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**CORRELATES OF PERCEIVED MANAGEMENT PERFORMANCE: AN
EMPIRICAL STUDY OF THE SOUTH AFRICAN POLICE SERVICE IN
GAUTENG PROVINCE**

BY

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Submitted in fulfilment of the requirement for the degree of

MASTER OF PUBLIC ADMINISTRATION

at the

UNIVERSITY OF NORTH WEST

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2 February 2010



ACKNOWLEDGEMENTS

I hereby wish to express my gratitude to the following individuals who enabled this dissertation to be successfully and timeously completed.

My wife and children for their patience, support, and understanding.

The staff of the SAPS National Inspectorate and Career Management for their encouragement and assistance throughout the study.

The members of the SAPS that comprised the sampled population, for their participation in completing the research questionnaire, without which I would not have been enabled to prove or disprove my hypothesis.

The South African Police Service Library for their assistance in obtaining relevant articles and literature needed for this study.

Professor Akinnusi for his guidance and vote of confidence in me during this study.

Henry Pinkham of Professional Language Services who did the language editing.

DEDICATION

This study is dedicated to my dearest mother, the late Julia Rasegatla, born Moselenyane who always motivated us to study by informing us that her late mother , my late grandmother Maite Moselenyane always informed her that she must never regret allowing her children enough time to attend school, as a waste of time.

DECLARATION

This work has not been accepted in substance for any other degree and is not being concurrently submitted for any other degree.

This dissertation is the result of my own independent work / investigation, which is based on a similar study that was undertaken in the United Arab Emirates.

Other sources are acknowledged within the text giving explicit references. A bibliography is appended.

I hereby give consent for my dissertation, if accepted, to be available for photocopying and for inter-library loan, and for the title and summary to be made available to outside organizations.

Signed 
M.J. Rasegalla

Date 08/03/10

ABSTRACT

The research explored the correlates of perceived management performance (PMP) within the South African Police Service (SAPS) at six of the high-crime police stations in the Gauteng Province.

A quantitative research methodology was used and involved the use of structured questionnaires to obtain data. Respondents sampled within the SAPS, had to complete these questionnaires which measured their perceptions on empowerment, commitment, trust, goal clarity, job satisfaction, organizational culture, and organizational structure towards their managers.

The key finding emanating from this study is that perceived manager's performance (PMP) is positively related to trust, job satisfaction, empowerment, and organisational commitment. Improving these correlates can be expected to enhance perceived managers' performance.

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CORRELATES OF PERCEIVED MANAGEMENT PERFORMANCE: AN EMPIRICAL STUDY OF THE SOUTH AFRICAN POLICE SERVICE IN GAUTENG PROVINCE

CHAPTER 1

1.1 INTRODUCTION

The purpose of this study is to verify the effect of empowerment, commitment, trust, goal clarity, job satisfaction, organizational culture and organizational structure on perceived management performance.

Given the serious challenges of reducing crime levels in South Africa, the South African Police Service was chosen as a government department within which the study is appropriate. A brief history of the South African Police Service from 1994 to date is hereby given with a view of putting the study in a proper context.

1.2 BACKGROUND

The Constitution of the Republic of South Africa, 1996. (hereinafter referred to as the Constitution) directs that national legislation must establish the South African Police Service (hereinafter called the Service). From this constitutional directive, the South African Police Service Act, 1995 (Act 68 of 1995) (hereinafter referred to as the SAPS Act) was legislated.

It needs to be noted that the SAPS Act pre-dates the current Constitution, 1996, due to the fact that it was established on the basis of the Interim Constitution, 1993.

Prior to the establishment of the Service in terms of the SAPS Act, there were eleven (11) Police Agencies within South Africa, namely the South African Police Force, which was responsible to police in that part of South Africa which was called the "White South Africa" and ten (10) other police agencies responsible for policing the homelands of: Kwa-Zulu; Lebowa; Venda; Qwa Qwa; Transkei; Ciskei; Kwandebele; Kangwane; Bophuthatswana and Gazankulu. The homeland police agencies were all trained by the South African Police Force until some could manage their own training, but were functionally independent from it and each other.

The history of the new Service can be divided into two phases, namely the period from 1995 to 2000 and from 2000 to date. The first phase from 1995 to 2000 can be called the period of amalgamation and transformation from the apartheid Police Forces to a single democratic Service. The second phase from 2000 to date can be called a period of consolidation and improvement of service delivery to the inhabitants of the Republic and their properties.

The first phase was dominated by the merging of the different Police Agencies into a single Service, the introduction and implementation of Legislation such as the White Paper on Transformation of the Public Service (Gazette No.18652, General Notice 147 of 1998, Department of Public Service and Administration dated 30 January 1998), and the SAPS Act.

Other changes effected during the first phase were the establishment of Community Police Forums which are meant to ensure police accountability to the communities they serve; the changing of police ranks such as Warrant Officer to Inspector; Colonel to Superintendent; Brigadier to Director and General to Commissioner; was intended to demilitarize the

police because the changed ranks were similar to those used by the military.

The second phase was characterized by the consolidation of the integrated agencies and the improvement of service delivery to the inhabitants of the Republic of South Africa. During this phase various short term training programs were introduced aimed at levelling the skills profile of police officers in the same rank including the fast tracking of skills acquisition by officers from the historically disadvantaged groups such as black male police officers and female police officers of all races.

The table below reflects crime statistics for the period 2000 to 2008, which gives an indication of the crime situation during the second phase.

**TABLE 1: CRIME STATISTICS: SOUTH AFRICAN POLICE SERVICE:
2000/2001 TO 2008/2009**

SAPS Annual crime statistics extracted from the SAPS Intranet

CRIME CATEGORY	APRIL 2000 TO MARCH 2001	APRIL 2001 TO MARCH 2002	APRIL 2002 TO MARCH 2003	APRIL 2003 TO MARCH 2004	APRIL 2004 TO MARCH 2005	APRIL 2005 TO MARCH 2006	APRIL 2006 TO MARCH 2007	APRIL 2007 TO MARCH 2008
CONTACT CRIMES								
Murder	21 758	21 405	21 553	19 824	18 793	18 545	19 202	18 487
Rape	52 872	54 293	52 425	52 733	55 114	54 926	52 617	36 190
Indecent assault	6 652	7 683	8 815	9 302	10 123	9 805	9 367	6 763
Attempted murder	28 128	31 293	35 861	30 076	24 516	20 553	20 142	18 795
Assault with the intent to inflict grievous bodily harm	275 289	264 012	266 321	260 082	249 369	226 942	218 030	210 104

Common assault	248 862	261 886	282 526	280 942	267 857	227 553	210 057	198 049
Robbery with aggravating circumstances	113 716	116 736	126 905	133 658	126 789	119 726	126 558	118 312
Common robbery	90 215	90 205	101 537	95 551	90 825	74 723	71 156	64 985
CONTACT- RELATED CRIMES								
Arson	8 945	8 739	9 186	8 806	8 184	7 622	7 858	7 396
Malicious damage to property	139 455	145 451	157 070	158 247	150 785	144 265	143 336	136 968
PROPERTY - RELATED CRIMES								
Burglary at residential premises	303 162	302 657	319 984	299 290	276 164	262 535	249 665	237 853
Burglary at business premises	91 445	87 114	73 975	64 629	56 048	54 367	58 438	62 995
Theft of motor vehicle and motorcycle	100 030	96 859	93 133	88 144	83 857	85 964	86 298	80 226
Theft out of or from motor vehicle	200 532	199 282	195 896	171 982	148 512	139 090	124 029	111 661
Stock-theft	41 536	41 635	46 680	41 273	32 675	28 742	28 828	28 778
CRIMES HEAVILY DEPENDANT ON POLICE ACTION FOR DETECTION								
Illegal possession of firearms and ammunition	14 770	15 494	15 839	16 839	15 497	13 453	14 354	13 476
Drug-related crime	44 939	52 900	53 810	62 689	84 001	95 690	104 689	109 134

Driving under the influence of alcohol or drugs	25 512	24 553	22 144	24 886	29 927	33 116	38 261	48 405
OTHER SERIOUS CRIMES								
All theft not mentioned elsewhere	559 636	576 676	620 240	606 460	536 281	432 629	415 163	395 296
Commercial crime	66 573	58 462	56 232	55 869	53 931	54 214	61 690	65 286
Shoplifting	67 665	68 404	69 005	71 888	66 525	64 491	65 489	66 995
Carjacking	14 930	15 846	14 691	13 793	12 434	12 825	13 599	14 201
Truck hijacking	4 548	3 333	956	901	930	829	892	1 245
Robbery of cash in transit	196	238	374	192	220	385	467	395
Bank robbery	469	356	127	54	58	59	129	144
Robbery at residential premises	-	-	9 063	9 351	9 391	10 173	12 761	14 481
Robbery at business premises	-	-	5 498	3 677	3 320	4 387	6 689	9 862
Culpable homicide	10 635	10 944	11 202	11 096	11 995	12 415	12 871	13 184
Kidnapping	4 916	4 433	3 071	3 004	2 618	2 320	2 345	2 323
Abduction	3 302	3 132	4 210	4 044	3 880	3 345	3 217	2 728
Neglect and ill-treatment of children	2 487	2 648	4 798	6 504	5 568	4 828	4 258	4 106
Public violence	1 038	907	1 049	979	974	1 044	1 023	895
Crimen injuria	57 611	60 919	63 717	59 908	55 929	44 512	36 747	33 064

As can be seen from the table above, crimes such as murder, rape, attempted murder, and assault with intent to do grievous bodily harm, shows a decrease during this period. These crimes are classified as category "A" crimes.

For the same period, crimes committed by the perpetrator getting into physical contact with the victim, such as common assault, and robbery also show a decrease during the said period.

Property-related crimes such as arson, malicious damage to property, burglary at residential and business premises, theft out of motor vehicles and motorcycles, theft out of or from motor vehicles as well as stock theft also show a decrease during the period 2000 to 2008.

Other crimes which show a decrease from 2000 to 2008 are public violence, crimen injuria, bank robbery, commercial crime, shoplifting, and Truck hijacking.

In the table above, the only crimes which show an increase are: Indecent assault, robbery with aggravating circumstances, drug-related crimes, driving under the influence of intoxicating liquor or drugs, culpable homicide, neglect and ill-treatment of children, robbery of cash in transit, robbery at residential and business premises.

From the above paragraph it needs to be noted that crimes such as drug related crimes and driving under the influence of intoxicating liquor or drugs are dependant on police action, meaning their increase reflects high action of police targeting them, while their decrease reflects possible police inaction against them. Their increase therefore, unlike other crimes, is a positive indication of police work.

However, a comparison of crimes that reflect a decrease against those that reflect an increase for the period 2000 to 2008 may lead one to expect that the general feeling of security amongst the populace has increased, given the overwhelming number of crime types that show a decrease; but unfortunately the opposite was the case. This period recorded an increase in the public's feeling of insecurity.

The increase in the public's feeling of insecurity is due to the increase in the following crimes reflected in the table above: carjacking, robbery at residential premises and robbery at business premises. These crimes are called "trio crimes". The "trio crimes", few in number as they are, proved to have the highest effect on the public's feeling of insecurity. The reason for this high effect is the manner and place in which these crimes are committed. These crimes are committed in a brutal and violent manner on victims sometimes in the presence of their families, within the confines of their properties and homes, places assumed or supposed to be the safest.

Another element which causes the "trio crimes" to have such an impact is that these crimes receive more publicity and are considered sensational news by the media and therefore receive maximum coverage, especially when prominent individuals are victims.

As much as Police Management endeavours to address the emergence of "trio crimes" terrorising the society, the police have not succeeded in achieving the annual reduction target of 7 to 10%, despite their efforts as embodied in a strategy called the High Density Crime Prevention Operation which was specifically intended to reduce these crimes. (National Inspectorate, SAPS 2007)

The emergence of new crimes, hitherto uncommon within the Country, such as cash-in-transit heists and ATM bombings usually committed by

using high-calibre weapons during the second phase, also added significantly to the public's feeling of insecurity. This increase in the feeling of insecurity in the Country put more pressure on the police to do something to combat the perceived increase in crime levels within the Country.

As would be expected, the pressure on the South African Police Service to reduce crime has increased. This led to police management to search deeper for the solution to this problem. As usual, blame was put on police stations whose area of responsibility contributed more crimes to the statistics. In response to this, police stations argued that insufficient resources at station level are the main cause for the increase in crime.

The table below has been used to identify stations in the Gauteng Province which contribute more to crime than the rest of the stations. The aim was increase the resources of these stations with a view to reducing crime levels experienced at these stations.

TABLE 2: CRIME STATISTICS: GAUTENG PROVINCE: SOUTH AFRICAN POLICE SERVICE: 2000/2001, 2001/2002, 2002/2003 & 2003/2004.

Station	2000-2001	2001-2002	2002-2003	2003-2004	Comments
Hillbrow Cluster					
Hillbrow	24494	32139	39415	40755	High Crime Station
Jeppe	14747	14852	15083	17645	High Crime Station
Linden	12171	13237	11481	10903	
Norwood	9404	9735	11559	9911	
Cleveland	8724	7952	7886	7844	
Parkview	7439	8734	9710	10347	

Yeoville	7232	8608	7730	7504	High Crime Station
Rosebank	4846	4728	4521	4423	
Johannesburg Central Cluster					
Johannesburg Central	27415	27139	27831	27769	High Crime Station
Booyens	20050	21236	23028	21011	High Crime Station
Sophia Town	9881	10710	10722	11955	High Crime Station
Mondeor	9439	10777	10354	9444	
Brixton	8550	9525	9614	10202	
Langlaagte	4738	6588	6912	6430	
Fairland	3235	3393	4041	3766	
Pretoria Central Cluster					
Pretoria Central	24569	29961	31728	28292	High Crime Station
Atteridgeville	8333	9188	9694	9899	High Crime Station
Pretoria West	8521	8632	9018	9255	
Wierdabrug	7807	9427	9839	11141	
Hercules	4853	5672	6406	6265	
Wonderboompoort	2766	2965	2961	3213	
Erasmia	2629	3410	3949	5920	
Laudium	1887	2053	1935	2389	
Sunnyside Cluster					
Sunnyside	17079	18921	20055	17678	High Crime Station
Brooklyn	15741	18037	19159	18297	
Littleton	10624	11171	11992	12029	
Garsfontein	8638	9331	10010	9916	
Villieria	4830	4448	5598	5413	
Pretoria Moot	3816	4195	4572	4341	
Sebokeng Cluster					
Vanderbijlpark	22592	27405	21624	15745	High Crime Station

Evaton	10194	10973	11984	9223	High Crime Station
Orange Farms	8606	9825	10008	8492	High Crime Station
Sebokeng	7746	8135	10288	10020	High Crime Station
Ennerdale	4781	6761	5420	6722	
Sharpsville	3049	3963	5043	6155	
The Barrage	2421	5400	3239	2022	
Boipatong	7	4	22	2174	
Alexandra Cluster					
Sandton	18651	16786	15604	16068	
Alexandra	17951	15129	15626	14917	High Crime Station (Presidential Station)
Midrand	9360	10101	9358	10622	
Bramley	8629	8868	8934	7720	
Sandringham	4334	4732	4937	4299	
Honeydew Cluster					
Roodepoort	15259	17655	20659	19488	High Crime Station
Honeydew	12423	13219	14531	15427	
Randburg	10324	10585	11357	11712	
Florida	9705	10857	12003	11606	
Douglasdale	6898	8557	8768	11896	
Tembisa Cluster					
Tembisa	14622	19111	17125	17174	High Crime Station
Kempton Park	9904	10345	12066	13682	
Ivory Park	7362	8577	9766	10592	High Crime Station
Edenvale	6970	6154	5947	7085	
Norkempark	6161	6400	6787	6715	
Sebenza	2044	2312	2554	2603	
Olifantsfontein	1780	2070	2261	2163	

Rabie Ridge	16	6	8	25	
Moroka Cluster					
Moroka	14325	17983	22835	27088	High Crime Station
Dobsonville	7302	8264	15245	25401	High Crime Station
Lenasia	7278	9749	11241	11750	High Crime Station
Jabulani	6188	14550	16589	18545	
Lenasia South	5509	6271	5362	4305	
Naledi	3783	5446	6166	6739	
Protea Glen	3769	4327	5784	9219	
Germiston Cluster					
Germiston	14449	14579	15968	17767	
Alberton	10974	10283	10549	11439	
Bedfordview	7482	6771	6204	6900	
Primrose	6304	6510	6724	8119	
Brackendowns	4567	4838	4630	5188	
Elsburg	4135	5008	4939	5984	
Orlando Cluster					
Meadowlands	12130	17500	13050	14027	High Crime Station
Orlando	9675	11417	17187	15999	
Kliptown	9643	10425	15460	17028	High Crime Station
Eldorado Park	7669	9065	19589	21174	
Diepkloof	7174	8284	8873	9359	
Krugersdorp Cluster					
Randfontein	13681	14876	15709	16171	High Crime Station
Krugersdorp	13410	13536	13036	13535	High Crime Station
Kagiso	9936	9526	10812	9759	
Muldersdrift	3399	3603	3900	4895	
Magaliesburg	1799	1742	1463	1893	

Hekpoort	-	-	1	2	
Vereeniging Cluster					
Vereeniging	16649	17358	15334	15380	
De Deur	5937	7588	11302	7427	
Heidelberg	5854	7179	5609	5801	
Meyerton	4622	5163	5515	4935	
Kliprivier	2475	2827	2774	2663	
Ratanda	3	2	-	-	
Brakpan Cluster					
Boksburg North	9466	9661	10404	11113	
Brakpan	8467	11204	9064	9225	
Boksburg	7654	8683	8211	9487	
Tsakane	6630	7571	7396	7252	
Reigerpark	3177	4124	3956	4246	
Katlehong Cluster					
Katlehong	13181	18939	19010	18817	High Crime Station (Presidential Station)
Vosloorus	10288	13259	12998	9995	
Tokoza	4434	4765	5350	5712	
Dawn Park	4001	4027	4550	4813	
Edenpark	2232	5078	5354	4213	
Zonkizizwe	20	1527	1949	2095	
Springs Cluster					
Springs	19044	21655	14255	15706	
Kwathema	5345	6634	6872	6940	
Duduza	3739	4427	4949	4373	
Nigel	3712	3601	3610	4184	
Dunnottar	840	939	951	1240	
Devon	469	453	514	509	
Benoni Cluster					
Benoni	12939	14628	15095	14780	High Crime Station
Daveyton	7657	9349	9631	8895	High Crime

					Station
Etwatwa	4041	4306	5340	5893	
Actonville	3775	3715	3950	3640	
Crystalpark	2085	2472	2754	2551	
Putfontein	1085	1520	1804	2067	
Carletonville Cluster					
Westonaria	11973	13424	14226	10428	
Carletonville	10400	9234	10439	10037	
Khutsong	3539	2602	2798	2941	
Fochville	2662	3333	3538	3346	
Wedela	673	714	691	818	
Mamelodi Cluster					
Mamelodi	13322	18019	21634	20335	High Crime Station
Silverton	5751	6428	7919	8287	
Sinoville	4062	4444	5430	6007	
Eersterust	2928	3031	2888	3436	
Kameeldrift	1885	1980	2203	2179	
Mamelodi East	4	6	4	5	
Ga-Rankuwa Cluster					
Akasia	7338	6477	7663	8768	
Soshanguve	6689	5773	5823	5480	
Pretoria North	4964	5061	5831	5921	
Ga-Rankuwa	790	3205	7406	7134	
Mabopane	639	2173	7398	8182	
Bronkhorstspuit Cluster					
Bronkhorstspuit	4795	4490	4748	5521	
Cullinan	3514	3422	3351	3341	
Boschkop	1735	1866	2113	2388	
Ekgangala	1569	1668	1603	1660	
Welbekend	936	1326	1444	1757	
Temba Cluster					
Rietgat	8077	8525	8959	8694	High Crime Station
Hammanskraal	2369	2648	2296	2428	
Temba	617	3251	13412	13282	

Loate	457	2499	6506	6892	
Dube	9	12	40	88	
Ports of Entry					
OR Tambo International Airport	5312	5254	5329	6134	
Total all crimes	978257	1108766	1198188	1220031	
Total all High Crime Stations	391077	451357	483271	484680	

SAPS Annual crime statistics extracted from the SAPS Intranet

The above figure reflects the annual crime statistics in the Gauteng Province for the four consecutive years mentioned above. Gauteng Province has a total of 135 police stations.

An analysis of the above table reflects that: out of a total of 135 police stations in the whole of Gauteng only 29 stations which is 21.48% of the total number of stations has been responsible for: 39.97% of crime for 2000/2001, 40.70% for 2001/2002, 40.33% for 2002/2004 and 39.72% for 2003/2004. On average these stations for the four years have been responsible for 40% of the total crime in the Gauteng Province. These stations have been named High Crime Stations in Gauteng Province.

In it's effort to try and reduce the level of crimes, both the Presidential Stations and the High Crime Stations were given more resources, both human and material, with the hope that this approach would lead to a visible reduction in the levels of crime. Unfortunately, this was not the case. This experience effectively weakened the argument of poor resources as a reason for poor performance on the part of stations in the fight against crime.

From the above, the following question arose: Is productivity a management function or a workforce responsibility? In other words, given the functions of management and that of the workers, whose responsibility it is to ensure productivity? If one looks at management functions, i.e. planning, organizing, leading and controlling; productivity seems to be more of a management function than a workforce function. On the other hand it is common knowledge that without the workforce there can be no productivity. It can therefore be concluded that while productivity is both a workers function as well as a management function, it is more of management function than it is a workers function. In this regard, Leonard (1980: 191) states that "... thus productivity can be considered as doing a job better with the same or less resources". This can happen when management does it's management function properly.

According to Armstrong and Baron (1998: 28) all human resource management activities are focussed on improving performance by acquiring and developing a competent, well-motivated and committed workforce. In support of this Forsyth (2002:13) states that "As it is apparently known, managers are charged with obtaining results"

The views of Leonard (1980) and Armstrong and Baron (1998) are further supported by Hussey (1996) who stated that "Human resource management involves setting policies, formulating plans, and trying to make the best decisions possible. It means ensuring that the human factor is considered in all important decisions. Human resource management must add value to the organization".

Based on the above arguments, it is abundantly clear that if management has done well, then everyone benefits, and the manager will receive credit for a job well done. Notwithstanding the importance of resources in improving productivity, it is abundantly clear that productivity is more of a

management function than it is a workers function. This then suggests that the focus in the search for a solution to the high crime situation in South Africa must be on management and not so much on resources. This is more so because management of the Service has already tried the strategy of increasing resources, improving training, improving remuneration and working conditions without any significant reduction in the levels of crime (Mbeki, 2007). The new question that arose from this for the Service is how management can bring about an improvement on the crime situation in the Country.

In a study conducted by Zeffane (2008) in a Government department in the United Arab Emirates it was revealed that the perception of management plays an important role in productivity. It is necessary to determine whether a similar study in South Africa can yield the same results and can thereafter determine how the Service can best use the outcome of that study to address the problem of crime in South Africa.

1.3 THE PROBLEM STATEMENT

Section 205 (3) of the Constitution makes it very clear that the functions of the police are to: "prevent, combat and investigate crime, to maintain public order, to protect and secure the inhabitants of the Republic and their property and to uphold and enforce the law" (Constitution of the Republic, 1996).

On the other hand since the dawn of the democratic dispensation in 1994, replacing the apartheid regime, each President of the Republic of South Africa in their State of the Nation Address, (An address by the President presented in Parliament at the opening of Parliament in which the President states the objectives of Government for the year), mentioned crime as one of the priorities of Government. The Ministers of Safety and

Security as well as the National Commissioners have all raised concern about the levels of crime in the Country. More details on this are reflected in Chapter 2 of this dissertation.

President Mbeki in his State of the Nation Address in 2008 even admitted that despite having surpassed the targeted increase of 152 000 police officers employed in the Service and improved the training programme as well as remuneration and working conditions the impact of these improvements (is not yet high enough for everybody to feel a better sense of safety and security) (Mbeki. 2007).

This admission by the President of the Country strongly suggests that the police have not yet found a sustainable effective and efficient strategy to significantly reduce the levels of crime. It is important to note that the factors which have been suspected to be responsible for the levels of crimes i.e. resources, training, remuneration and working conditions, as mentioned by the President has been addressed without yielding the desired change. Various strategies employed by management of the Service, as reflected in Chapter 2, also failed to bring the desired results.

The problem of this study therefore is to assist in the continuing relentless search for a sustainable effective and efficient strategy that can be employed by the Service to bring the levels of crime noticeably down.

1.4 THE IMPORTANCE OF THIS STUDY

As indicated above, contrary to the assumption that poor performance of police stations in South Africa is due to inadequate resources, it has been made abundantly clear that, notwithstanding the importance of resources in relation to productivity, productivity is more of a management function than a workforce function.

In a study conducted by Zeffane (2008) in a Government department in the United Arab Emirates, it was revealed that there are factors which influence perception of management performance; these factors if purposely and positively managed may lead to a positive perception of management performance by employees. Such positive perception of management performance in turn will influence employees to be more productive.

In confirming the impact of positive perception of management's performance on employees' performance, Bandura (2005), asserts that "people actively perceive (their) environments and are influenced by their perception rather than by some objective reality".

This study therefore intends testing again the study conducted by Zeffane (2008) and the outcome thereof to be used in developing an effective and sustainable strategy to fight crime in South Africa.

1.5 RESEARCH HYPOTHESES

Cozby (1989:14) asserts that a hypothesis is only a tentative idea or question waiting for evidence to support or refute it. Zikmund (2003:499) is of the opinion that a hypothesis is an unproven proposition or supposition that tentatively explains certain facts or phenomena. It is a statement, an assumption about the nature of the world. In its simplest form, it is a guess.

Therefore, for the purposes of this study, the researcher formulated the following hypotheses:

- H1:** Trust by employees will be positively related to their perceived manager's performance.
- H2:** Goal clarity by employees will be related to the likelihood and extent of their perceived manager's performance, etc.
- H3:** Empowerment of employees will be positively related to the likelihood and extent of their perceived manager's performance.
- H4:** Employees' organisational commitment will be positively related to the likelihood and extent of their perceived manager's performance.
- H5:** Organisational cultural openness encouraged will be positively related to the likelihood and extent of perceived manager's performance.
- H6:** Employee job satisfaction will be positively related to the likelihood and extent of their perceived manager's performance.

1.6 JUSTIFICATION FOR THE STUDY

The Service has made various attempts to reduce the levels of crime. All the attempts hitherto has not yielded satisfactory sustainable results. The search for an effective strategy to fight crime can never be said to be over.

In many instances the limited resources available have been and continue to be cited as a hindrance to effectively fight crime. Experiments conducted on Presidential Stations and High Crime Stations as indicated

above in the Gauteng Province reveal that relatively better resourced stations were performing worse than poorly resourced stations. This revelation has effectively weakened the excuse of limited resources as the main hindrance to fight crime effectively.

This study therefore explores the role of management in the fight against crime. Productivity is more of a management function since it is management that determines ways and means of making use of the available resources. As shown in the study on the performance of stations in Gauteng Province, notwithstanding the importance of resources in service delivery, service delivery is more of a management function than a resource issue.

Considering management functions i.e. planning, leading, organizing, controlling, coordinating and motivating; it is clearly a combination of all these functions that should determine the success or failure of an organization Holden (1986:3). With regard to other factors such as resources and the general environment maximum advantage thereof need to be taken wherein the limited resources are exploited to the maximum, and the negative aspects found in the environment should be effectively mitigated.

1.7 SCOPE OF THE STUDY

The Gauteng Province has been found to be generating the highest percentage of crime in the country. For the 2007/2008 year, Gauteng Province contributed to 29.47% of the annual crimes experienced in the Country. It therefore is important to focus this study on Gauteng Province. If an effective solution for the crime in Gauteng Province is found, the total overall crime in the Country will significantly decrease. The table below

reflects the crime situation per Province as per SAPS Performance Chart: 2009.

TABLE 3: CRIME STATISTICS PER PROVINCE: SOUTH AFRICAN POLICE SERVICE: 2007 / 2008

Province	Total number of crimes	Total percentage of crimes
Gauteng	1152854	29.88%
Mpumalanga	174483	4.52%
Free State	194431	5.04%
Limpopo	195821	5.08%
Western Cape	842439	21.83%
Northern Cape	192716	4.99%
North West	185461	4.81%
Eastern Cape	417948	10.83%
KwaZulu- Natal	499270	12.94

SAPS Annual crime statistics (2007/2008) extracted from the SAPS Intranet

This study is focused on the 29 High-Crime Police Stations in Gauteng Province. These police stations have been found to be contributing 40% of the total crimes experienced in Gauteng Province despite them making only 21.48% of the total stations in Gauteng. Random sampling was used on the 29 High-Crime Police Stations, and six stations were chosen as the targets for the study.

1.8 DEFINITION OF KEY CONCEPTS

Goal Clarity:

The degree to which employees understand an organisation's goals and the means for achieving those goals precisely. (Weber and Weber: 2001)

One's ability to set and reach specific goals. The important part of this definition is the word "specific". A very broad or general goal won't help drive one to success. (Jeremy, 2008)

Organizational Culture:

A system of shared meaning consisting of patterns of belief, symbols, rituals, myths and practices that have evolved over time. Organizational Culture is made up of 10 elements, namely: individual initiative, risk tolerance, direction, integration, management contact, control, identity, reward system, conflict tolerance, and communication patterns (Steenkamp and Van Schoor 2002, 1-4).

Empowerment:

To give strength and confidence to someone (Readers' Digest Wordpower Dictionary, 2002:313). It is not possible to empower people, but rather it is possible to create an environment or climate through which people take responsibility for their own empowerment (Oakland, 2003: 272).

Organizational Commitment:

The commitment to the success of the organization from all within it, Effective communication within an organization is essential to the achievement of organizational commitment (Oakland, 2003: 31-32).

Trust:

Trust influences communication, and communication influences trust. When leaders readily and consistently share information and involve employees in the running of business, good things result for both parties (Zemke, 2000). Allowing employees to be "up to speed" on their organization's status not only makes for better business, it makes for better employees. Making organizational information public leaves less room for rumours. Also, the more information an employee has about the place they work, the more interested they are in it's future success and the more knowledgeable they are about where they individually fit into the scheme of things within the organization. Lastly, and most importantly, when a company share information with it's employees, the employees are naturally more willing to trust in their surroundings because they genuinely feel that they are important. When information is not shared, or there is a perception that information is not shared, employees feel betrayed (Kinney, 1995).

Job Satisfaction:

Job satisfaction is a product of the events and conditions that people experience on their jobs. If a person's work is interesting, her pay is fair, her promotional opportunities are good, her supervisor is supportive, and

her co-workers are friendly, then a situational approach leads on the predict she is satisfied with her job. Very simply put, if the pleasures associated with one's job outweigh the pains, there is some level of job satisfaction (Brief, 1998:91).

Organizational Structure:

The way the different areas of management or functions are structured in a business. (Badenhorst, 2003:89). An organizational structure also means a conscious relationship between different units within an organization and how each unit is affected by and affects others in the contribution to the whole.

1.9 OVERVIEW OF THE STUDY

Chapter 1, deals with an Introduction reflecting the history of the SAPS from 1994 to date, showing the crime statistics from 2000 to 2008, problem statement of the study, importance and purpose of the study, research hypothesis, justification for the study, scope of the study, and definitions of key concepts,

In Chapter 2, a review of the relevant literature is conducted in which the theoretical foundations of the constructs are outlined and the current status of research relative to each variable is summarised.

In Chapter 3, the research methodology for this study is detailed.

In Chapter 4, the findings from the research are presented.

In Chapter 5, the implications of the research are discussed.

1.10 SUMMARY

Chapter 1 has introduced the purpose of the study. It further provided the background of the SAPS Management's relentless search for a sustainable strategy to reduce the level of crime. The chapter has also shown the high impact of trio crimes (House Robbery, Carjacking and Robbery at Business premises) on the side of the community.

This chapter also indicated the problem statement of the study i.e. the quest for a sustainable effective strategy to reduce the level of crime. The importance of the study as well as the research hypothesis is contained in this chapter. The chapter also provides the certification of the study as well as the scope of the study.

The chapter provides definition of key concepts used in the study. In this chapter the researcher also states that prior similar research was conducted in the United Arab Emirates. The results of the research conducted in the Gauteng Province of the Republic of South Africa are consistent with the results of the research conducted in the United Arab Emirates.

The findings of this study have implications for managerial interventions designed to increase productivity of the employees through the promotion of perception by employees that their management is serious about empowering them and appreciates their commitment and has trust in them as employees.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

How employees perceive their managers and the extent to which they subscribe to their behaviours and actions has been the subject of much debate and controversy (Eisenberger *et al* 1986; Rhoades *et al* 2001; Morrison *et al* 1997; Nadler and Gerstein, 1992; Forrester, 2000; Adsit *et al*, 1994; Wade and Recardo, 2001). This chapter explores the relative effects of goal clarity, culture, employee empowerment, organisational commitment and trust on manager's perceived performance.

2.2 GOVERNMENTS CONCERN ABOUT CRIME

Since 1994 after the new democratic dispensation in South Africa replaced the apartheid system of government, the State of the Nation Address, the reduction of crime in the Country has always been mentioned as one of the top priorities of Government.

In his State of the Nation Address in 1994, the first President of a democratic South Africa, President Mandela stated "The problem of politically motivated violence is still with us. We depend on our country's security forces to deal with this problem using all resources at their disposal. In this, and in their efforts to deal especially criminal violence, they have our personal support and confidence" (Mandela, 1994).

In his State of the Nation address in 1999, President Mbeki stated "One of the central features of the brutish society we seek to bring to an end is the impermissible level of crime and violence. Acting together with the people,

we will heighten our efforts radically to improve the safety and security of all our citizens" (Mbeki, 1999).

In the very same State of the Nation Address mentioned above, from pages three to four, the President provided elaborate measures and strategies which must be employed to strengthen the police with a view to increase their capacity to fight crime.

Again in 2005, In his State of the Nation address, President Mbeki advised the police "to identify a broader group of top criminals using criteria related to repeat offending, the net of our intense focus will be cast wider so as to include individuals and gangs whose arrest is sure to improve the safety and security of communities in all regions of the Country" (Mbeki, 2005).

At a special Management Forum Meeting chaired by the then National Commissioner of the Service, J.S Selebi on 7 July 2006, several areas of concern were identified and specific Senior Managers were identified to report on the following issues:

- On an integrated policing strategy to address serious and violent crimes.
- On an integrated strategy on case docket investigation.
- On a plan to ensure all operational personnel are fully equipped in terms of uniform and armaments.
- On a plan for policing ports of entry.
- On a plan to monitor and evaluate the utilization of police resources for the purposes of fighting crime.

Again in 2006, Management of the Service in consultation with the labour unions embarked on a strategy to strengthen police stations. The strategy entailed reducing the number of personnel at both National and Provincial Head Offices and closing down of the Area Commissioners Offices

(Selebi, 2006). These additional personnel together with other resources were transferred to police stations. This process of restructuring was the third of its kind in the Service since 1994.

In 2007, again in his State of the Nation Address President Mbeki noted that while the police have already surpassed the targeted increase of 152 000 police officers employed in the Service and improved the training programme as well as remuneration and working conditions the impact of these improvements (is not yet high enough for everybody to feel a better sense of safety and security) (Mbeki, 2007).

In another failed attempt to address the spurge of serious and violent crimes affecting the community, crimes such as House Robbery, Carjacking and Business Robbery also referred to as "Trio Crimes", became the talk of the Nation. The Management of the Service, like so many previous strategies, implemented another strategy and called it the High Density Crime Prevention Operation (Selebi, 2007). The strategy intended to reduce the levels of these serious and violent crimes but an evaluation and assessment of this strategy by the National Inspectorate of the Service after the end date, revealed amongst others that the strategy failed to reduce the levels of crime and instead the crimes that were targeted has increased. (National Inspectorate: SAPS, 2007).

Again in 2008, In the State of the Nation Address, President Mbeki highlighted the fight against crime as one of Governments top priorities. In the eight Apex priorities, the fight against crime was Apex number six (Mbeki, 2008). The President urged all Government departments including the Police to intensify service delivery with a slogan "Business Unusual: All hands on deck to speed up change". To the Police the President further said "What will continue to inform us as we take this step will be the absolute commitment of Government to fight organized crime and improve

the management, efficiency and co-ordination of our law-enforcement” (Mbeki, 2008).

The Minister of Safety and Security (2003-2008), in his report to Parliament on crime situation in the Republic of South Africa for the year 2007/2008, announced strategies such as redeploying experienced personnel from both National and Provincial Head offices to police stations (Nqakula, 2008).

Former President Motlanthe (2008-2009), in his state of the Nation address in 2009, also expressed concern about the levels of crime and stated as follows: “The fact that incidents of violent robberies in households and businesses have been on the increase; and crimes against women and children have not abated in any significant measure, is a matter of great concern” The President also reiterated the view of this predecessor in winning the fight against crime, by stating “... It points to weaknesses in the efficiency of the court system, both in terms of technical and other infrastructure and management” (Motlanthe, 2009).

The newly elected President Zuma also in his State of the Nation Address in 2009, similarly as his predecessors, implemented strategies to covering programmes to improve Governments performance and listed ten priority areas and again crime featured as one of the top priorities (Zuma, 2009).

The Minister of Safety and Security, in his budget vote speech in 2009, highlighted similar strategies such as: Increase personnel (including reservists), Increase the number of Detectives, Increase the capacity of the Forensic Science Laboratories etc (Mthethwa, 2009)

The Deputy Minister of Police in his budget vote speech in 2009, severely criticised the Management of the Police for: "Not running a clean administration, a mismatched and bloated arrangement in the level of administration and management, Divisions programmes do not talk to each other, lack of accountability and lack of monitoring and evaluation" (Mbalula, 2009)

Section 205 (3) of the Constitution, 1996, directs the Police to perform the following functions: "prevent, combat and investigate crime, to maintain public order, to protect and secure the inhabitants of the Republic and their property and to uphold and enforce the law".

The fight against crime therefore, constitutionally speaking, in the main is the responsibility of the Police. It is for this reason that Police Management always feels seriously challenged when either the public or Government raises concerns about the levels of crime. Even when the entire Criminal Justice System in the Republic of South Africa is criticised, Police Management feel strongly affected because the Service is part and parcel of the Criminal Justice System.

Section 2 of the Constitution, 1996, on the Supremacy of Constitution, directs that "This Constitution is the supreme law of the Republic; law or conduct inconsistent with it is invalid, and the obligations imposed by it must be fulfilled". It is on the basis of this Constitutional provision that the Police Service in South Africa feels obliged and are indeed obliged given their Constitutional mandate mentioned above, to do everything in their power to bring the levels of crime down.

2.3 THE ROLE OF THE MANAGER

Tan (2008:5) noted that employees tend to view actions by agents of the organisation as actions of the organisation itself. Because managers are mainly involved in performance evaluations, feedback, and career development programs, their favourable or unfavourable treatment reflect an organisation's view and decisions on employees.

On the other hand, employees today are dealing with more complicated work tasks, often work long hours, and work in teams. They might require higher socio-emotional and growth needs that motivate them to work and perform better in their work tasks.

Tan (2008:5) asserts that as managers play an important role in managing employees and projects, their relations are much closer. Hence, beneficial treatment from a supervisor could increase perceived organisational support (POS) to the extent that such treatment is discretionary, fair, and attributed to the organisation's policies and procedures (Rhoades *et al.*, 2001; Eisenberger *et al.*, 2002).

Tan (2008:5) is of the opinion that managers administer employees' work, providing direct and indirect feedback of their work, and serving as the pivotal person in influencing rewards, appraisal, and career development in an organisation. Managers provide useful performance feedback and empowerment, and set career goals and plans with subordinates that boost motivation. Today's employees who are equipped with specialized knowledge might welcome the autonomy to do their work, as well as being treated with Trust and confidence.

The same author further distinguished the vital linking of managerial support with individual and organisational career development, Maertz and Griffith (2004) theorized that attachments to managers could have influential effects on employees' turnover intention. A recent study reported the direct and indirect influence of supervisory support on turnover cognition (Maertz *et al* 2007), demonstrating inconsistencies of the effect of managers on turnover intention.

Several studies showed that dissatisfaction with management support reduces turnover intention (Krackhardt *et al* 1981).

Maertz *et al.* (2007) called for further research on the personal and situational characteristics for managers to extend employees' positive attitudes and attachment to an organisation, indicating the necessity for examining the effect of supervisory support in providing performance feedback, trust and confidence, empowerment, and career development plans that could influence turnover intention.

Moreover, most studies in the Western context reported a positive relationship of supervisory support with perceived organisational support (POS) (Rhoades *et al*, 2001; Eisenberger *et al.*, 2002; Shanock & Eisenberger, 2006). Issues such as how POS could function to reduce turnover intention in an Asian context in contributing to the understanding of global attitudes towards organisations or a particular job should also be considered.

2.4 THE IMPORTANCE OF GOAL CLARITY

Zeffane and Zarooni (2008:2) assert that goal clarity pertains to the organisational structure and is usually embedded in how clearly employees see their roles and expectations in their organisation.

Burton and Merrill (1977:17–25) argue that role clarity problems lead to stress, tension, anxiety, dissatisfaction, turnover, lack of job interest, and reduced innovation. They also indicated that different workers from different working environments have varying degrees of role clarity needs.

Lack of clarity in setting and developing staff goals, lack of alignment between organisational goals and employee goals, lack of communication on priorities (leading to employee disgruntlement), all can be avoided if the organisation view the importance of goal clarity. If importance of goal clarity holds the promise for such great results, why do they often receive priority within organisation?

Even a casual review of the literature on goal clarity shows a number of concerns on the use of performance management systems. Many concerns arise not so much from the nature of the goal clarity but the consistency and the manner in which it is implemented.

Zeffane and Zarooni (2008:2) are of the opinion that the impact of goal clarity as an essential part of any organisational structure is one of the most fundamental and enduring aspects of management styles and performance (Adamson and Dornbusch, 2004; Stawski *et al*, 2007; Weingart, 1992).

This is clear that Employees should not be set up with unrealistic expectations, which will only lead to a sense of failure. If additional support or education is required during the course of individual performance review, to help the employee meet his/her objectives, those can also be identified and planned for at this time. The performance instrument should contain the section on goals or objectives. It also should include a section that identifies the organization's expectations of employee competencies.

Zeffane and Zarooni (2008:2) concurs that goal clarity goes hand in hand with individual performance and tends to improve organizational performance (Locke and Latham, 2002).

Furthermore, Zeffane and Zarooni (2008:2) point out that to nurture business excellence, goal clarity is critical, in that many aspects need to be functioning effectively and be aligned to the overall objectives both at the individual and organisational levels. Zeffane and Zarooni (2008:2) indicate that in a study of companies in Hong Kong, Lam and Suen (1997) found that quality planning objectives were strongly associated with perceived performance.

Many businesses find that even small, discrete actions can yield benefits. But ultimately, integrating sustainability in core business strategies will provide longer-term benefits, maximising the alignment of business and social and environmental objectives. The benefits are even more pronounced when employees are clearly informed of these objectives. Hence, one would expect that when employees are clear about their roles and the goals of their organisation, they tend to associate this with good management, therefore developing positive PMPs (Zeffane and Zarooni, 2008:2).

2.5 EMPLOYEE EMPOWERMENT

Thomas and Velthouse (1990) define empowerment “as intrinsic task motivation that manifests itself in four cognitions reflecting an individual's orientation to his or her work roles”. By intrinsic task motivation, they mean “positively valued experiences that an individual derives directly from a task that produce motivation and satisfaction”.

In an organization where managers within themselves as well as the workers participate in taking decisions, performance of that organization will noticeably improve because every member of management as well as every individual employee own the decision taken and therefore will work harder to ensure the realization of the decision (Hollander and Offerman, 1990: 183).

Keighley (1993: 6) asserts that the self-managed work team is a new way of viewing the relationship of the worker-management-organization.

Bartol and Martin (1991: 650) are of the opinion that employee involvement teams, which consist of small groups of employees who work on solving specific problems related to quality and productivity, represent one way of participative management. Such teams have proved effective in resolving problems related to productivity and quality, as well as in improving employee morale and job satisfaction.

Zeffane and Zarooni, (2008:2-3) are of the opinion that employee empowerment can be described as giving employees the responsibility and authority to make decisions about their work without supervisory approval. Good managers are expected to help employees refine their job achievements by encouraging, instructing, guiding, and giving them advice. Employee empowerment can increase employees' motivation, job satisfaction and loyalty to their companies. Employee empowerment can be a powerful tool.

The power that managers have should now be shared with the employees through trust, assurance, motivation and support. Work decisions and the ability to control an individual's amount of work are now being upon at lower-level management positions.

However, according to Keighley (1993:7), many managers think that empowerment may lead to their losing authority and ultimately their jobs. Therefore, it is logical that most of the resistance to empowerment comes from the middle management.

Keighley (1993: 8) argues that this resistance to change can be reduced by setting, measuring and evaluating performance together with the team. Likewise, Hand (1994: 24) argues that managers should be trained to cope with organizational change.

In addition, managers argue that employees are unable to get the whole picture of the organization, and that they are not all qualified to make decisions. Dobbs (1993: 55) argues that work-teams are unable to see the connection between process improvements and the overall strategy and profitability of the firm.

According to Ugboro and Obeng (2001:5), in practice, employee empowerment centers on strategies or interventions that strengthen employees' self-efficacy or confidence in accomplishing task objectives, point out that the management literature on employee empowerment identifies contextual factors and strategies that promote and support empowerment. The authors also suggest that a way to empower employees is to express confidence in them together with establishing realistic high-performance expectations for them, the creation of opportunities for employees to participate in decision-making and giving employees autonomy from bureaucratic constraints as empowerment strategies.

Zeffane and Zarooni (2008:3) are of the opinion that if an organisation has not been actively cultivating employee empowerment, it may take considerable time and effort before employees start to trust their managers and respond. Often, the first efforts and communication are met with employee derision and mockery (Randolph, 2002). Davis, (2007) argues that even if the organisation has clear empowerment strategies, it will not have any value if managers do not fully believe in empowering employees. Zeffane and Zarooni, (2008:3) assert that hence, both the performance of both managers and the organisations may be judged by the employees on the basis of the extent to which the employees feel empowered to contribute to the life of their organisation. It is also worth mentioning that organisation culture plays a significant role in determining the degree of empowerment.

2.6 THE ROLE OF ORGANISATIONAL COMMITMENT

The establishment of strong cultural values will enable the managers and employees to collaborate in pursuing the organisations objectives and this in turn will translate into business excellence and a competitive advantage. (Randolph, 2002; Seibert *et al* 2004 and Styhre, 2004).

The consequence of understanding the antecedents of commitment and managing them to secure employee commitment in specific sectors and organisations is, ultimately, improved organisational performance. It has long been argued that for an organisation to function properly it relies on employees to behave in such a manner that they exceed their role prescriptions (Katz, 1964).

In the dynamic, service-oriented law enforcement environment in particular, it is not sustainable for employees to operate without flexibility and discretion. As has been pointed out, achieving organisational goals

often relies on individual committed behaviours such as co-operation and unrewarded help (Smith *et al*, 1983).

A significant effect of organisational commitment is that individuals "tend to adhere to its (the organisation's) norms" (Salancik, 1977:27). This outcome reflects the first of the three aspects of Porter *et al*. (1979) definition of commitment outlined earlier. Following the organisation's norms is very important within the Service as its labour intensity means that employees play a vital role in determining success.

The Service functions within a highly regulated environment. For almost every task to be done within the Service there is a regulation which directs how to do it. For this reason, performance of employees is often largely unsupervised, so where employees work according to, and not against the norms and standards of service behaviour, supervision is not necessarily needed, as employees can be trusted to work in the interests of their employer. Therefore work becomes cost-effective and directed towards the goals of the organisation.

Despite the complex relationship between commitment and employee performance, several theoretical positions can be established. One is that commitment influences performance as committed people will be persistent in tasks set and achieves set goals, whereas uncommitted people will not (Salancik, 1977). Secondly, the first likely outcome of commitment is service quality (Iverson, 1996).

Thirdly, acceptance of organisational change can be a direct consequence of commitment (Iverson, 1996), as an employee who is committed to their employer is likely to trust them and accept change affecting them. However, there is a limit to a productive level of commitment in respect of accepting change: too high a level of commitment can actually lead to

resistance to change (Salancik, 1977). Fourthly, committed individuals may assume extra role responsibilities (O'Reilly, 1986).

It seems therefore, on balance, that investigation of organisational commitment within the Service is worthwhile in individual and organisational terms due to the potential, if not guaranteed, outcomes. With regard to the outcome of employee performance, commitment may be expressed in:

- Persistence in completing tasks and achieving goals;
- Service quality;
- Acceptance of change; such as current restructuring taking place within the Service, and assumption of extra job tasks.

2.7 THE ROLE OF TRUST

In considering the nature of trust between individuals and organisation, we posit that organisation create "psychological contracts" (Rousseau and Wade-Benzoni, 1994) with employees, based on the messages that an employee receives regarding what the organization expects from the individual and what the individual can expect in return.

The contracts affect the behaviour of employees towards customers, as well as the type and degree of commitment to the organization. The "contract" is conveyed by "contract makers" in the form of people (managers and supervisors) and procedures, suggesting that measurements of trust can be characterized in terms of benevolence in the form of employee perceptions of managerial support; and distributive justice within the organization.

Managerial support is characterized by several terms routinely connected to trust such as respect, friendship and concern for the needs of the

employee (Iverson, 1996), suggesting that benevolence incorporates the belief of one party that the other party:

- is interested in the former's welfare;
- is willing to be inconvenienced in the interests of the former;
- can be relied on to act consistently.

Distributive justice is a measure of the fairness of the treatment of employees (Kumar, 1993). Distributive justice is concerned with the employee's perception of the equitable distribution of rewards, given the employee's education, responsibilities, effort and experience (Price and Mueller, 1986).

- Both managerial support and distributive justice have been positively linked to high organizational commitment (Mathieu and Zajac, 1990; Price and Mueller, 1986), and the relationship between distributive justice and acceptance of organizational change.

Zeffane and Zarooni, (2008:4) assert that trust is considered one of the most influential variables on organisational and management performance. It relates to an individual's belief in the honesty, veracity, justice, and strength of another individual or an organisation. They are also of the opinion that trust tends to have a strong impact on the relationships between managers and employees. This is because, in a work context, without some foundation of trust, social relations cannot develop, and the managers' performance will be perceived negatively. Schoorman *et al*, (2007), concur that trust increases the impact on how much an employee delivers that will successfully affect the manager's performance.

2.8 JOB SATISFACTION

Zeffane and Zarooni (2008:4) asserted that job satisfaction describes how content employees are with their job. It is one of the most researched variables in the social sciences in general and in the management fields in particular.

There are a variety of factors that can influence the employees' level of job satisfaction; some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership, social relationships, and the job itself (the variety of tasks involved, the interest and challenge the job generates and the clarity of the job description/requirements).

The happier people are within their job, the more satisfied they are said to be. Other influences on satisfaction include the management style and culture, employee involvement, empowerment, and autonomous work groups Zeffane and Zarooni, (2008:4). As a key variable, job satisfaction may also shape the Perceived Managers Performance. In other words, employees may see the performance of their managers in light of how satisfied or dissatisfied they are with their work.

If they are dissatisfied, they may attribute the dissatisfaction to bad management (Hopkins and Weathington, 2006). According to Zeffane and Zarooni (2008:4), in support of this, other studies have found a strong connection between job satisfaction and appraisal feedback.

2.9 ORGANISATIONAL CULTURE

Smircich (1985) asserts that the way people in an organization think, feel, value, and act are guided by ideas, meanings, and beliefs of a cultural nature. Thus, organizational culture is significant as a way of understanding organizational dynamics in all its richness and variations. Culture is central to organizational functioning because of the profound importance of shared meanings, taken-for-granted ideas, beliefs, and meanings, for any coordinated action and for continuing organized activity.

Although this is recognized, the studies on culture and performance are relatively limited in dealing with cultural complexity. On one hand, excessive focus has been given to the increasing of short-term performance from the instrumental cultural design and management of limited symbolic elements. On the other hand, the concept of performance has, until recently, been mostly conceived in terms of financial and economic outcomes, and this vision still dominates.

Davel and Tremblay (2003:7-10) are of the opinion that performance and effectiveness are ongoing processes of social construction, representation and judgment produced, reproduced, and legitimated by people or groups in terms of organizational activities, products, and outcomes (Davel and Tremblay, 2003:7-10).

According to Dutton (2003), energy is the sense of being eager to act and capable of action that comes from the way people interact with others and the way managers' construct the contexts in which others interact. In this case, the cultural energy that can sustain high-quality relationships is marked by mutually positive regard, trust, and active engagement, contributing to individuals' well-being, loyalty, commitment, and work performance.

They also contribute to an organization's capacity for collaboration, coordination, learning, and adaptation (Dutton, 2003).

The intensification of research on organizational effectiveness has led to the identification of several organizational factors that have an influential role in the determination of organizational performance. Organizational culture is one such factor that has received much attention in organizational behaviour (Chatman and Jehn, 1994; Hofstede, 1990; Marcoulides and Heck, 1993; Schein, 1985; Trice and Beyer, 1984) and marketing (Deshpandé et al, 1993; Deshpandé and Webster, 1989; Kitchell, 1995) literatures, because of the key role it plays in determining levels of organizational outcomes.

A common hypothesis about the role of organizational culture is that if an organization possesses a "strong" culture by exhibiting a well-integrated and effective set of specific values, beliefs, and behaviours, then it will perform at a higher level of productivity (Denison, 1984).

Given the influence of an organization's culture on its productivity, the development of theory to guide the study of the forms and consequences of organizational culture is of primary importance to improving organizational performance. Such efforts will be rewarding, particularly because the variables which comprise culture have been postulated to be under the control of organizational leaders (Deal & Kennedy, 1982; Ouchi and Wilkins, 1981).

In an effort to understand the forms and consequences of organizational culture, researchers have explored how various internal processes, such as individual and organizational selection and socialization (Harrison and Carroll, 1991) and characteristics of powerful members--such as an

organization's founder (Schein, 1985) or groups of members (Schneider 1987) influence the content and intensity of the consensus that exists about organizational values.

It appears that researchers have generally adopted the assumption that organisations develop a culture of their own that is distinct from the national and industry contexts in which the organization is embedded, thus ignoring the potential impact of external environmental factors on organizational culture.

Saffold (1988) is of the opinion that characterizing an organization's culture in terms of its central values requires identifying the range of relevant values and then assessing how strongly held and widely shared they are. In a sample of United States firms, O'Reilly *et al*, (1991) identified the following seven dimensions of organizational culture using an instrument they developed, the Organizational Culture Profile (OCP): innovation, stability, respect for people, outcome orientation, detail orientation, team orientation, and aggressiveness.

The same seven dimensions have been found to characterize firms across various industries (Chatman and Jehn, 1994; Webster and Sundaram, 1998) and also among a sample of international firms (Hofstede, 1990).

The OCP dimensions also resemble the types of cultural knowledge that Sackmann (1992) found to exist across a single organization. Further, the OCP value dimensions resemble the values in Cameron and Freeman's (1991) model of organizational culture types. Since the existence of seven dimensions within and across industries have been confirmed in several situations, this study views organizational culture as characterized by the seven dimensions identified in OCP.

According to Webster and Sundaram (1998:2), although several studies have focused on identifying the value dimensions that characterize an organization's culture, only a few have investigated the extent to which an organization's values affect actual outcomes. Deshpandé *et al* (1993) published the key article addressing the linkage between organizational culture and performance.

Concentrating on Japanese firms only, these authors found that higher levels of business performance were most closely associated with a market culture (that is, one that emphasizes the values of competitive aggressiveness and outcome orientation) and an adhocracy culture (one that emphasizes the values of flexibility and innovation). Other studies, according to Webster and Sundaram (1998:2), have simply concluded that the values that characterize an organization's culture significantly affect performance, without specifying which values are most closely associated with business outcomes.

According to Davis, (2007), Zeffane and Zarooni, (2008:2) organisational culture has become a central construct in assessing managers' performance. Van den berg *et al*, (2004) assert that culture holds the organisation together and stimulates the employees to commit to the organisation and its management, and to seek high performance. Culture is also seen as the result of good leadership and management. It assists managers to resolve business issues on different situations, using consistency and continuity as their approach.

Zeffane and Zarooni (2008:2) are of the opinion that hence, employees witnessing their managers' behaviours and actions may bridge a link between what they see as the dominant culture and the actions of their managers. They argue that the relevance of corporate culture may, in fact, be more pronounced in organisation operating in the Middle East, where

government managers are increasingly encouraged to promote positive corporate cultures in order to achieve corporate excellence and management success. They point out that ultimately, managers need to combine their efforts with those of their employees in order to make the organization's culture a success.

Thus, culture acts as a dynamic component of an organization that completes the understanding of the way the organisation and people interact and perform. In other words, when these combined efforts occur, employees develop a positive view of their organisations and attribute positive outcomes to their managers' performance.

2.10 SUMMARY

Key aspects regarding the impact of empowerment, commitment, job satisfaction and trust on perceived managers' performance has been explored in this chapter from both theoretical and practical points of view, focusing on antecedents to and outcomes of commitment.

Thus, the widest finding that the authors' research on the impact of empowerment, commitment, job satisfaction and trust on perceived managers' performance offers to law enforcement or policing researchers and practitioners, is that the general theory is apparently relevant to the contextual specificity of policing overall.

Generally, the impact of empowerment, commitment, job satisfaction and trust on perceived managers performance theories consequently have much potential when applied within the Service environment in terms of seeking to enhance the expertise of its managers. However, the general theory is wide, so some narrowing of it to key specific areas is arguably more useful.

In Chapter 3, the research methodology for this study is detailed. The findings/conclusions from the research will be presented in Chapter 4, which will be followed by a discussion of the implications of the research in Chapter 5.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The previous chapter of this dissertation provided a theoretical and philosophical background to understanding the rationale and research problem of the study at hand. A quantitative approach was used. The questionnaire survey method, based upon a Likert Scale, was used to evaluate the level of agreement or disagreement on managers regarding the effect of goal clarity; empowerment; commitment; job satisfaction; trust; organizational culture, and structure, on perceived managers performance.

The data obtained from the completed questionnaires will be presented and analyzed by means of various analyses (uni-variate, bi-variate, and multi-variate) as it comes applicable.

The data has been analyzed by using SAS software. As descriptive statistics frequency tables are displayed in paragraph 2.2 below, showing the distribution of the statement responses. Descriptive statistics are used to summarize the data. As a measure of central tendency and dispersion, table 5 shows the means and standard deviation of all the statements.

3.2 ANALYSIS METHOD

3.2.1 Research design

As noted above the target population was randomly identified from Gauteng High Crime Stations. From the stations identified, a sample was

drawn from each section. Members of the target group were individually given questionnaires to respond to. The questionnaires consisted of six elements to be responded to, and an explanation or definition of each element was provided to ensure that each respondent attaches the same meaning to the element. A liaison person was identified at each station to coordinate and gather the completed questionnaires.

An advantage of this method is that it enabled a researcher to develop a sense of the efficiency of the respondents' overall response regarding their ability to provide accurate and timely information.

3.2.2 Quantitative Approach

De Vos *et al* (2002:138) state that quantitative approach research may be used by (quantitatively oriented) researchers to select or develop one (or more) research designs suitable to their specific research goals and objectives.

Leedy and Ormrod (2005:179) are of the opinion that this type of research involves either identifying the characteristics of an observed phenomenon or exploring possible correlations among two or more phenomena. In each case, descriptive research examines a situation as it is. A descriptive method is used for this research topic.

3.2.3 Literature Review

To validate the data received, information was also gathered from other sources including reports, websites, media reports, legislation, and workshops.

The findings of the literature review are reflected in chapter 2 of this research report. Creswell (2003:27) says that literature reviews help researchers limit the scope of their enquiry, and they convey to readers the importance of studying a topic. Creswell (2003:29) also mentions some purposes for literature study, namely that it shares with the reader the results of other studies that are closely related to the study being reported, and that it provides a framework for establishing the importance of the study as well as a benchmark for comparing the results of a study with other findings.

3.2.4 Questionnaires

White *et al* (2005:126-127) defines a questionnaire as an instrument with open or closed questions or statements to which a respondent must react. The author further states that a quantitative data collection tool is normally distributed to large numbers of respondents. The questionnaire, together with a covering letter explaining the purpose of the study, its significance, and instructions for completing the questionnaire, was developed and submitted to all respondents. In this research, anonymity and confidentiality of responses was ensured.

3.2.5 Data Gathering

Questionnaires were distributed to police officers in the rank categories Constable, Sergeant, Inspector and Captain, in the randomly chosen High-Crime Police Stations in Gauteng Province. These officers were interviewed by means of questionnaires, to explore the impact of goal clarity; empowerment; commitment; job satisfaction; trust; and organizational culture and structure on perceived managers' performance.

3.2.6 Validity and Reliability

A descriptive analysis of the survey results returned by the research questionnaire respondents are reflected in Appendix A. The responses to the questions obtained through the questionnaires are indicated in table format for ease of reference. Each variable is tested to fall within the boundaries. The database in which the data is captured was developed to ensure data validation. That is, built-in boundaries and rules, so that the data capturer does not make mistakes.

The implemented graphs, tables and figures are used to make justifiable and accountable conclusions possible while the results of the study are tested against the hypotheses (Litwin, 1995:33).

3.2.7 Data Analysis

After having collected data, the researcher compared and contrasted the information given and then interpreted the data (Fink, 1995:43). Data is presented in the forms of tables, diagrams, pie charts and figures. The reason for using these graphic forms is to take advantage of their ability to present large volumes of data on one page in a way that data can be seen at a glance.

3.2.8 Ethical Considerations

Respondents were approached and informed about the purpose and subject of the study. Their permission to serve as research participants was sought and consent was given. The respondents were assured of

both the confidentiality of the information and their anonymity in respect of the research report.

3.2.9 Validation of survey results

A descriptive analysis of the survey results returned by the research questionnaire respondents are reflected below.

The responses to the questions obtained through the questionnaires are indicated in table format for ease of reference. Each variable is tested to fall within the boundaries. The database in which the data is captured was developed to ensure data validation. That is; built-in boundaries and rules, so that the data capturer does not make mistakes.

Other measures to ensure data validity is to capture the information twice and then compare to see whether any mistakes were made and correct it. Data validation is the process of ensuring that a program operates on clean, correct, and useful data. The construct validation can only be taken to a point where the questionnaire measures what it is supposed to measure, however.

Construct validation was addressed in the planning phases of the survey and when the questionnaire was developed. This questionnaire was used to measure the impact of goal clarity; empowerment; commitment; job satisfaction; trust; organizational culture, and structure on perceived managers' performance.

3.2.10 Data Format

The data received from the questionnaires was coded according to a predetermined coding scheme and captured on Microsoft Access. It was then imported into SAS-format through the SAS Access module.

3.2.11 Preliminary Analysis

The reliability of the statements in the questionnaire received from the sample respondents, drawn from the Service in the Gauteng Province, was tested by using the Cronbach Alpha tests. (See paragraph 2.1). Note that, as mentioned before, this is a replica of a study conducted in the United Arab Emirates and the questionnaire used has been borrowed from the same study.

In the study conducted in the United Arab Emirates, Zeffane (2008) acknowledging that the questionnaire used in the study has been borrowed and states as follows "the reasons for borrowing previous questions are: 1) to save the research time, 2) removal of any need for question testing, 3) assurance of the reliability and validity of the data obtained".

Descriptive statistics were performed on all variables; displaying means, standard deviations, frequencies, percentages, cumulative frequencies, and cumulative percentages. These descriptive statistics are discussed in table 6.

3.2.12 Inferential Statistics

The following inferential statistics are performed on the data:

- Cronbach Alpha test.
- Stepwise Regression to see which variables impact on the perceived managers' performance.

3.2.13 Technical Report with Graphical Displays

A written report has been compiled with explanations of all variables and their outcome. A cross-analysis of variables was performed where necessary, attaching statistical probabilities to indicate the magnitude of differences or associations. All inferential statistics are discussed in paragraph 4.4.

3.2.14 Sampling

With any survey, it is necessary to clearly define the target population, which can be defined as that group which constitutes the defined population from a statistical viewpoint. The target populations in this case are all Constables to Captains in the High-Crime Police Stations in Gauteng Province.

The target population is specifically chosen in order to validate the research from a statistical perspective and to ensure that opinions are solicited from respondents who fall in this group.

The risk of bias, which cannot be statistically eliminated, is recognized by the author, based on the very definition of the target population as well as the number of respondents selected.

The sample drawn from the target population was achieved by randomly selecting 6 Police Stations from the 29 High-Crime Police Stations in Gauteng Province. A 25% random sample of constables to captains is drawn from each of these stations, which are stratified according to department. The sample that realised was 390. Thus, the data was based on responses from 390 members from a cross-section of departments in

the 6 High-Crime Police Stations in Gauteng Province. The tables below show the target population distribution and the sample distribution respectively.

TABLE 4: Target population distribution

	Dobson ville	Ga- Rankuwa	JHB Central	Kathle hong	Orange Farms	Randfontein
Human Resources	9	8	20	13	5	10
Finance	2	3	5	3	4	5
Supply Chain Management	8	4	43	3	8	5
Crime Prevention	67	29	113	105	30	93
CSC & Complaints	50	75	191	122	57	66
Detectives	54	31	118	70	40	59
Total	190	150	490	316	144	238

TABLE 5: Distribution of drawn sample.

	Dobson ville	Ga- Rankuwa	JHB Central	Kathle hong	Orange Farms	Randfontein
Human Resources	2	2	5	3	1	3
Finance	2	1	1	1	1	1
Supply Chain Management	2	1	11	1	2	1
Crime Prevention	17	7	28	26	8	23
CSC & Complaints	13	19	48	31	14	17
Detectives	14	8	30	18	10	15
Total	48	38	122	79	36	60

The total sample size is 383. The sample that finally realized from the survey is 390.

3.2.15 Analysis

In total 390 respondents from the High-Crime Police Stations that were randomly selected from Gauteng Province answered the questionnaire posted to them. The items (statements) in the questionnaire were tested for reliability in the following paragraph.

3.2.16 Reliability Testing

The variables and scales included in this survey were all derived from previous work. The statements in the current survey are derived from

other sources and are listed in table 6. For consistency, a five-point Likert scale is used on all statements.

TABLE 6: Definition and Reference Sources of the variables / constructs used in the study.

Latent variable	Definition	Source
Clarity of objectives	How job tasks are formally divided, grouped and coordinated.	(Robbins, 2003)
	The nature of the distribution of the units and the positions within it.	
	The nature of the relationships among the units and positions.	
Organization culture	Shared perceptions of organizational work practices within organizational units.	(Van den Berg <i>et al</i> 2004)
Empowerment	Psychological condition that affects the employee's behaviour by giving meaningfulness and sophisticated tasks.	(Lee & Koh, 2001, Styhre, 2004)
	A locally embedded and contingent strategy aimed at sharing resources in terms of decision-making and implementation in organization.	

Latent variable	Definition	Source
Organization Commitment	An individual's identification with, and involvement in, the organization, characterized by a strong belief in, and acceptance, of the organization goals and values, and a willingness to exert considerable effort on behalf of the organization.	(Janssen, 2004)
	Commitment is a psychological status that characterized the employees' relationship with the organization, and has the implication for the decision to continue which was identified in many research literatures.	
Effective organizational commitment	An employee's desire to remain attached to an organization and work to help accomplish its goal.	(Porter, 1979)
Trust	Willingness to take risk.	(Schoorman <i>et al</i> 2007)
	Trust is a social mechanism embodied in structures of social relations.	

Latent variable	Definition	Source
Disposition to Trust	The personality trait of disposition of an individual to be trusted or not.	(Hopkins & Weathington, 2006)
Cognitive Trust	Determined by the evaluation of an individual to the ability of another party to fulfil obligations and, therefore, demonstrate reliability and dependability.	(Hopkins & Weathington, 2006)
Social trust	The human agency in trust building.	(Williams, 2007)
Affective trust	A symbolic process of active trust, particularly important for inter-organizational relationships, it develops from a mutual care and concern between two parties.	(Williams, 2007)
Behavioural trust	Trust in competence and a trust in intentions, honesty and truthfulness.	(Greiling, 2006)
Job satisfaction	The degree to which a person's work is useful for satisfying his/her needs.	(Pinder, 1998, Robbins, 2003)
	Defines as employee's general attitude towards their job.	

Definition and Reference Sources of the variables / constructs used in the study - adapted from Zeffane & Zaroomi (2008:201)

Although each variable in this study was derived from previous studies, consistency and reliability tests (Cronbach's Alpha Coefficient) were run to determine the reliability. Cronbach's Alpha is an index of reliability associated with the variation.

Cronbach's Alpha is an index of reliability associated with the variation accounted for by the true score of the "underlying construct". Construct is the hypothetical variables that are being measured (Cooper & Schindler, 2001:216-217). Another way to put it would be that Cronbach's alpha measures how well a set of items (or variables) measures a single uni-dimensional latent construct. The latent variables that are to be measured for reliability are:

- Perceived Managers performance (12 items),
- Goal clarity (4 items),
- Process clarity (4 items),
- Organization culture (9 items),
- Empowerment (10 items),
- Organization commitment (10 items),
- Trust (11 items); and
- Job satisfaction (12 items).

The reliability test (Cronbach's Alpha Coefficient) was done on all the items (statements) of each measuring instrument (latent variable) of this survey, with respect to the responses rendered in this questionnaire. The results are represented in table 7. Negative phrased questions were reversed scored.

These questions are indicated with an "n" at the end. These statements were negatively put, and to adjust for double negative if respondents disagree on an already negative question it gives a positive; it was transformed by subtracting 6 from the value it takes, thus makes the positive perception, negative and the negative perception, positive. These questions can then be changed to positive phrased questions as indicated figure 1 to 7.

According to the Cronbach's Alpha Coefficients for all the items in the questionnaire:

- 0.9683 for raw variables; and
- 0.9692 for standardized variables;

These variables are more than the acceptable level of 0.70; this questionnaire proves to be reliable and consistent. The following table is a summary of Cronbach's alpha coefficients for each of the latent variables.

TABLE 7: Cronbach's Alpha Coefficients for each of the latent variables.

Statements			Variable no.	Number of items	Cronbach's Alpha Coefficient
1.	Goal Clarity	Organization Structure	B1	4	0.8676
2.	Process clarity		B2	4	0.8406
3.	Organizational Culture		C	9	0.9326
4.	Empowerment		D	10	0.9179
5.	Organization commitment		E	10	0.7937
6.	Trust		F	11	0.8627
7.	Perceived Managers Performance		G	12	0.9664
8.	Job Satisfaction		H	12	0.8266

3.2.17 Descriptive Statistics

Appendix A, shows the descriptive statistics for all the variables in the questionnaire measuring goal clarity; empowerment; commitment; job satisfaction; trust; organizational culture and structure, and perceived

managers' performance, with the frequencies in each category and the percentage out of total number of questionnaires.

Take note that the descriptive statistics are based on the total sample. In some cases there were no answers given (left blank) in the questionnaire. These are shown as "unknown".

The appendix also shows the descriptive statistics for all the variables in the questionnaire measuring empowerment, commitment, job satisfaction, trust, and perceived managers' performance, with the frequencies in each category and the percentage out of total number of questionnaires. Take note that the descriptive statistics are based on the total sample. In some cases there were no answers given (left blank) in the questionnaire. These are shown as "unknown".

3.3 SUMMARY

This chapter highlighted research methods the researcher followed when conducting the research. Chapter 4 discusses the research results and interpretation thereof.

CHAPTER 4

RESEARCH RESULTS AND INTERPRETATION

4.1 INTRODUCTION

Chapter 3 of this study outlines the research methodology used. Chapter 4 discusses the results of the data analysis of the survey conducted at six of the High Crime Police Stations in Gauteng Province. The aim of this study is to explore the impact of goal clarity; empowerment; commitment; job satisfaction; trust; organizational culture, and structure on perceived managers performance, as described earlier. This chapter provides a statistical analysis of the questionnaires.

4.2 INTERPRETATION OF THE RESPONSES

Having reviewed the literature, as reflected in Chapter 2, and having explained the methodology that was utilized to collate data from the respondents, as in Chapter 3, the researcher is now in a position to proceed with the analysis of the data, both from the literature review and from respondents. From a total population of 1528, as indicated in paragraph 3.2.14 of this study, the researcher forwarded 500 questionnaires to the respective components, which elicited a total of 390 individual responses.

The males represent almost seventy percent (69.5%) of the respondents, while the females represent thirty percent (30%) of the respondents. Only zero point five percent (0.5%) of the respondents did not indicate their gender (see figure 3 below). The respondents' stations and sections are reflected in figures 1 and 2 below.

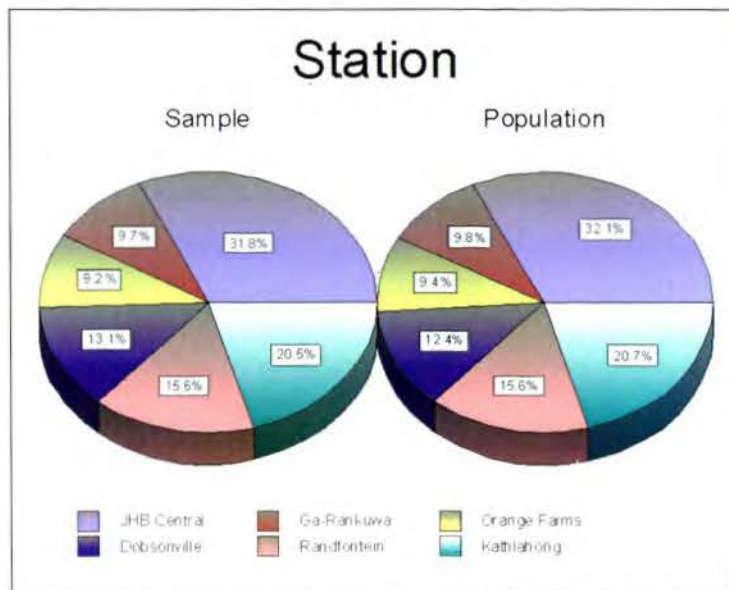


Figure 1: Station sample and population

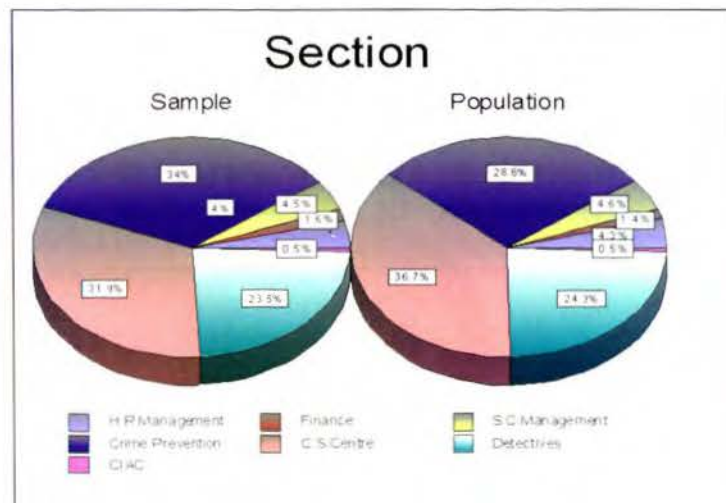


Figure 2: Section

As the above graphs are showing, the sample realized at the end are representative of the different strata from which the sample was randomly selected. Gender is represented by more than two thirds male and one third female, as depicted by figure 3 below.

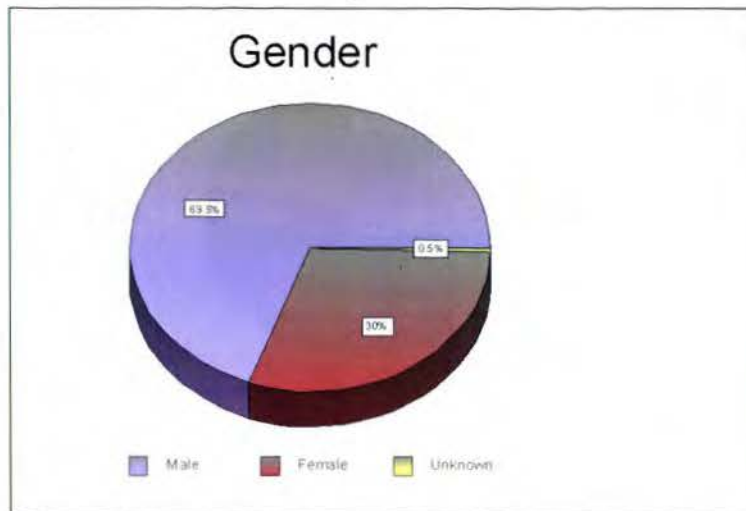


Figure 3: Gender

Two thirds of the respondents have a Grade 11-12 level of education whereas 22% of the sample population have a diploma as depicted in figure 4 below.

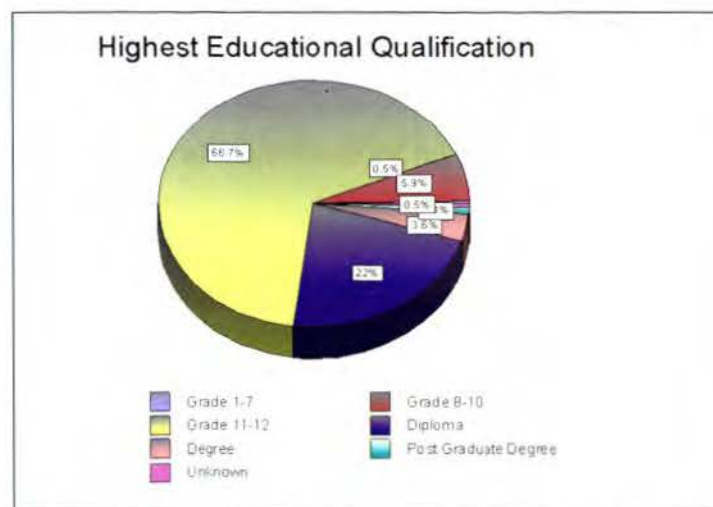


Figure 4: Educational qualification

Nearly 30% of the respondents as indicated in figure 5 below, have more than 15 years experience and nearly 30% have 2 years or less.



Figure 5: Years of experience

4.3 INTERPRETATION OF QUESTIONS AND STATEMENTS

4.3.1 Goal Clarity

As indicated in figure 6 below, the respondents were mostly certain to very certain about their "Goal clarity" which include the variables / statements: "My duties and responsibilities"; "The goals and objectives for my job"; "My work relates to the overall objectives of my work unit"; and "The expected result of my work".



Figure 6: Goal clarity

As indicated in figure 7 below, the respondents were mostly certain to very certain about their “Process clarity” which includes the variables/statements: “How to divide my time among the tasks required of my job”; “How to schedule my day”; “The procedures I use to do my job are correct and proper”; and “How certain to know the best way to do your tasks”.

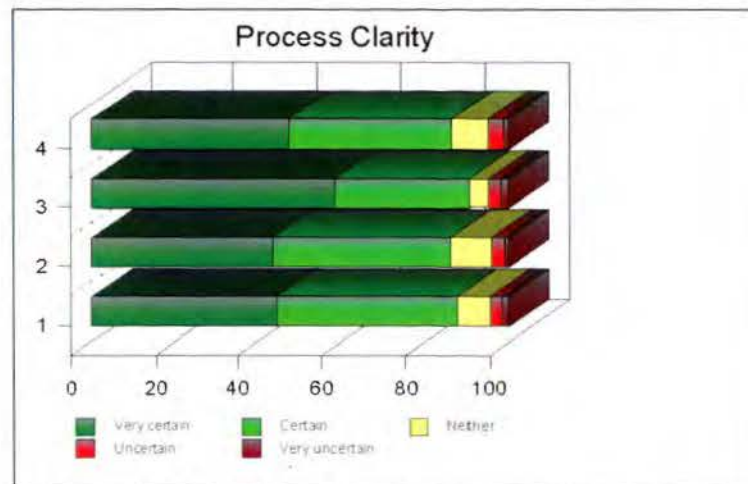


Figure 7: Process clarity

4.3.2 Organizational Culture

More than 50% of the respondents who responded agreed moderately to strongly with all the statements depicted under the heading “organisational culture”. The following list shows the statement and the percentage of respondents who strongly to moderately agree with the statements that:

- there is a clear and consistent set of values in my organisation that governs the way we do business (70.8%);
- the organisation has an ethical code that guides our behaviour and tells us right from wrong (74.9%);
- it is easy to coordinate projects across functional units in the organisation (61.0%);
- there is good alignment of goals across levels of the organisation

(61.0%);

- my organisation is very responsive and changes easily (56.4%);
- my organisation responds well to competitors and other changes in the business environment (59.2%);
- my organisation continually adopts new and improved ways to do work (63.9%);
- my organisation has long-term purpose and direction (73.9%);
- my organisation has a clear mission that gives meaning and direction to our work (71.5%);

4.3.3 Empowerment Elements

Empowerment elements, to which more than 50% of the respondents responded, moderately agree to strongly agree, are listed in descending order, according to the highest percentage of respondents who agreed to that of the lowest percentage below:

- In my section, my work unit plays a strategic role (82.1%).
- In my work unit, employees have a great deal of liberty in their conduct of their work (66.4%).
- My work unit is considered a strategic division in my organisation (66.2%).
- A great freedom is given to employees for the organisation of their work (63.1%).
- Information is widely shared, so that everyone can get the information he or she needs when it is needed (56.9%).
- Employees in my work unit, have a lot of autonomy in regard to project management (56.6%).
- Employees' empowerment in my work unit is highly valued (56.55%).
- Decisions are usually made at the level where the best information is available (55.4%).

4.3.4 Organizational Commitment

The following statements were those that more than 60 percent of the respondents responded moderately agree to strongly agree with respect to Organisational Commitment:

- I really feel as if my organisations problems are my own (66.4%).
- My organisation has a great deal of personal meaning for me (69.8%).
- It would be very hard for me to leave my organisation right now even if I wanted to (64.2%).
- Too much of my life would be disrupted if I decided to leave my organisation now (64.4%).

4.3.5 Trust

The following statements were those that more than 60 percent of the respondents responded moderately agree to strongly agree with respect to trust:

- I tend to assume the best about people (81.0%).
- I have a good deal of faith in human nature (70.5%).
- I feel positive about the direction in which my immediate manager is leading my immediate work environment (69.3%).
- I feel that information can be shared openly within this organisation (69.0%).
- I feel encouraged to perform well in this organisation (72.9%).
- I honestly express my opinion in this organisation with the knowledge that employee's views are valued (62.8%).

4.3.6 Managers Performance

The positivity (more than 60 % of the respondents who responded agreed moderately to strongly) about the perceived manager's performance is evident in the following statements:

- My immediate manager understands the organisation's vision, mission, and policies (67.7%).
- My immediate manager understands the organisation's strategic and operational plans (66.5%).
- My immediate manager has planning skills such as work scheduling, budgeting, and programming (61.0%).
- My immediate manager has investigation skills (64.8%).
- My immediate manager makes sure that employees understand their job by giving clear job descriptions (73.1%).

4.3.7 Job Satisfaction

More than 60 % of the respondents who responded agreed moderately to strongly with the following Job Satisfaction statements:

- If I had to decide all over again, I would still choose the job I have now (67.4%).
- This job is my ideal job (69.0%).
- I like my job (77.7%).
- I am satisfied with my current job (67.7%).
- I am satisfied with the supervision I receive on my job (63.1%).
- I would be very happy to spend the rest of my career with this organisation (62.6%).
- I like the people I work with (77.5%).
- I like my immediate supervisor (71.0%).

4.4 RELATIONSHIP DETERMINATION

The main purpose of this study is to determine the impact of: goal clarity; empowerment; commitment; job satisfaction; trust; organizational culture and structure on perceived manager's performance of the South African Police Service in six of the High-Crime Police Stations in Gauteng Province.

In order to do this, an assumed relationship between the latent variables: goal clarity; empowerment; commitment; job satisfaction; trust; organizational culture, and structure, on perceived managers' performance are shown in figure 8 below.

To test these hypothesized relationships shown in figure 8, a stepwise regression between the dependent variable (Perceived Managers' Performance) and the rest of the independent variables (Goal clarity (4 items), Process clarity (4 items), Organisation culture (9 items), Empowerment (10 items), Organisation commitment (10 items), Trust (11 items), and Job satisfaction (12 items)), were performed. Table 8 shows the results of the analysis.

Hypothetical Model

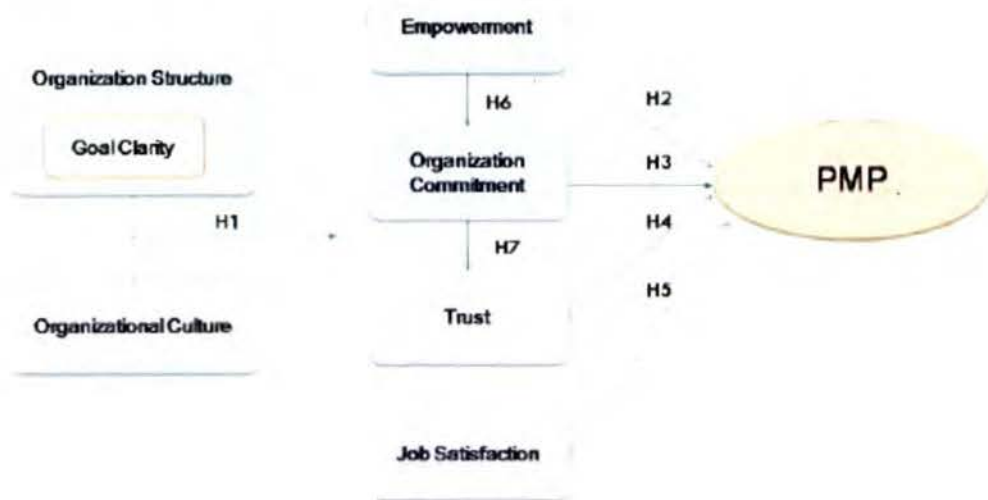


Figure 8: Flow chart of Hypothetical Model

TABLE 8: Regression Analysis (Perceived Manager Performance).

Step	Model	Parameter Estimate	Standard Error	F-value	P-value
1	(Intercept)	0.997	1.313	0.58	0.4477
	Trust	1.018	0.051	402.43	<0.0001
2	(Intercept)	-4.266	1.352	9.95	0.0017
	Trust	0.691	0.060	131.86	<0.0001
	Job satisfaction	0.626	0.073	73.62	<0.0001
3	(Intercept)	-5.890	1.284	21.03	<0.0001
	Trust	0.4226	0.067	39.94	<0.0001
	Job satisfaction	0.532	0.069	58.77	<0.0001

	Empowerment	0.422	0.057	55.56	<0.0001
4	(Intercept)	-5.007	1.347	13.82	0.0002
	Trust	0.455	0.068	44.31	<0.0001
	Job satisfaction	0.566	0.071	63.57	<0.0001
	Empowerment	0.450	0.058	60.29	<0.0001
	Organisation Commitment	-0.131	0.063	4.36	0.0374

* Dependent variable: Perceived managers' performance.

These results support the main hypothesis (H2, H3, H4 and H5) as in figure 10. It shows that empowerment, job satisfaction, trust and organisation commitment are the factors that most strongly influence perceptions of managers' performance. This result does not support Hypothesis 1. The following tests are to establish the relationship according to hypotheses 1, 6, and 7. (See tables 9 to 14). Table 9 shows the results of the regression analysis taking trust as the dependent variable.

TABLE 9: Regression Analysis (Trust).

Step	Model	Parameter Estimate	Standard Error	F-value	P-value
1	(Intercept)	8.880	0.875	103.04	<0.0001
	Empowerment	0.638	0.034	357.86	<0.0001
2	(Intercept)	3.900	0.956	16.64	<0.0001
	Empowerment	0.456	0.036	158.17	<0.0001
	Job Satisfaction	0.443	0.048	86.47	<0.0001
3	(Intercept)	2.283	0.996	5.26	0.0224
	Empowerment	0.388	0.038	102.91	<0.0001

	Job Satisfaction	0.366	0.049	54.72	<0.0001
	Organisation Commitment	0.210	0.045	21.30	<0.0001
4	(Intercept)	2.165	0.989	4.79	0.0292
	Empowerment	0.309	0.048	41.07	<0.0001
	Job Satisfaction	0.362	0.049	54.47	<0.0001
	Organisation Commitment	0.190	0.046	17.32	<0.0001
	Organisation Culture	0.135	0.051	7.07	0.0082

* Dependent variable: Trust

TABLE 10: Regression Analysis (Job Satisfaction).

Step	Model	Parameter Estimate	Standard Error	F-value	P-value
1	(Intercept)	8.415	0.839	100.59	<0.0001
	Trust	0.523	0.032	259.78	<0.0001
2	(Intercept)	6.086	0.917	44.04	<0.0001
	Trust	0.398	0.039	104.70	<0.0001
	Organisation Commitment	0.230	0.042	29.36	<0.0001
3	(Intercept)	5.805	0.919	39.87	<0.0001
	Trust	0.339	0.046	54.72	<0.0001
	Organisation Commitment	0.203	0.044	21.51	<0.0001
	Empowerment	0.097	0.041	5.57	0.0188

* Dependent variable: Job Satisfaction

TABLE 11: Regression Analysis (Empowerment).

Step	Model	Parameter Estimate	Standard Error	F-value	P-value
1	(Intercept)	8.077	0.789	104.67	<0.0001
	Organisation Culture	0.838	0.038	491.27	<0.0001
2	(Intercept)	3.026	0.868	12.17	0.0005
	Organisation Culture	0.581	0.042	186.72	<0.0001
	Trust	0.410	0.041	99.67	<0.0001
3	(Intercept)	4.378	0.959	20.84	<0.0001
	Organisation Culture	0.607	0.043	200.78	<0.0001
	Trust	0.426	0.041	108.16	<0.0001
	Organisation Structure	-0.180	0.057	9.93	0.0017
4	(Intercept)	3.153	1.017	9.62	0.0021
	Organisation Culture	0.573	0.043	173.86	<0.0001
	Trust	0.367	0.044	69.42	<0.0001
	Organisation Structure	-0.194	0.056	11.88	0.0006
	Organisation Commitment	0.148	0.045	10.97	0.0010
5	(Intercept)	2.443	1.047	5.45	0.0201
	Organisation Culture	0.570	0.043	174.10	<0.0001

	Trust	0.318	0.048	44.02	<0.0001
	Organisation Structure	-0.207	0.056	13.54	0.0003
	Organisation Commitment	0.120	0.046	6.86	0.0092
	Job Satisfaction	0.132	0.052	6.57	0.0108

* Dependent variable: Empowerment.

TABLE 12: Regression Analysis (Organisational Commitment).

Step	Model	Parameter Estimate	Standard Error	F-value	P-value
1	(Intercept)	10.122	0.968	109.31	<0.0001
	Trust	0.543	0.037	210.32	<0.0001
2	(Intercept)	7.543	1.049	51.74	<0.0001
	Trust	0.383	0.047	67.16	<0.0001
	Job Satisfaction	0.306	0.573	29.36	<0.0001
3	(Intercept)	6.788	1.034	43.07	<0.0001
	Trust	0.271	0.051	27.85	<0.0001
	Job Satisfaction	0.278	0.055	25.18	<0.0001
	Organisation Culture	0.215	0.046	21.80	<0.0001
4	(Intercept)	6.546	1.033	40.14	<0.0001
	Trust	0.226	0.054	17.32	<0.0001
	Job Satisfaction	0.259	0.056	21.63	<0.0001
	Organisation Culture	0.141	0.055	6.46	0.0114
	Empowerment	0.131	0.055	5.65	0.0180

* Dependent variable: Organisation Commitment.

TABLE 13: Regression Analysis (Organisational Structure)

Step	Model	Parameter Estimate	Standard Error	F-value	P-value
1	(Intercept)	8.574	0.626	187.87	<0.0001
	Organisation Culture	0.198	0.030	43.51	<0.0001
2	(Intercept)	6.994	0.820	72.82	<0.0001
	Organisation Culture	0.153	0.033	21.28	<0.0001
	Job Satisfaction	0.115	0.039	8.66	0.0035
3	(Intercept)	7.423	0.825	81.00	<0.0001
	Organisation Culture	0.241	0.044	29.39	<0.0001
	Job Satisfaction	0.156	0.041	14.38	0.0002
	Empowerment	-0.123	0.042	8.59	0.0036
4	(Intercept)	7.084	0.836	71.85	<0.0001
	Organisation Culture	0.225	0.045	25.13	<0.0001
	Job Satisfaction	0.115	0.045	6.50	0.0112
	Empowerment	-0.156	0.044	12.32	0.0005
	Trust	0.095	0.044	4.67	0.0314

* Dependent variable: Process clarity

TABLE 14: Regression Analysis (Organisational Culture).

Step	Model	Parameter Estimate	Standard Error	F-value	P-value
1	(Intercept)	2.895	0.779	13.80	0.0002
	Empowerment	0.666	0.030	491.27	<0.0001
2	(Intercept)	-0.073	0.914	0.01	0.9366
	Empowerment	0.636	0.029	467.18	<0.0001
	Organisation Structure	0.301	0.053	32.20	<0.0001
3	(Intercept)	-0.808	0.948	0.73	0.3946
	Empowerment	0.564	0.040	200.78	<0.0001
	Organisation Structure	0.269	0.054	24.98	<0.0001
	Trust	0.118	0.044	7.08	0.0081

* Dependent variable: Organisation Commitment.

The analysis shows that trust, job satisfaction, empowerment and organisational commitment are the factors that most strongly influence perceptions of managers' performance. This outcome agrees with the hypothetical model. However, it does not support hypothesis 1. Organisational culture has a strong direct impact on trust and thus the hypothesized model does not represent the situation as the information suggests.

For instance, trust has a stronger impact on organisational commitment than empowerment. But empowerment, job satisfaction, organisational

commitment and organisational culture most strongly influence trust. Organisational structure has an influence on organisational culture and empowerment and thus the revised model. The following figure illustrates the revised model after all the relationships were determined.

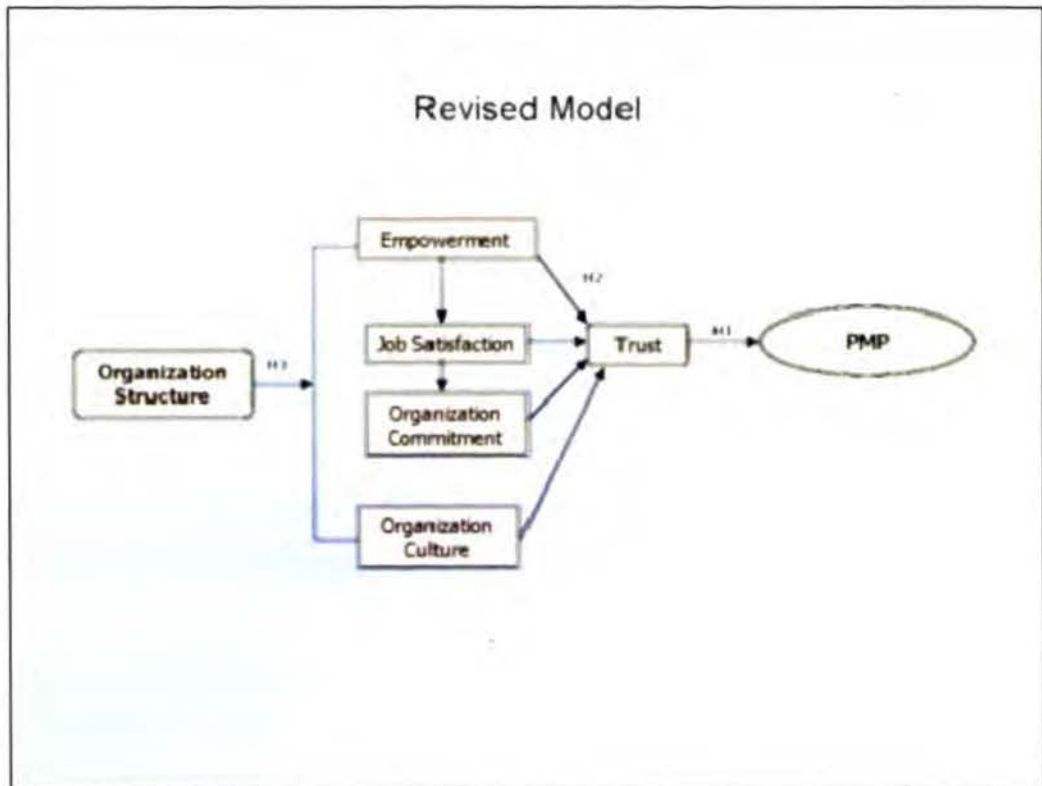


Figure 9: Revised Model of PMP

Taking the criteria of the finding in the target population (SAPS stations in Gauteng Province), managers will be perceived with high performance and high commitment and loyalty, when the organisational structure is in place (setting clear goals and processes) and taking into account the empowerment of employees and the organisations culture which will influence satisfaction of employees with their jobs, their commitment to the organisation and at the end gain their trust. Trust is the one factor that influences the perception of the managers' performance the most.

The main aim of this study is to determine the relationship of perceived manager's performance with six different variables: organization structure, organization culture, empowerment, organizational commitment, job satisfaction and trust. The results are based on a questionnaire of 72 items of the above variables, which were collected at 6 stations with high crime incidence in Gauteng Province. The present results show that perceived managers' performance (PMP) has a positive relationship with trust, job satisfaction, empowerment and organizational commitment. Under clear goals and processes (organization structure) keeping in mind the organization culture and commitment of employees by empowering the employees and creating an environment where the employees are satisfied with their job will ensure trust in the work area and thus positive perceptions of the managers' performance.

Hopkins and Weathington (2006) demonstrate the importance of trust for performance by both managers and organizations. Employees need to feel that their organization is looking out for them and their interests. In addition, trust has a positive role on personal relations between manager and employees by making information exchange easier, facilitating a quicker adaptation to the environment, and contributing positively to cooperation (Fu, 2004). It is demonstrated here that the amount of trust and commitment employees have in their managers can affect how they perceive organizational decisions and their reactions to those decisions.

The result also illustrates that organizational commitment from a statistical point of view is significantly positive related to trust, job satisfaction, organization culture and empowerment. According to Bartlett (2004), employee satisfaction (training and development) increases employees' commitment to an organization. The result in this study also illustrates that the higher the job satisfaction, the higher the organizational commitment.

Finally, it is concluded that in the target population that perceived managers' performance is directly affected by trust, job satisfaction, empowerment, and organizational commitment; and indirectly by organization culture and structure. Summarizing the result in the following pyramid (Figure 10) and calling it the Pyramid of Perceived Managers' Performance.

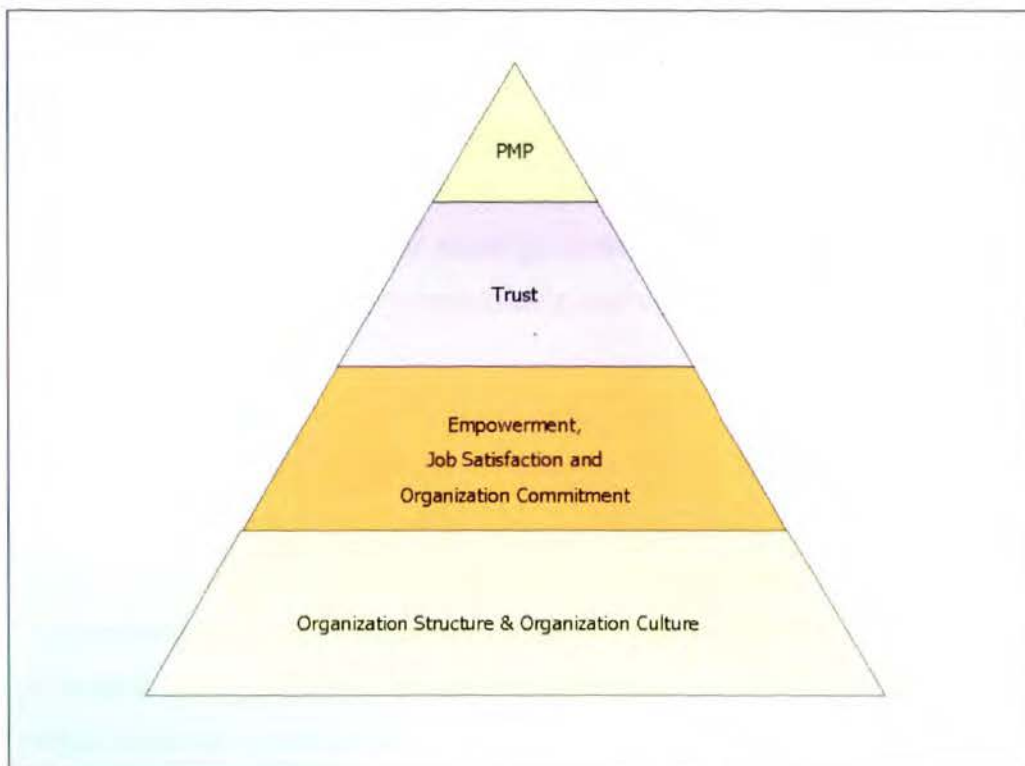


Figure 10: Pyramid of Perceived Managers Performance

4.5 SUMMARY

It is common knowledge that the hypothetical model of the study conducted by Zeffane and Zarooni (2008) and this study is similar. The most interesting and critical model is the revised model of the two studies which is explained below.

The interpretation of the results reveal that the organizational structure is the primary factor which generates culture and empowerment and both empowerment and organizational culture then generates trust which is the main factor that generates perceived managers performance. Empowerment on the other hand generates job satisfaction, which in turn generates organizational commitment, both of which generate trust.

Regression analysis of the influence which these factors have on perceived managers' performance reflects that trust is the main factor which directly influences perceived managers' performance and that trust itself is directly influenced by empowerment, job satisfaction, organizational commitment and organizational culture, while empowerment influences job satisfaction which in turn influences organizational commitment. Empowerment and organizational culture are influenced by organizational structure.

In the study by Zeffane and Zarooni (2008) organizational commitment is the main factor which directly influences perceived managers performance while it is influenced by empowerment, trust and job satisfaction and trust is influenced by goal clarity and organizational culture.

It is interesting to note that the difference between this study and that of Zeffane and Zarooni (2008) is that while in this study trust is the main factor which directly influences perceived managers' performance. In Zeffane and Zarooni's (2008) study, organizational commitment is the main factor that directly influences perceived managers' performance.

The differences on the outcome of these two studies can be ascribed to the differences in social, economic and cultural situations found in the two countries. However the results of this study in terms of the relationship between the factors which influences perceived managers performance relates only to the High Crime Stations in the Gauteng Province, this is extrapolated from the six sampled police stations. The situation, in terms of the relationship between the variables, in other stations and in other provinces may be different to that in Gauteng Province.

Chapter 5 will discuss findings/conclusions and recommendations.

CHAPTER 5

FINDINGS / CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

A brief history of the Service has shown that from 1994 to date (2008), the search for the most effective and sustainable strategy to fight crime remains the main focus of the Service.

Some studies conducted show that resources on their own cannot be a solution to the problem of fighting crime. Management of resources is the main factor which determines the extent to which Police can fight crime.

Given management functions of planning, leading, organizing, coordinating and controlling, it is hereby submitted that the solution to the fight against crime must be sought for in management.

The literature reviewed reflects that empowerment, job satisfaction, organizational commitment, organizational culture and organizational structure have an influence in shaping how managers' performance is perceived. These factors may produce a negative or positive perception of managers' performance. A positive perception of managers' performance by employees in turn has a major impact on enhancing the productivity of employees.

In this study, factors that influence perception of managers' performance, conducted on a sample of six police stations randomly selected from 29 High-Crime Police Stations in Gauteng Province reveal that trust is the most important factor which directly influences perception of managers' performance, while on its own it is influenced by empowerment, job

satisfaction, organizational commitment, organizational culture, and organizational structure.

5.2 FINDINGS / CONCLUSIONS

The findings that the researcher is reporting on relates to the research rationale, research objectives, hypotheses formulated, the methodological technique used and empirical research.

5.2.1 Discussion

The findings show that perceived managers' performance (PMP) has a positive relationship with trust, job satisfaction, empowerment, and organisational commitment.

Under clear goals and processes (organisational structure), keeping in mind the organisational culture and commitment of employees by empowering the employees and by creating an environment where the employees are satisfied with their job, will ensure trust in the work area, and positive perceptions of the managers' performance.

Hopkins and Weathington (2006) demonstrate the importance of trust for performance of both managers and organisations. Employees need to feel that their organisation is looking out for them and their interests. Also, trust has a positive role on personal relations between manager and employees by making information exchanging easier, facilitates a quicker adaptation to the environment, and contributes positively to cooperation (Fu, 2004). It is demonstrated here that the amount of trust and commitment that employees have in their managers can impact on how they perceive organisational decisions, and their reactions to those decisions.

The result also illustrates that from a statistical point of view organisational commitment is significantly positively related to trust, job satisfaction, organisational culture and empowerment. According to Bartlett (2004), employee satisfaction (training and development) increases employees' commitment to an organisation. The result in this study also illustrates that the higher the job satisfaction, the higher the organisational commitment.

Finally it is concluded that in the target population PMP is directly affected by trust, job satisfaction, empowerment and organisational commitment; and indirectly by organisational culture and structure. Summarizing the result in the above pyramid (Figure 10) and calling it the Pyramid of PMP.

This study has put beyond reasonable doubt and confirmed that the outcome of the study conducted in the United Arab Emirates, and variables and scales derived from previous work, are certainly applicable to the Service while bearing in mind the differences in the relationship and level of influences between the independent variables.

Last but by no means least, trust is a significant ingredient to boost PMPs (Williams, (2007). Employees must trust their manager to give the best performance (Hopkins and Weathington, 2006). Satisfaction with personal interactions contributes to increase trust (Zeffane and Zarooni, 2008:193–209).

The more employees are satisfied, the more they trust their managers (Zeffane and Zarooni, 2008:193–209). For an organisation to practise and foster employee empowerment, the management must trust and communicate with the employees. Employee communication is one of the strongest signs of employee empowerment. Overall, the above results lead us to conclude that PMPs are directly affected by trust, organisational

culture, goal clarity, and organisational commitment, and indirectly affected by empowerment and job satisfaction.

We can summarise the results in the pyramid, which we label 'The pyramid of PMPs' (see Figure 10 above). The organisation, through management, must set clear goals with a shared culture, empower the staff, satisfy them and attempt all the possible ways to gain employees' trust, so that they will be highly committed. In the end, the PMPs will rise in every aspect of activity.

These results bear a strong practical value, as the factors that were uncovered can be taken into account in developing performance management systems. In other words, such systems would incorporate the elements of trust, commitment, and culture.

In chapter one it has been noted how the levels of crime brings about pressure on the Management of the Service and the relentless effort management has been engaged in to try and get a sustainable effective strategy to reduce the levels of crime. It has been noted that management introduced various strategies including trying to resource under resourced stations and identifying stations contributing an average of 40 percent of crime (while constituting only 21.48 percent of the stations) in the Gauteng Province and provided a focus attention thereto. In short management of the Service in Gauteng Province intervened by: increasing resources both human and material, providing more training, improving remuneration and working conditions with very little success.

Management of the Service in Gauteng Province has introduced a number of interventions and strategies with a view of bringing the levels of crime down. An appreciation of these interventions and strategies reflects that management as a factor influencing productivity has not been sufficiently scrutinized.

On the other hand the study conducted by Zeffane and Zarooni (2008) in the United Arab Emirates has shown that with a positive perception of manager's performance, the workforce will automatically increase their performance. The very same study was repeated in the Gauteng Province as reflected in this dissertation and yielded the same results.

5.2.2 LIMITATIONS OF THE STUDY

Note must be taken of the following study limitations:

- It captures a single organization, which may limit the generalizations of the findings; the culture and goals set by the organization may have contributed to the results and the same outcomes may not be found in other organizations.
- The study scales used in this study are borrowed from other research and it may not fit the culture or work environment of the South African Police Service.
- The questionnaire is somewhat long and it may result in respondents not completing the questionnaire properly, because they become bored.
- The test of questionnaires is based on the assumption that respondents were honest.

5.3 RECOMMENDATIONS

The recommendations in this section of the study are framed and directed to improve the calibre of supervision and management within the SAPS, thereby enhancing SAPS management's practices and capabilities with a view of bringing a sustainable improvement in the delivery on its mandate.

It is hereby recommended that:

- The Management of the Service at the high-crime stations in Gauteng Province must consciously and deliberately focus on ensuring that the independent variables i.e. trust, job satisfaction, empowerment, organizational commitment, organizational structure and organizational culture receive a focussed attention with a view of the workforce ultimately developing a positive perception of manager's performance. This will automatically bring about a sustainable improvement in the productivity of the workforce.

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APPENDIX A

DESCRIPTIVE STATISTICS

Statements			Variable nr.	Number of items	Cronbach's Alpha Coefficient
1.	Goal Clarity	Organization Structure	B1	4	0.8676
2.	Process clarity		B2	4	0.8406
3.	Organizational Culture		C	9	0.9326
4.	Empowerment		D	10	0.9179
5.	Organization commitment		E	10	0.7937
6..	Trust		F	11	0.8627
7.	Perceived Managers Performance		G	12	0.9664
8.	Job Satisfaction		H	12	0.8266

Statements / Variables	Categories	Frequency	Percentage out of Total
Biographic variables:			
Station	JHB Central	124	31.8%
	Ga-Rankuwa	38	9.7%
	Orange Farms	36	9.2%
	Dobsonville	51	13.1%
	Randfontein	61	15.6%
	Kathlahong	80	20.5%
Gender	Male	271	69.5%
	Female	117	30.0%
	Unknown	2	0.5%
Years of experience in Section	Less than one year	66	16.2%
	1-2 years	53	13.6%
	3-5 years	68	17.4%
	6-10 years	38	9.7%
	11-15 years	44	11.3%
	More than 15 years	115	29.5%
	Unknown	6	1.5%
Section	Human Resource Management	17	4.0%
	Finance	7	1.6%
	Supply Chain Management	19	4.5%
	Crime Prevention	145	34.0%
	Community Service Centre	136	31.9%
	Detectives	100	23.5%
	CIAC	2	0.5%
Highest Educational Qualifications	Grade 1-7	2	0.5%

Statements / Variables	Categories	Frequency	Percentage out of Total
	Grade 8-10	23	5.9%
	Grade 11-12	260	66.7%
	Diploma	86	22.0%
	Degree	14	3.6%
	Post Graduate degree	3	0.8%
	Unknown	2	0.5%
Measuring instrument:			
B. Organization Structure:			
1. Goal Clarity: My duties & responsibilities.	Very Certain	225	57.7%
	Certain	106	27.2%
	Neither	22	5.6%
	Uncertain	11	2.8%
	Very Uncertain	3	0.8%
	Unknown	23	5.9%
2. Goal Clarity: The goals and objectives for my job.	Very Certain	194	49.7%
	Certain	132	33.8%
	Neither	20	5.1%
	Uncertain	10	2.6%
	Very Uncertain	2	0.5%
	Unknown	32	8.2%
3. Goal Clarity: My work relates to the overall objectives of my work unit.	Very Certain	160	41.0%
	Certain	139	35.6%
	Neither	28	7.2%
	Uncertain	16	4.1%
	Very Uncertain	6	1.5%
	Unknown	41	10.5%
4. Goal Clarity: The expected result of my work.	Very Certain	197	50.5%
	Certain	108	27.7%
	Neither	22	5.6%
	Uncertain	14	3.6%

Statements / Variables		Categories	Frequency	Percentage out of Total
		Very Uncertain	6	1.5%
		Unknown	43	11.0%
5.	Process clarity: How to divide my time among the tasks required of my job.	Very Certain	165	42.3%
		Certain	160	41.0%
		Neither	29	7.4%
		Uncertain	11	2.8%
		Very Uncertain	6	1.5%
		Unknown	19	4.9%
6.	Process clarity: How to schedule my day?	Very Certain	158	40.5%
		Certain	153	39.2%
		Neither	35	9.0%
		Uncertain	11	2.8%
		Very Uncertain	4	1.0%
		Unknown	29	7.4%
7.	Process clarity: The procedures I use to do my job are correct and proper.	Very Certain	214	54.9%
		Certain	118	30.3%
		Neither	17	4.4%
		Uncertain	10	2.6%
		Very Uncertain	8	2.0%
		Unknown	23	5.9%
8.	Process clarity: How certain to know the best way to do your tasks.	Very Certain	171	43.8%
		Certain	139	35.6%
		Neither	31	8.0%
		Uncertain	13	3.3%
		Very Uncertain	5	1.3%
		Unknown	31	8.0%
C. Organization Culture:				
9.	Core values: There is a clear and consistent set of values in my organization that governs the way we do business.	Strongly agree	149	38.2%
		Moderately agree	127	32.6%
		Neither	44	11.3%

Statements / Variables	Categories	Frequency	Percentage out of Total
	Strongly disagree	58	14.9%
	Unknown	8	2.0%
E. Organization Commitment:			
28. Affective commitment: I really feel as if my organizations problems are my own.	Strongly agree	162	41.5%
	Moderately agree	97	24.9%
	Neither	56	14.4%
	Moderately disagree	23	5.9%
	Strongly disagree	43	11.0%
	Unknown	9	2.3%
29. Affective commitment: I do not feel a strong sense of belonging to my organization.	Strongly agree	76	19.5%
	Moderately agree	85	21.8%
	Neither	61	15.6%
	Moderately disagree	36	9.2%
	Strongly disagree	117	30.0%
	Unknown	15	3.8%
30. Affective commitment: My organization has a great deal of personal meaning for me.	Strongly agree	150	38.5%
	Moderately agree	122	31.3%
	Neither	57	14.6%
	Moderately disagree	22	5.6%
	Strongly disagree	22	5.6%
	Unknown	17	4.4%
31. Affective commitment: I feel emotionally attached to the strategic choices of my organization.	Strongly agree	116	29.7%
	Moderately agree	114	29.2%
	Neither	87	22.3%
	Moderately disagree	30	7.7%
	Strongly disagree	27	6.9%
	Unknown	16	4.1%

Statements / Variables		Categories	Frequency	Percentage out of Total
		Moderately disagree	21	5.4%
		Strongly disagree	36	9.2%
		Unknown	13	3.3%
10.	Core values: The organization has an ethical code that guides our behaviour and tells us right from wrong.	Strongly agree	204	52.3%
		Moderately agree	88	22.6%
		Neither	36	9.2%
		Moderately disagree	16	4.1%
		Strongly disagree	25	6.4%
		Unknown	21	5.4%
11.	Coordination and Integration: It is easy to coordinate projects across functional units in the organization.	Strongly agree	98	25.1%
		Moderately agree	140	35.9%
		Neither	63	16.2%
		Moderately disagree	25	6.4%
		Strongly disagree	38	9.7%
		Unknown	26	6.7%
12.	Coordination and Integration: There is good alignment of goals across levels of this organization.	Strongly agree	107	27.4%
		Moderately agree	131	33.6%
		Neither	58	14.9%
		Moderately disagree	25	6.4%
		Strongly disagree	39	10.0%
		Unknown	30	7.7%
13.	Creating change: My organization is very responsive and changes easily.	Strongly agree	98	25.1%
		Moderately agree	122	31.3%
		Neither	81	20.8%
		Moderately disagree	35	9.0%
		Strongly disagree	39	10.0%
		Unknown	15	3.8%

Statements / Variables		Categories	Frequency	Percentage out of Total
14.	Creating change: My organization responds well to competitors and other changes in the business environment.	Strongly agree	92	23.6%
		Moderately agree	139	35.6%
		Neither	75	19.2%
		Moderately disagree	29	7.4%
		Strongly disagree	40	10.3%
		Unknown	15	3.8%
15.	Creating change: My organization continually adopts new and improved ways to do work.	Strongly agree	131	33.6%
		Moderately agree	118	30.3%
		Neither	64	16.4%
		Moderately disagree	23	5.9%
		Strongly disagree	37	9.5%
		Unknown	17	4.4%
16.	Strategic direction: My organization has long-term purpose and direction.	Strongly agree	189	48.5%
		Moderately agree	99	25.4%
		Neither	49	12.6%
		Moderately disagree	20	5.1%
		Strongly disagree	21	5.4%
		Unknown	12	3.1%
17.	Strategic direction: My organization has a clear mission that gives meaning and direction to our work.	Strongly agree	167	42.8%
		Moderately agree	112	28.7%
		Neither	51	13.1%
		Moderately disagree	20	5.1%
		Strongly disagree	27	6.9%
		Unknown	13	3.3%
D. Empowerment:				
18.	Empowerment elements: In my Section my work unit plays a strategic role.	Strongly agree	196	50.3%
		Moderately agree	124	31.8%
		Neither	30	7.7%

Statements / Variables	Categories	Frequency	Percentage out of Total
23. Empowerment elements: Employees in my work unit are regularly consulted in technological investment decisions.	Strongly agree	62	15.9%
	Moderately agree	96	24.6%
	Neither	92	23.6%
	Moderately disagree	37	9.5%
	Strongly disagree	91	23.3%
	Unknown	12	3.1%
24. Empowerment elements: Employees' empowerment in my work unit is highly valued.	Strongly agree	111	28.5%
	Moderately agree	109	28.0%
	Neither	72	18.5%
	Moderately disagree	39	10.0%
	Strongly disagree	51	13.1%
	Unknown	8	2.0%
25. Empowerment elements: My work unit is considered as a strategic division in my organization.	Strongly agree	120	30.8%
	Moderately agree	138	35.4%
	Neither	64	16.4%
	Moderately disagree	28	7.2%
	Strongly disagree	28	7.2%
	Unknown	12	3.1%
26. Empowerment elements: Decisions are usually made at the level where the best information is available.	Strongly agree	122	31.3%
	Moderately agree	94	24.1%
	Neither	69	17.7%
	Moderately disagree	42	10.8%
	Strongly disagree	52	13.3%
	Unknown	11	2.8%
27. Empowerment elements: Information is widely shared so that everyone can get the information he or she needs when it's need.	Strongly agree	119	30.5%
	Moderately agree	103	26.4%
	Neither	64	16.4%
	Moderately disagree	38	9.7%

Statements / Variables		Categories	Frequency	Percentage out of Total
		Moderately disagree	15	3.8%
		Strongly disagree	18	4.6%
		Unknown	7	1.8%
19.	Empowerment elements: A great freedom is given to employees for the organization of their work.	Strongly agree	115	29.5%
		Moderately agree	131	33.6%
		Neither	46	11.8%
		Moderately disagree	32	8.2%
		Strongly disagree	54	13.8%
		Unknown	12	3.1%
20.	Empowerment elements: Employees in my work unit, have a lot of autonomy in regard to project management.	Strongly agree	82	21.0%
		Moderately agree	139	35.6%
		Neither	88	22.6%
		Moderately disagree	36	9.2%
		Strongly disagree	33	8.5%
		Unknown	12	3.1%
21.	Empowerment elements: In my work unit, employees have a great deal of liberty in their conduct of their work.	Strongly agree	113	29.0%
		Moderately agree	146	37.4%
		Neither	53	13.6%
		Moderately disagree	25	6.4%
		Strongly disagree	37	9.5%
		Unknown	16	4.1%
22.	Empowerment elements: Employees in my work unit are extensively involved in the recruitment process.	Strongly agree	75	19.2%
		Moderately agree	96	24.6%
		Neither	82	21.0%
		Moderately disagree	41	10.5%
		Strongly disagree	79	20.3%
		Unknown	17	4.4%

Statements / Variables		Categories	Frequency	Percentage out of Total
32.	Affective commitment: The values advocated by top management are aligned with my own.	Strongly agree	67	17.2%
		Moderately agree	120	30.8%
		Neither	95	24.4%
		Moderately disagree	38	9.7%
		Strongly disagree	58	14.9%
		Unknown	12	3.1%
33.	Continuance commitment: It would be very hard for me to leave my organization right now even if I wanted to.	Strongly agree	187	48.0%
		Moderately agree	63	16.2%
		Neither	42	10.8%
		Moderately disagree	29	7.4%
		Strongly disagree	48	12.3%
		Unknown	21	5.4%
34.	Continuance commitment: It would be too costly for me to leave my organization now.	Strongly agree	164	42.0%
		Moderately agree	64	16.4%
		Neither	68	17.4%
		Moderately disagree	20	5.1%
		Strongly disagree	58	14.9%
		Unknown	16	4.1%
35.	Continuance commitment: Too much on my life would be disrupted if I decided to leave my organization now.	Strongly agree	172	44.1%
		Moderately agree	79	20.3%
		Neither	50	12.8%
		Moderately disagree	24	6.2%
		Strongly disagree	50	12.8%
		Unknown	15	3.8%
36.	Continuance commitment: I feel I have too few options to consider leaving my organization.	Strongly agree	122	31.3%
		Moderately agree	85	21.8%
		Neither	77	19.7%
		Moderately disagree	33	8.5%

Statements / Variables		Categories	Frequency	Percentage out of Total
		Strongly disagree	58	14.9%
		Unknown	15	3.8%
37.	Continuance commitment: One of the few serious consequences of leaving my organization is the scarcity of current alternatives.	Strongly agree	107	27.4%
		Moderately agree	88	22.6%
		Neither	85	21.8%
		Moderately disagree	27	6.9%
		Strongly disagree	64	16.4%
		Unknown	19	4.9%
F. Trust:				
38.	Disposition to trust: I tend to assume the best about people.	Strongly agree	186	47.7%
		Moderately agree	130	33.3%
		Neither	39	10.0%
		Moderately disagree	12	3.1%
		Strongly disagree	11	2.8%
		Unknown	12	3.1%
39.	Disposition to trust: I think that most people I deal with are honest and trustworthy.	Strongly agree	84	21.5%
		Moderately agree	117	30.0%
		Neither	92	23.6%
		Moderately disagree	37	9.5%
		Strongly disagree	46	11.8%
		Unknown	14	3.6%
40.	Disposition to trust: My first reaction is to trust people.	Strongly agree	126	32.3%
		Moderately agree	93	23.8%
		Neither	84	21.5%
		Moderately disagree	24	6.2%
		Strongly disagree	44	11.3%
		Unknown	19	4.9%
41.	Disposition to trust: I believe that most people are generally well-intentioned.	Strongly agree	93	23.8%
		Moderately agree	120	30.8%

Statements / Variables	Categories	Frequency	Percentage out of Total
	Neither	104	26.7%
	Moderately disagree	29	7.4%
	Strongly disagree	31	8.0%
	Unknown	13	3.3%
42. Disposition to trust: I have a good deal of faith in human nature.	Strongly agree	177	45.4%
	Moderately agree	98	25.1%
	Neither	47	12.0%
	Moderately disagree	8	2.0%
	Strongly disagree	21	5.4%
	Unknown	39	10.0%
43. Cognitive trust: I feel positive about the direction in which my immediate manager is leading my immediate work environment.	Strongly agree	143	36.7%
	Moderately agree	127	32.6%
	Neither	40	10.3%
	Moderately disagree	25	6.4%
	Strongly disagree	41	10.5%
	Unknown	14	3.6%
44. Social Normative Trust: Employees commonly believe that they are treated fairly in this organization.	Strongly agree	72	18.5%
	Moderately agree	116	29.7%
	Neither	79	20.3%
	Moderately disagree	37	9.5%
	Strongly disagree	81	20.8%
	Unknown	5	1.3%
45. Social Normative Trust: It's generally acceptable that this organization takes care of employee interests	Strongly agree	81	20.8%
	Moderately agree	110	28.2%
	Neither	74	19.0%
	Moderately disagree	39	10.0%
	Strongly disagree	66	16.9%
	Unknown	20	5.1%

Statements / Variables		Categories	Frequency	Percentage out of Total
46.	Affective Trust: I feel that information can be shared openly within this organization.	Strongly agree	174	44.6%
		Moderately agree	95	24.4%
		Neither	58	14.9%
		Moderately disagree	18	4.6%
		Strongly disagree	36	9.2%
		Unknown	9	2.3%
47.	Affective Trust: I feel encouraged to perform well in this organization.	Strongly agree	187	48.0%
		Moderately agree	97	24.9%
		Neither	38	9.7%
		Moderately disagree	22	5.6%
		Strongly disagree	35	9.0%
		Unknown	11	2.8%
48.	Behavioural Trust: I honestly express my opinion in this organization with the knowledge that employees views are valued.	Strongly agree	130	33.3%
		Moderately agree	115	29.5%
		Neither	67	17.2%
		Moderately disagree	24	6.2%
		Strongly disagree	35	9.0%
		Unknown	19	4.9%
G. Managerial Performance:				
49.	Manager work knowledge: My immediate manager understands organization vision, mission and policies.	Strongly agree	157	40.3%
		Moderately agree	107	27.4%
		Neither	63	16.2%
		Moderately disagree	19	4.9%
		Strongly disagree	26	6.7%
		Unknown	18	4.6%
50.	Manager work knowledge: My immediate manager understands the Organizations Strategic and Operational Plans.	Strongly agree	150	38.5%
		Moderately agree	109	28.0%
		Neither	65	16.7%

Statements / Variables		Categories	Frequency	Percentage out of Total
		Moderately disagree	16	4.1%
		Strongly disagree	27	6.9%
		Unknown	23	5.9%
51.	Manager skills: My immediate manager has planning skills such as work scheduling, budgeting, and programming.	Strongly agree	124	31.8%
		Moderately agree	114	29.2%
		Neither	71	18.2%
		Moderately disagree	21	5.4%
		Strongly disagree	39	10.0%
		Unknown	21	5.4%
52.	Manager skills: My immediate manager has investigation skills.	Strongly agree	132	33.8%
		Moderately agree	121	31.0%
		Neither	71	18.2%
		Moderately disagree	18	4.6%
		Strongly disagree	26	6.7%
		Unknown	22	5.6%
53.	Manager skills: My immediate manager has coordination skills.	Strongly agree	115	29.5%
		Moderately agree	110	28.2%
		Neither	86	22.0%
		Moderately disagree	22	5.6%
		Strongly disagree	32	8.2%
		Unknown	25	6.4%
54.	Manager skills: My immediate manager evaluation skills in assessment and appraisal of proposals or of reported / observed performance.	Strongly agree	105	26.9%
		Moderately agree	125	32.0%
		Neither	79	20.3%
		Moderately disagree	21	5.4%
		Strongly disagree	35	9.0%
		Unknown	25	6.4%

Statements / Variables	Categories	Frequency	Percentage out of Total
55. Manager - Employee Relationship: My immediate manager makes sure that employees understand their job by giving clear job descriptions.	Strongly agree	168	43.1%
	Moderately agree	117	30.0%
	Neither	48	12.3%
	Moderately disagree	18	4.6%
	Strongly disagree	22	5.6%
	Unknown	17	4.4%
56. Manager - Employee Relationship: My immediate manager encourage social activities among employees.	Strongly agree	120	30.8%
	Moderately agree	110	28.2%
	Neither	65	16.7%
	Moderately disagree	27	6.9%
	Strongly disagree	43	11.0%
	Unknown	25	6.4%
57. Manager - Employee Relationship: I always trust manager decisions.	Strongly agree	97	24.9%
	Moderately agree	98	25.1%
	Neither	91	23.3%
	Moderately disagree	29	7.4%
	Strongly disagree	46	11.8%
	Unknown	29	7.4%
58. Manager - Employee Relationship: My immediate manager use open door policy with his/her employees.	Strongly agree	116	29.7%
	Moderately agree	112	28.7%
	Neither	71	18.2%
	Moderately disagree	27	6.9%
	Strongly disagree	40	10.3%
	Unknown	24	6.2%
59. Manager - Employee Relationship: My immediate manager is fair.	Strongly agree	13	29.0%
	Moderately agree	101	25.9%
	Neither	89	22.8%
	Moderately disagree	14	3.6%

Statements / Variables		Categories	Frequency	Percentage out of Total
		Strongly disagree	49	12.6%
		Unknown	24	6.2%
60. Manager - Employee Relationship: My immediate manager set clear future job plans for his/her employees.		Strongly agree	106	27.2%
		Moderately agree	104	26.7%
		Neither	78	20.0%
		Moderately disagree	26	6.7%
		Strongly disagree	36	9.2%
		Unknown	40	10.3%
II. Job Satisfaction:				
61. Job Satisfaction factors: If I had to decide all over again, I would still choose the job I have now..		Strongly agree	179	45.9%
		Moderately agree	84	21.5%
		Neither	49	12.6%
		Moderately disagree	16	4.1%
		Strongly disagree	43	11.0%
		Unknown	19	4.9%
62. Job Satisfaction factors: This job is my ideal job.		Strongly agree	189	48.5%
		Moderately agree	80	20.5%
		Neither	60	15.4%
		Moderately disagree	11	2.8%
		Strongly disagree	27	6.9%
		Unknown	23	5.9%
63. Job Satisfaction factors: I like my job.		Strongly agree	226	58.0%
		Moderately agree	77	19.7%
		Neither	31	8.0%
		Moderately disagree	8	2.0%
		Strongly disagree	17	4.4%
		Unknown	31	8.0%
64. Job Satisfaction factors: I am satisfied with my current job.		Strongly agree	184	47.2%
		Moderately agree	80	20.5%
		Neither	46	11.8%

Statements / Variables		Categories	Frequency	Percentage out of Total
		Moderately disagree	21	5.4%
		Strongly disagree	28	7.2%
		Unknown	31	8.0%
65.	Job Satisfaction factors: I am satisfied with the supervision I receive on my job.	Strongly agree	143	36.7%
		Moderately agree	103	26.4%
		Neither	63	16.2%
		Moderately disagree	22	5.6%
		Strongly disagree	37	9.5%
		Unknown	22	5.6%
66.	Job Satisfaction factors: I would be very happy to spend the rest of my career with this organization.	Strongly agree	184	47.2%
		Moderately agree	60	15.4%
		Neither	59	15.1%
		Moderately disagree	19	4.9%
		Strongly disagree	47	12.0%
		Unknown	21	5.4%
67.	Job Satisfaction factors: I frequently thinking of quitting my job.	Strongly agree	58	14.9%
		Moderately agree	48	12.3%
		Neither	71	18.2%
		Moderately disagree	33	8.5%
		Strongly disagree	152	39.0%
		Unknown	28	7.2%
68.	Job Satisfaction factors: I like the people I work with.	Strongly agree	198	50.8%
		Moderately agree	104	26.7%
		Neither	44	11.3%
		Moderately disagree	8	2.0%
		Strongly disagree	14	3.6%
		Unknown	22	5.6%
69.	Job Satisfaction factors: I do not feel the work I do is appreciated.	Strongly agree	120	30.8%
		Moderately agree	81	20.8%

Statements / Variables		Categories	Frequency	Percentage out of Total
		Neither	67	17.2%
		Moderately disagree	36	9.2%
		Strongly disagree	75	19.2%
		Unknown	11	2.8%
70.	Job Satisfaction factors: I don't feel my efforts are rewarded the way they should be.	Strongly agree	141	36.2%
		Moderately agree	92	23.6%
		Neither	64	16.4%
		Moderately disagree	27	6.9%
		Strongly disagree	57	14.6%
		Unknown	9	2.3%
71.	Job Satisfaction factors: The goals of this organization are not clear to me.	Strongly agree	65	16.7%
		Moderately agree	72	18.5%
		Neither	69	17.6%
		Moderately disagree	44	11.3%
		Strongly disagree	130	33.3%
		Unknown	10	2.6%
72.	Job Satisfaction factors: I like my immediate supervisor.	Strongly agree	179	45.9%
		Moderately agree	98	25.1%
		Neither	63	16.2%
		Moderately disagree	14	3.6%
		Strongly disagree	23	5.9%
		Unknown	13	3.3%



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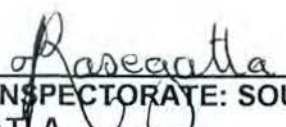
2 September 2008

The Deputy National Commissioner
Supply Chain Management, Protection and Security Services
& National Inspectorate
South African Police Service

REQUEST TO CONDUCT A MINI DISSERTATION IN GAUTENG HIGH CRIME STATIONS

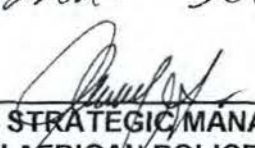
1. I am currently registered as a student with the University of the North West for a Masters Degree.
2. I hereby request your approval to conduct a mini research at Gauteng High Density Crime Police Stations with a view of exploring the impact of Goal Clarity, Organizational Culture, Empowerment, Organizational Commitment, Trust, Job Satisfaction and Organizational Structure on Perceived Management Performance: An Empirical Study in a Government Organization in South Africa in fulfilment of my above mentioned studies.
3. Having learnt from a similar study conducted in the United Arab Emirates there is no doubt in my mind that the outcome of such a study would be of great assistance and value to the entire management of the South African Police Service.

Yours faithfully

 DIVISIONAL COMMISSIONER
NATIONAL INSPECTORATE: SOUTH AFRICAN POLICE SERVICE
MJ RASEGATLA

APPROVED / NOT APPROVED

approved. See National instruction 1/2006.

 ASSISTANT COMMISSIONER
HEAD: STRATEGIC MANAGEMENT: SOUTH AFRICAN POLICE SERVICE
SOUTH AFRICAN POLICE SERVICE
G MOORCROFT



Certificate of Professional Translation

To Whom It May Concern



I, Henry Herbert Pinkham, a South African citizen, am a Translator and Language Practitioner by profession. My South African Identification Document Number is 450803-5106-002. I am a member of the South African Translators' Institute and of the Translators and Interpreters Network of Southern Africa (TINSA).

On October 29, 2009, I language edited a thesis for Mr MALEKOLLE JOHANNES RASEGATLA. I declare that the editing done conforms to international standards.

I have checked all necessary dictionaries and other authoritative sources on the subjects involved, and am convinced that the content of the various documents is linguistically correct and satisfactory. In the case of any enquiries, I can be contacted at 1217B, Walter Ave, Waverley, Pretoria, 0001, Transvaal, South Africa, Tel. +27-12-332-4500 or on my cell phone (mobile phone) at +27-83-762-6708, or by e-mail at wolf_a_lantic.net or henry@taulring.com.

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PROFESSIONAL LANGUAGE SERVICES.

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