service rendered by private security officers at Government Printing Works in the City of Tshwane".

Mr Milubi has obtained ethical clearance from the UNISA College of Law Research Ethics Review Committee (reference: ST94 of 2018) to proceed with his fieldwork research (see attached letter dated 24 October 2018).

Accordingly we would like to request permission for him to undertake fieldwork research and collect data through survey questionnaires from Government Printing Works (GPW) employees and private security officers (PSOs).

DESCRIPTION OF THE RESEARCH PROJECT:

The research project will examine levels of service rendered by PSOs at GPW.

The primary aim of the research is to evaluate the views held by GPW employees regarding levels of service rendered by PSOs at GPW in the City of Tshwane. The researcher seeks to explore factors that contribute to sub-standard service rendered by PSOs at GPW, causes of such factors and recommendations that could be implemented to address such factors.

A further objective of this research being: to promote the security culture in the workplace and also improve PSOs' overall performance.

The public, referred to in the questionnaires shall mean GPW employees.

The questionnaires have three sections, namely:

- i) Demographic information;
- ii) Working relations information; and
- iii) Levels of service information.

All the information that is received from the participants/respondents will be treated with the utmost confidentiality (i.e. respondents will remain anonymous and no reference will



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Telephone: +27 12 429 3111 Facsimile: +27 12 429 4150
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be made to their identity or to the organisation for which they work). Neither organisation nor names of individual respondents/participants will be used in the resulting research report (i.e. identities will remain unknown and protected).

Participation through survey questionnaires will also be on a voluntary basis.

The final dissertation (research report) once accepted will be placed in the UNISA library and therefore in the public domain and can be accessed by interested parties.

Attached for your information, is a detailed research proposal and draft survey questionnaires.

If any confirmation or other information is needed, Mr Milubi can be directly contacted at the following:

Tel: (012) 748 6173
Cell: 076 655 3734
Email: theophilus.milubi@gpw.gov.za

Alternatively, Prof K Pillay, Mr Milubi's study supervisor, can also be directly contacted (see below for contact details).

Once permission is granted to Mr Milubi to commence his field research at your workplace please inform him accordingly. Mr Milubi will then be in touch directly with you or a representative for administering of research questionnaires with relevant staff.

Regards



(Prof)

K Pillay
Supervisor
Department of Criminology & Security Science
School of Criminal Justice, College of Law, University of South Africa
Email: cpillay@unisa.ac.za Cell: 082 883 7334 Tel: 012 433 9419



(Mr)

Theophilus Milubi
M-Tech Student (Unisa Student number: 41735684)
Tel: (012) 748 6173
Cell: 076 655 3734
Email: Theophilus.milubi@gpw.gov.za

Date: 21 February 2019



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Annexure E: GPW research approval letter

SUBJECT: REQUEST FOR THE PERMISSION TO CONDUCT ACADEMIC RESEARCH AT GPW FOR BURSARY HOLDER IN PURSUIT OF A MASTER OF SECURITY MANAGEMENT QUALIFICATION

5. RECOMMENDATION

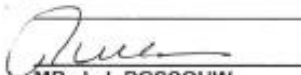
It is recommended that the Acting Chief Executive Officer grant permission to conduct the academic research at GPW, for bursary holder (**Mr. T.T. Milubi**) who is pursuing his Master of Security Management qualification.

Recommendation in Paragraph 5: Supported / Supported with Amendments / Not Supported



Mr. S.S.F. DLAMINI
TRAINING OFFICER: HUMAN RESOURCE & DEVELOPMENT
DATE: 2019.05.13

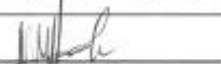
Recommendation in Paragraph 5: Supported / Supported with Amendments / Not Supported



MR. J. J. ROSSOUW
DIRECTOR: POLICY AND PLANNING
DATE: 2019/05/14

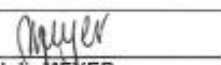
Recommendation in Paragraph 5: Recommended / Recommended with Amendments / Not Recommended

Encourage the employee to share their report with CPHU.



MS. M. MODISE
GENERAL MANAGER: HUMAN RESOURCES
DATE: 14/05/2019

Recommendation in Paragraph 5: Approved / Approved with Amendments / Not Approved



MS. J. L. MEYER
ACTING CHIEF EXECUTIVE OFFICER
DATE: 16/05/19

Annexure F: UNISA ethics clearance certificate



UNISA CLAW ETHICS REVIEW COMMITTEE

Date 20181024

Reference: ST94 of 2018

Dear Mr Milubi

Applicant: TT Milubi

**Decision: ETHICS APPROVAL
FROM 24 OCTOBER 2018
TO 23 OCTOBER 2021**

Researcher(s): Theophilus Tebogo Milubi

Supervisor(s): Prof K Pillay

**An investigation into levels of service rendered by private security officers at
Government Printing Works in the City of Tshwane**

Qualification: MTech (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 **low risk application** was reviewed by the CLAW Ethics Review Committee on 24 October 2018 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 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 will conduct the study according to the methods and procedures set out in the approved application.



Open Rubric

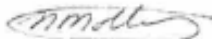
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4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee 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 requires additional ethics clearance.
7. No field work activities may continue after the expiry date of 23 October 2021. Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Note:

The reference number ST94 of 2018 should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.

Yours sincerely,



PROF N MOLLEMA

Chair of CLAW ERC

E-mail: mollen@unisa.ac.za

Tel: (012) 429-8384



PROF CI TSHOOSE

Executive Dean: CLAW

E-mail: tshooci@unisa.ac.za

Tel: (012) 429-2005

Annexure G: Consent form



CONSENT TO PARTICIPATE IN THIS STUDY

I, _____ (participant name), confirm that the person asking my consent to take part in this research 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 data that I provide through a survey questionnaire.

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

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

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


Researcher's Name & Sumame.....(please print)

Researcher's signature.....Date.....



University of South Africa
Pretter Street, Muckleneuk Ridge, City of Tshwane
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Annexure H: Turnitin report



Digital Receipt

This receipt acknowledges that Turnitin received your paper. Below you will find the receipt information regarding your submission.

The first page of your submissions is displayed below.

Submission author: **Theophilus Milubi**
Assignment title: **Revision 2**
Submission title: **Dissertation_TT Milubi**
File name: **Dissertation_TT_Milubi_25_Decemb...**
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AN INVESTIGATION INTO LEVELS OF SERVICE PROVIDED BY PRIVATE
SECURITY OFFICERS AT GOVERNMENT PRINTING WORKS IN TSHABANE

By

THEODO THEOPHILUS MILUBI

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