ORGANISATIONAL CULTURE AND EMPLOYEE HEALTH AND WELLNESS PROGRAMME SERVICE DELIVERY IN SOUTH AFRICAN POLICE SERVICE IN LIMPOPO

BY

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DECLARATION

I hereby declare that this research report, entitled, "Organisational culture and employee health and wellness programme service delivery in South African Police Service in Limpopo Province", targeted at Employee Health and Wellness practitioners, is my own work and that the report has not been previously submitted by me for a degree at any university. I have given full acknowledgement to the sources I have used in the research.

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Date

ACKNOWLEDGEMENTS

ABSTRACT

The goal of the study was to explore and describe the influence of organisational culture on EAP service delivery in the SAPS in Limpopo Province, South Africa. The study was conducted with the EHW/EAP personnel of Limpopo Province. Due to the small population, the study was composed of 15 EHW/EAP personnel who were regarded as the sample. The research approach utilised in the applied study was a qualitative approach. A semi-structured interview schedule was utilised to collect data from the EHW/EAP personnel in order to uncover the influence of organisational culture on Employee Health and Wellness programme service delivery in the South African Police Service in Limpopo.

A theoretical background about organisational culture was provided through a literature study. In the study the background of the SAPS, discussion of the organisational culture together with the dominant culture were indicated. The characteristics of organisational culture, types of organisational culture, and levels of organisational culture together with factors contributing to the organisational culture were also clarified. The SAPS as an employer, the culture of police organisation, how culture is maintained in the SAPS, Employee Assistance Programme/Employee Health and Wellness (EHW) in SAPS together with the integration of the organisational culture and EHW were also highlighted.

The findings of the study revealed that lack of management support towards EHW services affects service delivery. They indicated that commanders do not utilise the EHW services except when there is a crisis. Some of the participants further indicated that trust and respect need to be assured by the EHW in order to make EHW more attractive to the police officers.

KEY CONCEPTS

- Organisational culture

- Employee Assistance Programmes (EAP)

- SAPS

- Employee Health and Well-being

- Employee Health Wellness Services

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ABSTRACT

The goal of the study was to explore and describe the influence of organisational on EAP service delivery in the SAPS in Limpopo Province, South Africa. The study was conducted with the EHW/EAP personnel of Limpopo Province. Due to the small population, the study was composed of 15 EHW/EAP personnel who were regarded as the sample. The research approach utilised in the applied study was a qualitative approach. A semi-structured interview schedule was utilised to collect data from the EHW/EAP personnel in order to uncover the influence of organisational culture on Employee Health and Wellness programme service delivery in the South African Police Service in Limpopo.

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CHAPTER 1

General Background

1. INTRODUCTION

Across the world, for more than a decade, helping employees to maintain a work-life balance has increasingly been accepted as a goal for management and trade unions, (Klarreich, DiGlusseppe & DiMattia, 1985:1). Bargal (2000:12) shows that increased and prolonged physical and emotional job demands create stressors in organisations and in the lives of employees. Although stress is an inevitable aspect of human nature, employees need to be assisted to cope in their work environment. Therefore, it is the responsibility of management to employ strategies in their organisations that promote the well-being of their employees. As a result, programmes such as Employee Assistance Programmes/Employee Health and Wellness Programme Services (EAPs/EHWPS) have been developed and introduced to assist employees to cope with stressful workplace environments and to promote a high quality of life in both the workplace and at home. EAP is defined as the work organisation's resource, based on core technology or functions, to enhance employees and workplace effectiveness through prevention, identification and resolution of personal productivity (Standard Committee of EAPA-SA, 2010:1). EAP/EHWP is one of the organisational resources that can be utilised to improve employee performance.

Every organisation has a culture that could be used as a positive or a negative force in achieving effective performance (Robbins, 1990:293). The researcher believes that SAPS also has its own culture. Richard, Emener, Hutchison and Thomas (2009:40) define organisational culture as a pattern of basic assumptions that are invented, discovered, or developed by a group as it learns to cope with the problems of external adaptation and internal integration.

Employee assistance professionals in the South African Police Service are appointed under the South African Police Act No. 68 of 1995 and they are given ranks such as warrant officer, captain and colonel. For example, EAP officials are expected to follow the police culture of saluting officials, attending parades and wearing police uniform.

The organisational culture in the SAPS is characterised by its militarised management style, which is expected to influence the EAP/EHWP service delivery.

In addition to the above, the following key concepts, pertinent to this study, will be defined.

Organisational culture: Organisational culture refers to the shared social knowledge in an organisation regarding the rules, norms and values that shape the attitudes and behaviours of its employees (Colquitt, Lepine and Wesson, 2011:518). The researcher understands organisational culture as the personality of an organisation that characterises the values, norms and how things are done in that particular organisation.

Employee Assistance Programmes (EAP): The EAP is a work organisation resource based on core technology or functions to enhance employee or workplace effectiveness through identification and resolution of personal and productivity issues (Standards Committee of EAPA-SA, 2010:1). The EAP is designed for professional interventions to address personal problems with the intention of improving the job performance of employees in the workplace.

Although the EAP is a term universally used in the practice of service rendering to challenged employees, the SAPS uses the term 'Employee Health and Wellness.' These terms may be used interchangeably in this document.

SAPS: SAPS is the national police service of the Republic of South Africa, designed to deal with crime.

2. LITERATURE REVIEW ON ORGANISATIONAL CULTURE

Robbins, Judge, Odendaal and Roodt (2009:427) define organisational culture as "the social glue that helps to bind the organisation by providing appropriate standards for what employees should say and do". Organisational culture serves as a meaningful control mechanism that guides and shapes the attitudes and behaviour of employees. The role of organisational culture in influencing employee behaviour appears to be increasingly important in today`s workplace. However, Hampden-Turner (1990:12) states that organisational culture balances contrasting contributions and operates as a self-steering system that learns from feedback. Organisational systems, processes and procedures are not enough to improve the production of an organisation. Organisational culture influences the performance of the organisation and its successes in achieving its goal.

Bergh and Theron (2009:212) describe what organisational culture is and focus on the interdependency of organisational culture and some other aspects in the workplace, whilst Harvey and Brown (2001:315) on the other hand, focus their study on the way that organisational culture influences task performance and they comment on the influence of organisational culture on the characteristics of the organisation.

Hansen and Wernerfelt (1989:306) and Schein (1990:206) focus on the influence of organisational culture on the way people think, whilst Robbins (1993:602) identifies the characteristics that indicate the essence of organisational culture.

From the above contributions, it seems very clear that organisational culture does not function in isolation, based on its influence on other factors in the workplace. The researcher could however, not trace any research which had been carried out on the influence of the organisational culture of an organisation on the specific EAP services. Nothing could be found on the influence of organisational culture on the EAP as rendered to members of SAPS and specifically in the Limpopo Province. Nkosi (2011), however, completed some relevant research, although from another angle. He

explored the influence of the EAP on organisational culture in the National Department of Human Settlements and confirmed the influence of the EAP on different factors in the workplace (Nkosi, 2011:172).

3. THEORETICAL FRAMEWORK

This study will be underpinned by an ecological system's perspective. An ecological perspective is known as the 'person in environment' perspective (Grinnell, Gabor & Unrau, 2012:16). This means that to understand a person, you need to understand his or her environment as that person influences the environment and is influenced by the environment. The ecological perspective holds the view that individuals and organisations influence one another. The SAPS may not be an exception to this. All individuals in this study will be referred to as employees of SAPS, whilst organisation will refer to the employer, SAPS, as an organisation or department.

Viewing persons or entities in the context of their environment is a concept that comes from ecological theory, which is known for its idea of nested environments, Grinnell et al. (2012:16):

'Micro' refers to the client. In the context of this research, the client refers to SAPS members who use EAP/EHWP services. Police members are influenced by SAPS, therefore from an ecological perspective, employees that use EAP/EHWP in SAPS are influenced largely by the organisation. Micro includes attitudes of SAPS members towards EAP/EHWP, their personality and their perception

- 'Macro' system refers to an organisation, the SAPS in the case of this particular study. The organisation influences organisational culture through its policies and standing orders. In the SAPS, members are expected to behave in a certain manner, especially when they are at work. Members are expected to portray strong characters even when the situation is overpowering for them. This organisational expectation influences EAP/EHWP service delivery because

certain members ultimately become unwilling to use EAP/EHWP services, thinking that this will be regarded as a sign of weakness.

- 'Meso' system consists of the interactions between the different parts of a person. The Meso system is where a person's individual micro system does not function independently, but is interconnected and asserts an influence upon another part. This refers to the family of the members.

The researcher will, throughout the research process, indicate how organisational culture may influence the EAP/EHWP as part of the SAPS as the larger system.

4. RATIONALE AND PROBLEM STATEMENT

The formulation of a problem introduces the necessity of clearly defining all the concepts and determining the variables and their relationships (Bless, Higson-Smith & Kagee, 2006:30). Therefore the researcher intends to determine the influence of the SAPS organisational culture on EAP/EHWP service delivery. The SAPS has a strong organisational culture that might contribute negatively to the use of EAP/EHWP services in SAPS. Attendance of EAP/EHWP sessions organised by EA professionals and referrals by management are low, which could be the result of a lack of general support of the EAP/EHWP by the managers.

EA practitioners seem to have difficulty in assisting SAPS members because EA practitioners are not trained police officials and because the rank structure has a negative impact. If the effects of organisational culture on EAP service delivery could be determined, then the researcher could sensitise the EAP practitioners about the possible impact of organisational culture on EAP service delivery.

The lack of support and resulting participation in the services offered, may impact negatively on the productivity and social functioning of employees – as problems will

remain unattended. The following member was consulted regarding the organisational culture:

- Col Mabusela [1](2016) indicated that "SAPS has its own culture which must be adopted by all members. She further indicated that sometimes members will have a conflict among themselves because of their original culture. She indicated that the culture may be either positive or negative but it can still shape the members' behavioural patterns. Mabusela indicated that organisational culture has an impact on the performance of the members".

The research question is formulated as: "What is the influence of organisational culture on EAP/EHWP service delivery in SAPS in the Limpopo Province?"

5. GOAL AND OBJECTIVES

GOAL

The goal of this study is to explore and describe the influence of organisational culture on EAP/EHWP service delivery in the SAPS in Limpopo Province, South Africa.

OBJECTIVES

The objectives of the study are as follows:

- to conceptualise and describe the term 'organisational culture';
- to explore the influence of organisational culture on EAP/EHWP service delivery;
- to explore and describe the influence of the organisational culture on the EAP/EHWP in the SAPS specifically; and
- to formulate recommendations regarding the way organisational culture can improve the EAP/EHWP within SAPS in Limpopo Province.

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[1] Col Mabusela is the Provincial Head of EHW Services in SAPS, Limpopo Province.

6. RESEARCH APPROACH

The researcher applied the qualitative research approach in this study. Qualitative research is an overarching term for research methodologists that aimed to explore, describe and explain (report on) peoples' experiences, behaviours, interactions and social contexts without the use of statistical procedures or quantification, but rather through textual data or words (Fossey, Harvey, McDermott & Davidson, 2002:717). Qualitative measures include short written responses on surveys, interviews, anthropological field research, video and audio data recording, all of which are characterised by a non-numerical format (Trochim, 2001:152). The reason for using the qualitative research approach in this study is based on benefits explained by Fouché and Delport (2011:66) as being suitable for a study of a relatively unknown terrain, information richness, concentrating on relationships between elements – all of these being appropriate to become more familiar with the organisational culture of the SAPS and its influence on the utilisation and functioning of the EAP/EHWP.

The research was explorative and descriptive in nature and assisted the researcher to understand the problem studied in its real-life setting at the SAPS in Limpopo. The study applied the qualitative approach to explore and describe the organisational culture and its impact on EAP/EHWP service delivery within the SAPS, in order to make recommendations regarding the utilisation of organisational culture to optimise EAP/EHWP service delivery.

7. TYPE OF RESEARCH

Applied research may assist the community to overcome the problem or to design an intervention which will help to solve the problem (Bless, et al, 2006:45). The researcher's primary motivation was to assist in solving a particular problem facing a particular community (community of the SAPS). The researcher investigated the influence of organisational culture on the utilisation of EAP/EHWP within the SAPS

and the findings of the research would assist management to change the culture if necessary.

8. RESEARCH DESIGN

In this study the collective case study design used as the researcher wished to explore and describe the possible influence of the organisational culture on the EAP/EHWP in the SAPS. De Vos, Strydom, Fouché and Delport (2011:322) and Brink, Van der Walt and Van Rensburg (2012:113) state that the collective case study design seeks to increase understanding of the researcher of the social issue which is studied. It is further outlined that cases were chosen so that they could be compared with the concepts, leading to validation of the theories (De Vos, Strydom, Fouché & Delport, 2012:322). Therefore, the researcher outlined the case, in order to explore the possible influence of the organisational culture on the EAP/EHWP in the SAPS.

9. RESEARCH METHODOLOGY

9.1 STUDY POPULATION

Bless, Higson-Smith and Kagee (2006:98) define population as 'the entire set of objects or people which is the focus of the search and about which the researcher wants to determine same characteristics'. However Trochim (2001:44) defines population as the group from which the researcher wished to generalise the study and sample. Therefore the researcher regards the population as the totality of people or objects that have characteristics related to the topic of interest that was to be explored by the researcher. The population of this study will all be EAP/EHWP practitioners employed by the SAPS in Limpopo, South Africa.

10. SAMPLING

Maree (2007:79) states that sampling refers to the process used to select a portion of the population for study. Sampling is also utilised in qualitative research, though it is less structured, less qualitative and less strictly applied than in quantitative research (De Vaus, 2001:240 & Sarantakos, 2000:154). However, Patton (2002:244) indicates that there are no rules for sample size in qualitative inquiry. Sample size depends on what we want to know, the purpose of the inquiry, what is at stake, what will be useful, what will have credibility and what can be done with the available time and resources. In addition, Sarantakos (2000:156) and De Vos et al. (2011:391) describe sampling in qualitative research as being relatively limited, based on saturation, not necessarily being representative, the size not being statistically determined and involving low cost and less time.

Maree (2007:172) indicates that there are two major classes to which sampling methods belong, namely probability and non-probability. In this study the researcher will apply non-probability sampling. According to Bless et al. (2006:100) non-probability refers to the situation in which the probability of including each element of the population in a sample is unknown. Brink, et al.(2012:139) state that non-probability sampling requires the researcher to judge and select those participants who know most about the phenomenon.

Purposive sampling

The researcher applied purposive sampling to select participants for this study. Maree (2007:178) indicates that purposive sampling is used in special situations where the sampling is done with a specific purpose in mind. The researcher purposively included EAP/EHWP practitioners who:

- have been in SAPS for 3–10 years as they have been exposed to the organisational culture of SAPS;
- are qualified social workers, psychologists, personnel practitioner or chaplains;
- are rendering services in the SAPS, Limpopo Province' and

- represent both genders.

Limpopo Province is divided into 13 clusters so stratified sampling was used per cluster. The researcher identified clusters whereby EA/ EHW practitioners were working longer than 3 years in the SAPS EHW. The researcher included approximately 15 participants during the interview sessions.

11. DATA COLLECTION

The ideal was always to obtain rich descriptive data that may help the understanding of the participants' construction of knowledge and social reality (Maree, 2007:87). The researcher interviewed the participants (EAP/EHWP practitioners in the SAPS) to obtain more information about the impact of the organisational culture on EAP/EHWP service delivery.

A self-developed semi-structured interview schedule was applied as a data collection method (De Vos et al., 2012:401). The questions were divided into different categories: the profiles of participants, the participants' perceptions of the organisational culture, the perceived influence of organisational culture on the utilisation of the EAP, and what can be done to address this influence, if need be.

The criteria that was maintained to ensure the trustworthiness of the study were credibility, dependability, conformability, and transferability, as outlined in Babbie and Mouton (2011:231):

- **Credibility**

Credibility alludes to confidence in the truth of the data and its interpretation (Brink et al. 2012:240). In this study, credibility will be ensured through engagement of at least two months in the study field collecting data until data saturation is reached.

- **Dependability**

The concept of dependability refers to the consistency of research findings in a qualitative study (Babbie & Mouton, 2011:351). Dependability will be ensured by concrete the description of the research method that will be used in the study to enhance the possibility of another researcher repeating the study in another context.

- **Conformability**

Conformability refers to the potential for congruency of data in terms of accuracy (Brink et al. 2012:267). In this study this will be ensured by sending the copies of the verbatim transcripts and field notes to an independent coder for analysis. Written field notes and the use of a voice recorder will support the semi-structured in-depth interviews (De Vos, Strydom, Fouché & Delport, 2012:254).

- **Transferability**

According to Babbie and Mouton (2011:352), transferability refers to the extent to which the findings can be applied in other contexts or by other participants. Transferability will be ensured by strategies such as concrete description of the research method, purposive sampling and data saturation.

12. DATA ANALYSIS

Maree (2007:99) states that qualitative data analysis is usually based on an interpretative philosophy that is aimed at examining meaningful and symbolic content of qualitative data. According to De Vos, Strydom, Fouché and Delport (2011:399) qualitative data analysis is primarily a process of inductive reasoning, thinking and theorising that is far removed from structured, mechanical and technical procedures to make inferences from empirical data of social life. Data analysis could be treated

both as science and art. The researcher will analyse data based on an interpretation of what the participants have said during the interview sessions.

Tesch's inductive, descriptive coding technique (Creswell, 2009: 185-190, quoted in Botma, Greeff, Mulaudzi & Wright, 2010:223) will be used by the researcher following these steps:

1. The researcher obtained a sense of the whole by reading through the verbatim transcriptions of participants carefully. Ideas that come to mind will be jotted down.
2. The researcher will select one interview, for example the shortest, top of the pile and the most interesting and go through it by asking questions and thinking about the underlying meaning of the information. Again any thoughts that come to mind will be jotted down in the margin.
3. When the researcher has completed this task for several participants, a list will be made of all the topics. Similar topics will be clustered together and formed into columns, which will be arranged into major topics, unique topics and residue.
4. The researcher will take the list and return to the data. The topics will be abbreviated as codes, which will then be written next to the appropriate segments of the text.
5. The researcher will decide on the most descriptive wording for the topics and group them into themes, thus reducing the total list of themes by grouping together topics that are related to each other. Lines will be drawn between themes to show interrelationships. The researcher will try to identify new themes and any sub-themes which emerge.
6. The researcher will make a final decision on the abbreviations for each theme and sub-theme and place them in the table according to their importance.
7. The data for each theme will be assembled in one column and a preliminary analysis will be performed.

13. PILOT STUDY

Barker (2003:327-328) defines a pilot study as a procedure for testing and validating an instrument by administering it to a small group of participants from the intended test population. Those who participate in the pilot study should not participate in the main inquiry (Rubin & Babbie 2005:13-14). Bless et al. (2006:184) define the pilot study as a small study conducted prior to a larger piece of research to determine whether the methodology, sampling, instruments and analysis are adequate and appropriate.

In this research study the researcher will use two EAP practitioners, one from Lephalale Cluster and one from Bela-Bela Cluster in Limpopo, because of easy access. Data obtained from these respondents will not be included in the final study – unless such data is unique in its nature.

14. ETHICAL CONSIDERATIONS

The researcher will adhere consistently to the ethical issues discussed below.

Avoidance of harm

Babbie (2007:27) indicates that the fundamental ethical rule of social research is to bring no harm to participants. The researcher ensured that during the investigation, the participants were protected from emotional and psychological discomfort. The researcher provided full information about the research study to all participants who were involved in the study, and also inform them about any harm that could occur during the investigation, regarding the effects of organisational culture.

Informed consent

According to Bless et al. (2006:142-143) possible contributors have the right to decline to participate if they so choose. The researcher explained what the study is about and what is required of them in terms of participation. The researcher thoroughly discussed research information about the study with potential respondents by indicating these critical areas before they sign consent forms:

- The procedure that will be followed during the investigation
- The possible advantages and disadvantages to which respondents may be exposed.

Voluntary participation

Rubin and Babbie (2005:71) indicate that at all times participation should be voluntary and no one should be forced to participate in a project. Bless et al. (2006:42) also state that no person should be forced, either overtly or covertly, to participate in research. Thus, the researcher did not force the participants to participate in the study.

Violation of privacy, anonymity, confidentiality

Ranjit (2005:213) emphasises that the researcher needs to be mindful of the sensitivities of the respondents when collecting data. For instance, asking for information about marital status, income and age could be considered invasions of privacy by some. The researcher will ensure that the sources of collected data are not revealed. Bless et al. (2006:143) state that a participant's data must not be associated with his or her name or any other identifier. Brink et al. (2012:37) describe anonymity as the act of keeping the participants' identities secret with regard to their participation in the research study. They add that the reader should not be able to link a participant with his or her data. The researcher will ensure anonymity by providing the participants with code names instead of using their real names. Anonymity can however not be the same guaranteed due to nature of data collection, but confidentiality will be assured by not revealing information disclosed by the research participants.

Deception of subjects and/or respondents

Deception refers to misleading participants, deliberately misrepresenting facts or withholding information from participants (Struwig & Stead, 2001:69). Deception occurs when the researcher intentionally misleads subjects through written or verbal instructions, the actions of other people or certain aspects of the setting. These are the ways in which subjects may be deceived:

- by disguising the real goal of the study

- by hiding the real function of the actions of the subjects

- by hiding the experiences that subjects will go through (De Vos, 2005:610)

The researcher will make sure that deception does not occur in the course of the study. The researcher will guide participants with correct and relevant written and verbal instructions during data collection.

Release or publication of the findings

De Vos et al. (2011:26) recommend that the findings of the study should be introduced to the reading public in written form. Otherwise even a highly scientific investigation will mean very little and will not be viewed as research. The researcher will make sure that the collected data are compiled accurately and interpreted correctly, so that anyone can understand and evaluate them correctly. Thus, the researcher's subjects will be informed of the findings objectively and without additional details. Data will be stored at the University of Pretoria for a period of 15 years for archival and possible future research purposes.

Debriefing of respondent

Debriefing sessions are sessions after the study when subjects have an opportunity to work through their experiences and at which time they can have their questions answered and any misconceptions removed (McBurney, 2001:60).

Debriefing sessions are the ideal time to complete the learning experience, which began with agreeing to participate. Debriefing interviews must take place in a supportive or therapeutic context rather than in a brief and threatening laboratory confrontation (McBurney, 2001:60).The researcher will act as debriefer if needed and ensure that a counsellor will be accessible through the SAPS EHWP Call Centre in Pretoria.

15. Plan for the submission of the research project

Chapter 1 General orientation of the study

This chapter focuses on the goal and objectives of the study, the theoretical framework, problem statement, research approach, type of research and the research design.

Chapter 2 Theoretical Literature Review

This chapter focuses on a literature review of organisational culture and specifically on the description of organisational culture, types of the organisational culture and culture functions.

Chapter 3 Organisational culture in SAPS as a workplace

In this chapter the researcher provides factual information on the SAPS as an employer, focussing on the working conditions of SAPS members. In additional the organisational culture in SAPS is described. The EAP and the functioning of the EAP is also covered, from a factual and theoretical point of view – excluding the experiences of members of the SAPS about organisational culture and its influence on the EAP/EHW.

Chapter 4 Research methodology and presentation of empirical data

This chapter presents the data empirically collected from the EAP practitioners in the SAPS in Limpopo in order to demonstrate the influence of organisational culture on the EAP/EHWP.

Chapter 5 Summary of key findings, conclusions and recommendations:

This chapter focuses on the key findings, conclusion and recommendations of the study.

Chapter 2

Literature review on the organisational culture

2.1 Introduction

Organisations are lifeless entities that require people to give them life and make things happen. Managers give meaning to organisations by creating rules, regulations and conditions in order to create uniformity in organisations. Employees develop certain perceptions of the organisation based on these rules, regulations and conditions. Employees also develop a shared meaning as they attempt to make sense of their work place (Mofomme, 2010:1). Handy (1993:10) indicates that organisations are part of everyday life, whether in schools, hospitals, police stations or commercial companies. He further indicates that the key to successful organisations lies in a better understanding of the needs and motivations of the people within them. The idea of viewing organisations as having cultures is a recent phenomenon and has originated as an independent variable affecting employees' attitudes and behaviour. Organisation(s) constitute an element of a society and people bring different cultures from their own societies into the organisation. Organisations possess the paradoxical quality of being "part of" or "a part" of a society which is embedded in a social context. Even though organisations are communities in their own right with distinctive rules and values, organisational cultures foster success and it is therefore one of the most important factors that can account for success or failure of an organisation (Owoyemi & Ekwoaba, 2014:168). Kalaw (2014:52) indicates that every company has an organisational culture, and depending on its strength, the organisational culture may have an important impact on the members of organisation, their values and behaviour. The organisational culture can be one of the most important factors dictating whether a large corporation succeeds or fails.

This chapter will focus on a literature review on organisational culture and the background of the South African Police Service. It will include a discussion of organisational culture, types of organisations, levels of organisational culture and factors contributing to the organisational culture.

2.2 Discussion of the organisational culture

According to McLaughlin (2015:315) organisational culture works as follows: Every company has its own unique personality, just like people do. The unique personality of an organisation is referred to as its culture. In groups of people who work together, organisational culture is an invisible but powerful force that influences the behaviour of the members. Organisational culture is described by various authors as "the way things are done around here" (Anderson, 2010:27, Cameron, 2008:31, Hemmelgarn, Glisson & James, 2006:73-89, Nelson & Emener, 2003:39, Smollan & Sayers, (2009:435). However Hansen and Wernerfelt (1989:206) and Schein (1990:206) indicate that organisational culture can influence how people set personal and professional goals, perform tasks and administer resources to achieve them. Organisational culture affects the way in which people consciously and subconsciously think, make decisions and ultimately the way in which they perceive, feel and act. According to Mobley (2005:12) the feeling of every member of an organisation towards every aspect of corporate life when added together is organisational culture. Therefore organisational culture covers all the core values, beliefs and shared assumptions that help to get employees committed and motivated. The researcher believes that whether organisational culture is good or bad, it exists within the organisation and it also has a great impact on the functioning of the organisation.

Janićijević, (2011:72) defines organisational culture as a shared system of assumptions, values, norms and attitudes, manifested through symbols which members of an organisation have developed and adopted through mutual experience and which helps them determine the meaning of the world around them and the way they behave in it. Hence Robbins, Judge, Odendaal and Roodt (2009:427) define organisational culture as the social glue that helps to bind the organisation by providing appropriate standards for what employees should do. Culture serves as a meaningful control mechanism that guides and shapes the attitudes and behaviour of employees. The role of culture in influencing employee behaviour appears to be increasingly important in today's workplace. Weekly (2010:44) indicates that an organisational culture is the enduring force and natural evolving system that injects order and stability into any organisation especially as regards the organisational network of human interactions and activities. According to Hampden-Turner (1990:12) organisational

culture balances contrasting contributions and operates as a self-steering system that learns from feedback. Organisational systems, processes and procedures are not enough to improve production within an organisation, however. Organisational culture influences the performance of the organisation and its successes.

Colquitt, Lepine and Wesson (2011:518) define organisational culture as the shared social knowledge within an organisation regarding the rules, norms, and values that shape the attitudes and behaviours of its employees. This definition helps to highlight a number of facets of organisational culture. First, organisational culture constitutes social knowledge among members of the organisation. Employees learn about the most important aspects of organisational culture through other employees. Second, organisational culture tells employees what the rules, norms and values are within the organisation. Third, organisational culture shapes and reinforces certain employee behaviours by creating a system of control over employees.

The researcher understands organisational culture as the norms, values, beliefs and rules that guide both the management and employees on how an organisation should operate and how employees should behave. The new employees learn the organisational culture through induction courses whereas some new members will learn more about organisational culture from the old employees who have been in the organisation for a long time. According to Shahzad, Luqman, Khan and Shabir (2012:15) organisational culture should be introduced to all employees once they have been recruited, as this helps them to become acquainted with the organisation and the happenings in the system. Nkosi (2011:28) indicates that organisational culture is referred to as the norms, values, and practices which may also be referred to as the "protocol" which guides the employees to perform and behave in a particular way which is acceptable in the organisation. He further indicates that newly appointed members learn the organisational culture as they interact amongst other employees who have been there for some time. Customers tend to learn the organisational culture as they interact with members of organisation.

In order to understand organisational culture the following elements were identified by Mikuláš (2014:6). A set of:

- basic assumptions, values, attitudes and norms of behaviour;

- which are shares within the organisation; and
- Which are reflected in the thinking, feeling and behaviour of the members of the organisation and in artifacts (creations) of material (building architecture, material facilities of the organisation) and immaterial character (language, stories and myths, heroes, habits, rituals and ceremonies).

According to Cameron and Quinn (2006:144) organisational culture creates both stability and adaptability, and reinforces continuity and consistency in the organisation. The stability is being created by the glue that binds the people together, while adaptability is fostered through the provision of a clear set of principles to follow when formulating strategies to handle any new situation.

Robbins, Judge and Campbell (2009:457) state that organisational culture refers to a system of shared meanings held by members that distinguishes the organisation from the other organisations. The system of shared meanings is on closer examination, a set of key characteristics that the organisation values. McLaughlin (2015:315) indicates that organisational culture is composed of seven characteristics that range in priority from high to low. Every organisation has a distinct value for each of these characteristics, which, when combined, defines the organisation's unique culture. Robbins et al (2009:457) indicate that there are seven primary characteristics that, in aggregate, capture the essence of an organisation's culture:

- Innovation and risk taking. According to Robbins et al (2009:457) this shows the degrees by which employees are encouraged to be innovative and take risks. However McLaughlin (2015:315) further indicates that companies with cultures that place a high value on innovation encourage their employees to take risks and be innovative in the performance of their jobs. Companies with cultures that place a low value on innovation expect their employees to do their jobs the same way that they have been trained to do them, without looking for ways to improve their performance.
- Attention to detail. According to Robbins et al (2009:459) this is the degree to which employees are expected to exhibit precision, analysis, and attention to detail. In this regard McLaughlin (2016:315) indicates that this characteristic of

organisational culture dictates the degree to which employees are expected to be accurate in their work. A culture that places a high value on attention to detail expects their employees to perform their work with precision. A culture that places a low value on this characteristic does not expect their employees to perform their work with precision.

- Outcome orientation. According to Robbins et al (2009:459) this is the degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve those outcomes. Hence McLaughlin (2015:315) indicates that such companies focus on results, but not on how the results are achieved, and place a high emphasis on this value of organisational culture. A company that instructs its sales force to do whatever it takes to get sales orders has a culture that places a high value and emphasis on outcome as characteristic.

- People orientation. According to Robbins et al (2009:459) people orientation is the degree to which management decisions take into consideration the effect of outcomes on people within the organisation. However McLaughlin (2016:316) indicates that companies that place a high value on this characteristic of organisational culture also place a great deal of importance on how their decisions will affect the people in their organisations. For these companies, it is important to treat their employees with respect and dignity.

- Team orientation. Robbins et al. (2009:459) indicate that this kind of the characteristic is the degree to which work activities are organised around teams rather than individuals. Therefore McLaughlin (2015:316) indicates that companies that organise work activities around teams instead of individuals place a high value on this characteristic of organisational culture. People who work for these types of companies tend to have a positive relationship with their co-workers and managers.

- Aggressiveness. Robbins et al. (2009:459) indicate that aggressiveness is the degree to which people are aggressive and competitive rather than easy going. Whereas McLaughlin (2015:316) indicates that this characteristic of organisational culture dictates whether group members are expected to be assertive or easy-going when dealing with companies they compete with in the

marketplace. Companies with an aggressive culture place a high value on competitiveness and on outperforming the competition at all costs.

- Stability. Robbins et al. (2009:459) indicate that stability is the degree to which organisational activities emphasise maintaining the status quo in contrast to growth. However http:/study.com/academy/lesson indicates that a company whose culture places a high value on stability is rule-oriented, predictable, and bureaucratic in nature. These types of companies typically provide consistent and predictable levels of output and operate best in non-changing markets.

Nkosi (2011:29) indicates that though the organisation may have a dominant culture, there are subcultures, which share the same values as the dominant culture. However there are also counter cultures which have different values and philosophies from the dominant culture. Janićijević (2008:315) also adds that the organisation has a dominant culture and subcultures.

2.2.1 Subculture

Subcultures have been defined as organisation segments with different sets of norms, values and beliefs on the basis of geographical areas, job requirements and department goals (Awad & Saadh 2013:169). Also Shermerhom, Hunt and Osborn (2008:366) further define subcultures as unique patterns of values from the groups of individuals within the organisation having philosophies that are not inconsistent with the organisation's dominant values and philosophy. Janićijević (2008:315) indicates that subcultures represent a specific system of assumptions, values, beliefs, norms and symbols that are shared by a small group of employees in the organisation. Nkosi (2011:29) indicates that subcultures develop where there are different units with different functions within the organisation.

2.2.2 Countercultures

According to Awad and Saadh (2013:169) the values and beliefs of organisation culture which were shared among different management departments and managers were forced to gain advantage from countercultures. Shermerhom et al (2008:366) indicate that countercultures are groups where the patterns of values and philosophies

outwardly reject those of the larger organisation or social system. Counter culture occurs when certain units have cultures wherein their values, philosophy and beliefs differ from that of the organisation. Countercultures can be demonstrated by the labour unions in the organisation

2.3 Types of organisational culture

According to Robbins, Judge and Campbell (2010:59) and Handy (1993:184-190) there are four types of organisational cultures: power, role, task and person. Each type can be good and effective depending on the organisational purpose and employees.

2.3.1 Power culture

Handy (1993:184) states that power culture can be symbolised as a "web" and it refers to its control that is spread out like a network from the centre to the rest of the organisation. However Harrison and Stokes, (1992:14) define power culture as the organisational culture that is based on inequality of access to resources. Robbins, Judge and Campbell (2010:59) indicate that this type of culture is frequently found in small entrepreneurial organisations whereas Brown (1998:66) indicates that power culture is found in both small and larger organisations. Therefore according to Handy (1993:184) these types of organisations are also political, where decisions are taken mainly through persuasion rather than on a bureaucratic or rational basis. Hampden-Turner (1990:304) indicates that the management may be threatened by changes imposed by internal and external environments.

2.3.2 Role culture

Role culture refers to a highly defined and structured organisation in which employees have specified, delegated authorities, which ensures security and predictability (Handy, 1993:184). However Harrison and Stokes (1992:15) define role culture as a substituting system of structures and procedures for the naked power of the leader. Harrison, (1993:401) further indicates that role culture focuses mainly on job description and specialisation. According to Robbins, et al. (2010:59)

this culture works by logic and rationality. The role organisation is characterised by the notion that "things get done around here" by people who take on these roles. Employees in this organisation are categorised according to their areas of operation and function and these determine the type of culture. Handy (1993:185) indicates that organisations with a role culture put their strengths in their pillars, roles and areas of expertise. These types of organisations form hierarchical bureaucracies, and power is derived from an individual's position and not according to one's expertise and professionalism.

2.3.3 Task culture

According to Handy (1993:188) task culture is job oriented and it presents in organisations where individuals work as a team and power is derived only from expertise and only when required. Handy (1993:188) further indicates that this type of culture, is the most popular type in which managers in middle, and first levels enjoy working. Robbins, et al. (2010:59) indicate that this culture focuses on the particular job and the functions of that job in the organisation. Groups, project teams and task forces are formed for a purpose and can be reformed, abandoned or continued.

2.3.4 Person culture

According to Handy (1993:190) this type of culture is quite unusual and it reflects organisations in which some individuals are believed to be superior in the organisation. Control systems and management hierarchies are not viable in these cultures except by mutual approval. According to Robbins et al (2010:59) in this type of culture employees are judged solely on their productivity and the quality of their work. The major negatives in these cultures are excessive critiquing of others and the absence of collegiality. Employees do not receive adequate support in their working environment. On the other hand, they are judged based solely on their performance.

2.4 Levels of organisational culture

According to Schein (2004:26) there are three levels of organisational culture:

Artifacts

Espoused beliefs and values

Underlying assumptions
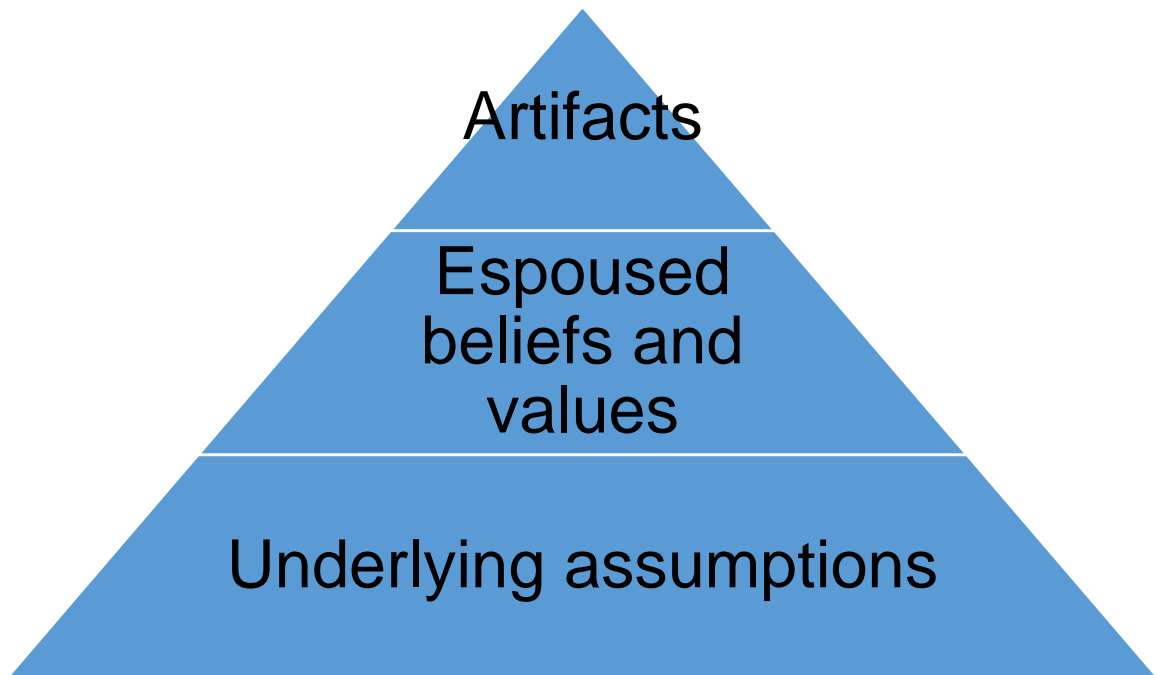
2.4.1 Artifacts

According to Schein (2004:26) artifacts are things at the surface that are visible in an organisation. At the surface is the level of artifacts, which includes all the phenomena that would be seen, heard, and felt when encountering a new group with an unfamiliar culture. Artifacts include the visible products of the group, such as the architecture of its physical environment; its language; its technology and products; its artistic creations; its style; as embodied in clothing, manners of address, and emotional displays; its myths and stories told about the organisation; its published lists of values; and its observable rituals and ceremonies. However Nelson and Quick (2009:548) indicate that artifacts refer to the symbols of culture in the physical social and work environment. Costa (2003:56) argues that artifacts is the most visible level of culture, relatively easy to observe although more difficult to interpret, composed of a wide range of manifestations: physical space, material objects,

arrangements, technologies, written and spoken language, anecdotes, metaphors, stories, myths, artistic productions, rituals, ceremonies, heroes, historical remains, traditions, symbols, habits, rules and standards, and patterns of behaviour. Schein (2004:23) argues that the most important point about this level of the culture is that is both easy to observe and very difficult to decipher.

2.4.2 Espoused beliefs and values

Schein (2004:26) indicates that espoused beliefs and values are the organisation's stated and desired cultural elements. These are strategies, goals and reasons given for the way things are done in an organisation. Beliefs and values are the philosophies of the organisation and are normally reflected in the mission and vision statements of an organisation. Also Costa (2003:56) indicates that this level is less visible than the first but more aware than the third, and encompasses a whole set of elements that seek to ascribe sense to and justify the organisational ethics, ideologies, justifications for action, knowledge, intentions, vision and mission. Hence Nkosi (2011:38) indicates that cultural values represent the collective beliefs and feelings of the members of the organisation. The researcher observed that beliefs and values can be regarded as an assessment technique that members of an organisation can use for judging the rightness or wrongness of circumstances. Therefore Schein(2004:27) indicates that espoused beliefs and values leave large areas of behaviour unexplained, leaving the employees with a feeling that they understand a piece of the culture but still do not have the culture as such in hand.

2.4.3 Underlying assumptions

Schein (2004:26) says that underlying assumptions are "unconscious, taken for granted beliefs, perceptions and feelings of the members of the organisation". However Nelson and Quinn (2009:550) indicate that assumptions are the deeply held beliefs that guide behaviour and tell members of an organisation how to perceive and think about things. Costa (2003:56) indicates that underlying assumptions are sets of

assumptions taken as true, invisible, internalised in individuals (at a pre-conscious or even subconscious level) that are expressed in the conceptions about the relationships with the environment (domination, submission, harmonisation) of the nature of reality (real, unreal, factual) and of the truth (revealed, discovered), of human nature (good, bad, perfect), of the nature of human activity (active, passive, work, leisure) and of the nature of human relationships (cooperation, competition, individualism, power, love). However, Scheel and Crous (2007:29) indicate that underlying assumptions are the underlying cognitive structures that determine how group members perceive, think and feel. Therefore Schein (2004:26) indicates that assumptions are the unspoken beliefs that members of an organisation hold about themselves and the external world, thus the personality of the organisation, and their connections to an organisation in which they work. Hence Rushdil and Kamal (2014:99) state that underlying assumptions represents the actual values a culture represents. These are often not visible to members of the culture and are usually ill defined.

2.5 Factors contributing to the organisational culture

According to Nkosi (2011:30) business organisations operate in a vacuum, they operate in an environment which contributes to its business strategies. The contributing factors of the organisational culture are based on the external environment of the business and those factors are from all spheres of the business environments; like political, social, global, environmental, technological, legal, and economic. However Kulvinskienė and Šeimienė (2009:27-28) indicate that the organisational culture is one of the most important factors contributing to a company's success or failure. Each company has an organisational culture, and depending on its strength, the organisational culture may have a prominent impact on the members of the organisation, their values and behaviour. Organisations can be flexible or stagnant, innovative or conservative, focusing on their external or internal environment. Kulvinskienė and Šeimienė (2009:27-28) further indicate that factors indirectly influencing organisational culture-macro-environment of an organisation, consist of economic, social-cultural, political-legal, scientific-

technological, natural environment and international events. Factors directly influencing organisational culture can be described as the micro-environment of an organisation, which consists of consumers and customers, partners and other organisations. The researcher believes that SAPS is also consist of the employees with different sections and ranks. Nkosi (2011:31) states that the macro culture entails various aspects of the society and industry, such as political, economical, social, technological, environmental and legal aspects. These aspects further determine the level of the organisational culture, types of organisational culture and how they impact on the operations of the organisation with due consideration to their implications such as performance of the organisation, employee satisfaction, customer satisfaction and legal compliance. Storey (2001:26) observes that the external environment influences the external context of the organisation. An organisation will not be effective if it ignores the external context of politics, economics, society and technology.

2.5.1 Political factors

According to Storey (2001:26), the political context not only refers to the type of government in power at that time but also whether the country is democratic or not. Carpenter and Sanders (2009:133) indicate that the political environment can have a significant influence on business as well as affect consumer confidence and business spending. However David (2001:85), argues that political, government, and legal factors can therefore represent key opportunities or threats for both small and large organisations.

2.5.2 Economic factors

According to Nkosi, (2011:32), organisations operate within available economic resources, some operate through their profits, revenues and returns, some through shareholders, and some through taxes and subsidies, depending entirely on the country's economy. Storey, (2001:26) indicates that the economic context refers to the health of the nation. Carpenter & Sanders (2009:135) indicate that managers also

need to consider the micro-economic factors that will have near- and long-term effects on the success of their strategies. However, Storey (2001:26) argues that economic decline may also mean that the organisation has to "downsize" and the organisation may also be accountable to shareholders, who expect to see a healthy return on their investment.

2.5.3 Social factors

According to Nkosi, (2011:33) the formation of the organisational culture is also made out of the values, norms and customs of the society. Values such as respect, unity and employees' cultural backgrounds, race, gender and ethnicity form part of the organisational culture. Storey, (2001:26) indicates that social context refers to the culture, politics, leadership and management style that all influence the organisation. Carpenter and Sanders, (2009:135) state that social factors depend on the type of business; "depending on the type of business the firm operates, factors such as the local languages, the dominant religions, leisure time, and age and lifespan demographics may be critical".

2.5.4 Technological factors

In today's world, technology has a major impact in ensuring an organisation can maintain competitive advantage (Storey, 2001:27). Nkosi (2011:34) also argues that technology has a positive role on the business of the organisation in a sense that it improves the pace of productivity, profitability and service delivery. However Storey (2001:27) indicates that the technological factor refers to the technology available for the organisation to use. The researcher understand that SAPS have internet, intranet and the other methods of communication which minimise time consuming and paper work for both the management and employees.

2.5.5 Environmental factors

Nkosi (2011:35) discloses that business organisations are part of the community and they are located in an environment which has a reciprocal relationship between themselves and ecology. One of the valuable assets of the organisation are employees whose human lives depend on basic needs to survive, such as water, natural light, and air. The Ecological Society of America (2010:01) indicates that ecology is the study of the relationship between living organisms, including humans, and their physical environments; it seeks to understand the vital connections between plants and animals in the world around them. However Pearson and Robinson (2007:89) indicate that ecology refers to the relationships among human beings and other living things and the air, soil, and water that support them.

2.5.6 Legal factors

According to Nkosi (2011:35) any company is governed by particular legislative frameworks which serve as a legal basis for its existence and they also serve as a legislative foundation for its future operations. Hence Carpenter et al. (2009:135) indicate that "legal factors may include whether the rule of law is well established and how easily or quickly laws and regulations may change".

2.6 Conclusion

Organisational culture refers to the shared values and beliefs that assist the management in building an organisation. It is also the social glue that helps to bind the organisation together. Organisational culture serves as a meaningful control that guides and shapes the attitude and behaviour of the employees. Organisational culture has a positive impact on the productivity of the employees.

CHAPTER 3

Literature study on organisational culture in SAPS as a workplace

3.1 Introduction

Since democracy was constitutionalised in South Africa, the country has undergone rapid social change which was accompanied by transformation of organisations in both the public and private sectors (Abrahams, 2016:1). During the period of transition from an authoritarian state to a democratic society, the South African Police Service (SAPS), as a member of the Criminal Justice Cluster of the state, embarked on a process of transformation. This transformation process intended to facilitate the change of the former South African Police (SAP), from a force which was once dedicated to the enforcement of apartheid, to a service oriented institution, namely the South African Police Service.

Gqada (2004:30) indicates that organisations are lifeless entities that require people to give them life and make things happen. Managers play a critical role in the organisations by creating rules, regulations and conditions for uniformity. These rules, regulations and conditions influence employees as they develop certain perceptions of the organisations. Employees also develop a shared meaning as they attempt to make sense of their work place. These interactions form the basis of organisational culture. Significantly, culture in the organisation has a great impact on its employees because it defines the quality of their life at work. Therefore it is important for the culture of the organisation to be understood. This chapter will focus on the factual information on the SAPS as an employer, organisational culture in SAPS and the functioning of the EAP/EHW.

3.2 SAPS as an employer.

The South African Police Service (SAPS) is a South African Government organisation that was established on the 27th January 1995 in terms of Section 214 of the Interim Constitution of the Republic of South Africa (RSA) and is assigned under section 205 of the Constitution of the Republic of South Africa (1996), to prevent , combat and investigate crime, maintain public order, protect and secure the inhabitants of the Republic and their property, and uphold and enforce the law (Maweni ,2016:06) and

(Steyn, 2005:5). The SAPS was formed from the remnants of the South African Police Force (SAPF) after the apartheid era. The SAPS is the representative of the State responsible for maintaining law and order. There are 1,138 police stations in South Africa, divided according to the provincial borders, and a Provincial Commissioner is appointed in each province. According to Smit (1996:34) the SAPS has a hierarchic structure which has undergone several changes since the establishment of the SAP in April 1913. The 9 Provincial Commissioners report directly to the National Commissioner. The Constitution of South Africa lays down that the South African Police Service has a responsibility to prevent, combat and investigate crime, maintain public order, protect and secure the inhabitants of the Republic and their property, uphold and enforce the law, create a safe and secure environment for all people in South Africa, prevent anything from happening that may threaten the safety or security of any community, investigate any crimes that threaten the safety or security of any community, ensure criminals are brought to justice and participate in efforts to address the causes of crime.

The core existence of the South African Police Service is based on the South African Constitution and other South African Police Service legislations. The purpose of the SAPS is based on its vision, mission and values.

Vision: create a safe and secure environment for all the people in South Africa.

Mission:

- Prevent and combat anything that may threaten the safety and security of any community
- Investigate any crimes that threaten the safety and security of any community
- Ensure offenders are brought to justice
- Participate in efforts to address the cause of crime

Values:

- Protect everyone's rights and be impartial, respectful, open and accountable to the community
- Use powers given to it in a responsible way

- Provide a responsible, effective and high-quality service with honesty and integrity

- Evaluate its service continuously and make every effort to improve on it

- Ensure an effective, efficient and economic use of resources

- Develop the skills of all members through equal opportunity

- Cooperate with all communities, all spheres of government and other role players (SAPS, 2009:1).

Members of the SAPS function in terms of the Police Act, Regulations and Standing Orders, which outline the extent and limitations of their duties. They are further bound to the Criminal Procedure Act, Act 51 of 1977, and the Criminal Law which describe their duties in terms of the crimes that need to be investigated (Smit 1996:34). Employees are governed by two acts, the SAPS Act No 68 of 1995, which was drafted before the adoption of the constitution of the Republic of South Africa, 1996, regulations and standing orders, which outline the extent and limitations of the members' duties. The South African Police Act, 68 of 1995 provides the legal basis for the establishment of the South African Police Service (SAPS). The SAPS Act is regarded as the most prominent law to manifest and outline the functioning of the service. The act further defines the establishment and composition of the service, the power and the duties of the police as well as the regulation and control of SAPS. Another act that is utilised by SAPS is Public Service Act No 103 of 1994 and the aim of this Act is to provide for the organisation and administration of the public service of the Republic, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service, and matters connected therewith (Government Gazette, 1994).

The SAPS is divided into national, provincial and area components with many units and stations operating within these divisions. One of the ramifications of such a large organisation and structuring thereof is that issues of jurisdiction, command, coordination and control are constantly in question (Scärf, 2001:8). The White Paper on the Police and Safety and Security (2015:29) states that the South African Police Service is structured to function on the national, provincial and, where appropriate, local spheres of government in order to maximise its capacity for effective,

accountable and efficient democratic policing. It is at a local level that citizens interact and engage with the criminal justice system and thus the desire is to ensure effective policing at a local level so that citizens can interact and engage with the criminal justice system. Thus the desire is to ensure effective policing at a local level through strengthening, and where appropriate, establishing local police stations.

The White Paper on the Police and Safety and Security (2015: 29) further indicates that at a national level, the SAPS should ensure the implementation of general training and the development of operational and discipline standards in relation to policing to foster synergy, uniformity and consistency of policing throughout the Republic. It remains the responsibility of the designated police leadership, management and control, and to enforce uniform professional standards, resourcing and training across the organisation.

According to Makaudi (2001:68) the SAPS is a closed or mechanistic type of organisation. Van Heerden (1986:108-113) defines the following characteristics of such a closed organisation, inter alia:

- Duties are precisely defined and there is a demarcation of job boundaries.

- Functional tasks are structurally differentiated. Structural differentiation refers to the process of unbundling system activities, and separating a specific set of activities from others.

- There is a hierarchic structure of command with the Provincial Commissioner who is responsible for the Command and Control of SAPS in the province.

- There is delegation of authority throughout the organisation. Authorities vary from one to another depending on the level of positions occupied by individuals.

- Jobs tend to be attached to routine, with adjudication coming from the top.

3.3 The culture of police organisation

Brown (1991:4), mentions that police work is carried out under the influence of a political culture though not necessarily under day-to-day political discretion. The political culture both determines the formal rules (public policy and law) and shapes the discretionary judgements by which the police carry out their duties. Smit (1996:159) concurs with Brown, by stating that police officers perform their duties within the parameters of a political function. However Marais (1994:240) indicates that police culture is a universal exponent of 'esprit de corps', adventure, loyalty and military tradition. Hence, this conception contradicts Reiner (1992:109) who indicates that the culture of the police, i.e. the values, norms, perspectives and craft rules which inform their conduct is, of course, neither monolithic, universal nor unchanging.

According to Brogden (1993:42) the culture of the police service also helps to shape the actions of individual members of the police. Reiner (1992:109) indicates that the operation of the police is embedded in years of tradition and reliable practice: "The informal rules that police follow to do their work, are embedded in practices and nuances according to particular concrete situations and the interactional processes of each encounter". Smit (1996:161) highlights the fact that the police culture has developed into a set of "rules" which helps police officers to cope with or adjust to the pressures and tensions of their daily duties. New members are 'socialised' into the culture, and are soon compelled to actively subscribe to the rules of the organisation. Hagen (1995:5), also indicates that the language used by police officers also strengthens the police culture. Brogden (1993:44) further indicates that the culture of the SAPS is "reinforced in the intimacy of the police canteen, the working-group and the patrolling casspir".

3.3.1 How culture is maintained in the SAPS

Learning about culture pro-actively creates, acquires and transfers knowledge, which leads to a change in behaviour on the basis of new knowledge and insights. Robbins (1990:86) identified the following ways in which culture can be maintained:

- **Stories**

    Organisational stories typically contain a narrative of significant events or people including among others the organisation's founders, rule-breaking, rags-to-riches successes, reductions in the workforce, relocation of employees, reaction to past mistakes and organisational coping. Organisational stories anchor the present in the past, provide explanations and legitimacy for current practices, and exemplify what is important to the organisation

- **Rituals**

    Rituals refer to specific cultural 'happenings' or regular events that occur within the organisation (Rademeyer, 1993:77). Hence Robbins (1999:86) explains that rituals are repetitive sequences of activities that express and reinforce the key values of the organisation, indicate which goals are most important, which people are important, and which are expandable. Rituals of the organisation include training programmes, promotion and assessment. They point to what is important in the organisation, "reinforce the way we do things around here" and signal what is important and valued.

- **Material symbols**

    Material symbols convey information about who is important and the kind of behaviour that is desirable in the organisation. The layouts of an organisation's facilities, dress attire, the types of automobiles top executives are provided with, and the presence or absence of corporate aircraft are examples of material symbols.

- **Routine ways**

The members of the organisation behave in certain ways towards each other, and that links different parts of the organisation to conform to "the way we do things around here", which at their best lubricates the working of the organisation and may provide a distinctive and beneficial organisational competency. However they can also represent a "taken-for-grantedness" about how things should happen which is extremely difficult to change and may be highly protective of core assumptions in the paradigm.

- **The Control System**

    The control system consists of a measurements and reward system which emphasises what it is important to monitor in the organisation and where to focus the daily attention and activity.

- **Power structures**

    Power structures are more likely to be associated with the key constructs of the organisation. The most powerful managerial groupings in the organisation are likely to be the ones most associated with core assumptions and beliefs about what is important.

- **The formal organisational structures**

    The formal organisational structures, or the more formal ways in which the organisations work, are likely to reflect power structures and again, to delineate important relationships and emphasise what is important in the organisation. According to Smit (1996:49) the SAPS prescribes that a formal hierarchical communication structure be followed. Members belonging to a lower rank have to address the next superior rank in order to communicate a message to an upper level.

3.4 Employee Assistance Programme/Employee Health & Wellness (EHW) in the SAPS

Employee Assistance Programme (EAP), when they were initial**ly** institutionalised, focused on alcohol addicted problems that were experienced by employees in workplaces of the United States of America. As time went by, the scope of the services offered through EAPs became comprehensive and accommodated employee problems such as financial, family, psychological, work-related stress, chemical dependency, depression, physical health, or job boredom that affected work performance. The South African Public Sector workplaces have adopted EAPs and they are now a legislative requirement Rajin (2012:1). Today more than ever, South African Police Service (SAPS) employees, their families and their communities need EAP. SAPS employees are confronted with more situations that discourage them and create mental, emotional and spiritual burdens than any other careers (Grobler & Joubert, 2012:151). Employee assistance is acknowledged as a key area of investment for employers, despite many companies facing the pressure to cut costs. In such a difficult economic climate, EAPs can support the organisation and its workforce; in tough times many organisations are turning to their EAPs because they recognise the value of the early intervention and swift action it offers as critical to the survival and ongoing viability of their business (Standards Committee of UK:EAP, 2012:5). Therefore the SAPS Policy No (4/2017:2) also indicates that the South African Police Service accepts that its employees are important assets; hence their health and wellness are essential for the organisation to achieve its Constitutional mandate of combating crime. Moreover the SAPS further acknowledges the fact that its employees face a number of typical challenges that range from personal, interpersonal, and organisational challenges. Such challenges if not addressed adequately, may result in poor performance, abuse of medical aid benefits and a spike in disciplinary cases, accidents and litigation.

Employee Health and Wellness means the promotion and maintenance of the highest degree of physical, mental, spiritual, emotional and social wellbeing in all occupations and entails the prevention of illness caused by working conditions, deviant behaviour, protection of employees from occupational hazards and risks, the placement and maintenance of employees in occupational environments adapted to optimal physiological and psychological capabilities and the adaptation of work environment

to employees' needs and employees' adaptation to work environment (Policy No 4/2017:3).

The EAP/EHW staff component in the SAPS comprises chaplains, social workers and psychologists and EAP/EHW is available to assist and support all the employees of the SAPS. The SAPS as an employer has institutionalised the EAP/EHW in order to provide specific assistance and support to the organisation's most valuable asset, namely its human resources. All SAPS employees and their immediate families have direct access to the EAS, 24 hours a day (SAPS, 2012:1). According to Burger (2014:4) the EHW is governed by the following national instructions:

- National instruction 18 of 1998 dealing with debriefing of employees who have experienced traumatic incidents
- National instruction 3 of 2003 dealing with the Employee assistance programme. However the SAPS Policy No (4/2017:2-3) has identified the following legislative framework that guide EA professionals within SAPS
- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- Compensation for Occupational Disease and Injuries Act, 1993 (Act No. 130 of 1993)
- Constitution of the Republic of South Africa, 1996
- Disaster Management Act, 2002 (Act No. 57 of 2002)
- Domestic Violence Act, 1998 (Act No. 116 of 1998)
- Employment Equity Act, 1998 (Act No. 55 of 1998)
- Firearm Control Act, 2000 (Act No. 60 of 2000)
- Mental Health Care Act, 2002 (Act No. 17 of 2002)
- Occupational Health and Safety Act, 1993 (Act No. 85 of 1993)
- Prevention and Treatment of Drug Dependency Act, 1992 (Act No. 20 of 1992)
- Promotion to Access of Information Act, 2000 (Act No. 2 of 2000)
- Protection from Harassment Act, 2011 (Act No.17 of 2011)
- Public Finance Management Act, 1999 (Act No. 1 of 1999)
- Skills Development Act, 1998 (Act No. 97 of 1998)
- Social Service Professions Act, 1978 (Act No. 110 of 1978)
- South African Police Service Act, 1978 (Act No. 68 of 1995)
- Tobacco Products Control Act, 1993 (Act No.83 of 1993)

- The Draft Employee Health and Wellness strategic framework for the Public Service.

3.4.1 Principles of Employee Assistance Programme/Employee Health & Wellness

The core principles of the EAP which are value-based to create an understanding and promote unity of focus in guiding our public service employee behaviour, interactions and strategic choices for implementation (DPSA 2011:16) which are also applicable to the SAPS are as follows:

- Ethics and confidentiality (promoting ethical conduct and confidentiality)
- Accessibility and focus on all levels of employment eligibility (full access and capacity at all levels).
- Flexibility and adaptability (promoting customised solutions that are department, cluster and sector specific)
- Contextual difference (development thrust that is responsive to organisational circumstances).
- Performance focus (training that results in enhanced performance and service delivery).
- Learning communities and organisations (expending access to knowledge and promoting individual responsibility for learning).

Grobler and Joubert (2012:152) indicate that the above mentioned principles are somewhat generic and common within the EAP professionals' environment (i.e. psychologists, social workers and chaplains). Therefore Grobler and Maree (2009:28) indicate that the EAP professionals who attend to SAPS employees and their immediate families have to abide by a code of ethics and the following are cross-cutting principles in the SAPS EAP:

- Information regarding services is to be available to all employees, i.e. the right to be informed.
- The EHW must render services to support all employees with a clear understanding of their situation which, in most instances, is context specific.

- Services need to be accessible to all employees, regardless of rank or status.

- The EHW must be available to employees at all times based on their unique needs such people with disabilities.

- The EHW call centre can also be used for easy access to EHW services.

- Confidentiality regarding sensitive and personal information must be maintained at all costs.

3.4.2 Spheres of the EAP/EHW

The EAP/EHW in the SAPS is applied through an integrated approach whereby psychological services, spiritual services and social work services are expected to work together. Grobler and Maree (2009:30) indicate that since 2008, the EAP/EHW has followed an integrated approach in rendering services and all interventions are aimed at enhancing the total wellness of the employees, which include four broad spheres, namely organisational interventions, interpersonal interventions, health and wellness interventions and intra-personal interventions. The range of interventions offered by the EHW involves all four of the quadrants within the following broad categories, though within Limpopo SAPS services, some other clusters are rendered by three professionals such as social workers, psychologists and chaplains and they focus within the spheres mentioned below as their operation.

3.4.2.1 Proactive interventions

This is the primary focus of the EAP/EHW, aimed at the enhancement of personal coping skills, enabling individuals to cope effectively with challenges that may occur, resulting in the improvement of their quality of life. A range of resilience interventions focus on the process of adapting well in the face of adversity, trauma, tragedy, threats or even significant sources of stress, such as family and relationship problems, serious health problems, or workplace and financial stressors (Grobler & Maree, 2009:30). The researcher understands proactive interventions as the interventions that are aimed at creating awareness of the police members in order to prevent poor performance.

3.4.2.2 Reactive interventions

The reactive interventions are aimed at empowering individuals who are experiencing personal challenges in life to cope effectively and to face and solve their challenges appropriately. These interventions can take the form of therapy and counselling which can help in processing and healing past and present trauma or hurt. The researcher believes that crisis intervention can also be applied in reactive interventions especially when the employee assistance practitioner is needed at the scene such as conflict situations, accidents and suicide or even murder.

3.4.2.3 Organisation-centred services

Organisation-centred services are provided to support the organisation and employees in police operations, activities, events or training. Individual assessments are made at assessment centres and employee selections. Assessment centres use a multifaceted or multidimensional technique, involving a series of written exercises and behavioural simulations (interactive exercises) of police and post-specific managerial tasks in which a candidate participates and on which the candidate's ability to function in the post can be assessed (Grobler & Maree, 2009:30). Therefore Grobler and Joubert (2012:154) indicate that organisational development is a two-fold process. In the first process, diagnosis, needs and developmental areas are identified. This is done by means of the EHW needs analysis system, interviews, desk-top research and any other relevant information-gathering methods. The second part of the process is interventions that will address the issues or needs indicated in the diagnosis.

According to the researcher EHW is a wing of human resources. Dipela (2016:64) emphasises that EHW plays the important role of supporting the SAPS human resources and its related functions and its professional input and consultation with regard to organisational functioning by means of the investigation and improvement of employees' health and well-being within the framework of existing human resources practices, policies and procedures.

3.4.2.4 Operational support

It is possible to mobilise crisis trauma workers to a major incident or disaster within hours of its occurrence. National instruction No 18/1998 for trauma management specifies that trauma debriefing should be conducted within 72 hours of the trauma incident. The SAPS debriefers (EHW practitioners) are deployed to, firstly assist victims who are not in need of medical attention at the major incident or disaster scene and secondly, to provide support to rescue workers at the scene. There is also a resilience-centred service that is rendered to employees and their immediate families before, during and after deployment, as well as when employees are away on training for more than two months (for example deployment internationally). These services include consultations, counselling and support, home visits and resilience preparation, as well as reintegration sessions upon the member's return from deployment (Grobler & Maree, 2009:30).

3.5 Employee Assistance Programme/Employee Health & Wellness (EHW) in SAPS

When the Employee Assistance Programme (EAP) was initiall**y** institutionalised, it workplaces focused on alcohol addiction problems that were experienced by employees in of the United States of America. As time went by, the scope of the services offered through EAPs became comprehensive and accommodated employee problems such as financial, family, psychological, work-related stress, chemical dependency, depression, physical health, and job boredom, all of which affected work performance. The South African Public Sector workplaces have adopted EAPs and they are now a legislative requirement (Rajin, 2012:1). Today more than ever, the South African Police Service (SAPS) employees, their families and their communities need EAPs. SAPS employees are confronted with more situations that discourage and create mental, emotional and spiritual burdens than anyone else (Grobler & Joubert, 2012:151).Employee assistance is acknowledged as a key area of investment for employers, despite many companies facing pressure to cut costs. In such a difficult economic climate, EAPs can support the organisation and its workforce, in tough times many organisations are turning to their EAP because they recognise the value of the early intervention and swift action it offers as critical to the survival and ongoing viability

of their business (Standards Committee of UK: EAP, 2012:5). According to the South African Police Service Vote No (23 of 2016/2017:59), the operational demands of SAPS employees have exposed them to different risks which include, amongst others, occupational, operational, physiological, psychological and emotional risks. Therefore SAPS Policy No (4/2017:2) also indicates that the South African Police Service accepts that its employees are important assets; hence their health and wellness are essential for the organisation to achieve its Constitutional mandate of combating crime. Moreover the SAPS further acknowledges the fact that its employees face a number of typical challenges that range from personal, interpersonal, and organisational challenges. Such challenges if not addressed adequately, may result in poor performance, abuse of medical aid benefits and a spike in disciplinary cases, accidents and litigation.

Employee Health and Wellness means the promotion and maintenance of the highest degree of physical, mental, spiritual, emotional and social wellbeing in all occupations and entails the prevention of illness caused by working conditions, deviant behaviour, protection of employees from occupational hazards and risks, the placement and maintenance of employees in occupational environments adapted to optimal physiological and psychological capabilities and the adaptation of work environment to employees' needs and employees' adaptation to work environment Policy No (4/2017:3). The South African Police Service Vote No (23 of 2016/2017:59) has identified the following services provided by EHW:

- Reactively offered interventions aimed at providing support and care, like counselling and therapeutic services, debriefings, hospital visits, memorial services, etc.

- EHW professionals provide proactive interventions which are often aimed at educating employees and raising awareness on different health and wellness matters. This involves training of members and managers on different programmes, which include HIV/AIDS, Communicable Diseases Programmes, Disability Management Programmes, Substance Abuse, Domestic Violence, Depression and Bipolar Programmes, while also emphasising Ethical Conduct and Behaviour and Relationship Programmes. EHW also uses different

platforms to educate, motivate and train members on addressing health and wellness matters.

3.6 The integration of the organisational culture and EHW

Mofomme (2010:2) states that organisational culture whether good or bad, exists within the whole organisation. Organisational culture has a great impact on the functioning of the organisation. Whilst culture can be used to describe national, religious or racial beliefs, attitudes or values; organisational culture can be defined as a system of shared meaning and understanding that influences how the individual acts within the functions of that organisation. However, Policy No 4/2017:2 indicates that the SAPS accepts that its employees are important assets, hence their health and wellness are essential for the organisation to achieve its Constitutional mandate of combating crime. Therefore Paoline, Meyers and Worden (2000:307) indicate that like any organisational culture; police culture consists of widely shared attitudes, values and norms that serve to manage pressures created by the nature of police work. They further indicate that the pressures that originate in the policing environment are what differentiate police culture from other organisational cultures. .

The South African Police Service organisational culture is in essence a subculture due to the fact that each and every member brings attributes of his or her own culture to the organisation. Police culture can be described as the occupational beliefs and values that are shared by officers across the whole country (Rober, Crank & Kuykendall, 2000:265). Jacobson, Jones and Bowers (2011:53) state that today the EAPs are designed to support a variety of different kinds of employees, their families and performance problems. The Department of Public Administration (2011:31) indicated that organisational wellness promotes an organisational culture that is conducive to individual and organisational wellness and work-life balance in order to enhance the effectiveness and efficiency of the Public service. Organisations such as SAPS provide EAP/EHW for multiple reasons, which range from support to employees and also to their families. Therefore Gqada (2004:54) describes police culture as something that exists from the perspective of the police officer who frequently deals with both criminals and the public as part of his or her occupation. However Coombe, (2013:85) defines police culture as the way in which police members view the world

by stating that "an understanding of how police officers see the social world and their role in it (i.e. cop culture), is crucial to an analysis of what they do. Hence SAPS Policy No (4/2017:2) defines the employee health and wellness programme as a work based programme aimed at improving the quality of an employee's life by contributing positively in the resolution of the employee's performance challenges, brought about by health challenges or other personal concerns which may adversely affect the employee's job performance.

Verma, Das and Abraham (2013:223) define police culture as the values, norms, perspectives and craft rules that form police conduct. Hence Steyn and Mkhize (2017:2) indicates that police culture comprise the work-related principles and moral standards that are shared by most police officials. According to Stevens (2003:98) police culture is seen as occupational culture as it provides a shared lifestyle. Purpura (2001:118) indicates that the police culture is marked by certain differences from the dominant culture, such as their occupation, training, knowledge of crime and caution when dealing with citizens while on duty. The police culture teaches the police officers certain values and beliefs and on the other hand, it turns the entire police community into a cohesive group that is essentially alienated from the general public. The researcher believes that both police culture and EHW can have a positive or detrimental impact on the way in which police personnel carry out their functions. Therefore the culture of SAPS, as a government institution is largely determined by the government of today. For example in the past, the government expected the police to serve the government and not the community, so the police adopted values such as the use of force, alienation from the community, abuse of human rights because their primary client was the government (Mofomme 2010:1).

Steyn and Mkhize (2016:2) indicate that police culture is shaped by at least two key aspects of the job: the police occupational setting and the police organisational setting. The police occupational setting is operationalised as the work-related principles and moral standards that are shared by most police officials within a particular sovereignty. Police occupational setting has been recognised as the most definitive element of the occupational setting that includes risk of physical harm to the officials and their potential to use force against others. Therefore Paoline III (2003:104) indicates that

the police occupation is distinct in that police officials have the legislative right to use force if necessary. This very licence and the accompanying need to demonstrate control underscores the acuity of physical harm/risk.

The second key aspect of the job as identified by Steyn and Mkhize (2016:2) is the hierarchical structure and related internal oversight of officials. In this setting, officials face erratic and disciplinarian managers. Police officials are expected to enforce the law while respecting both the law and the organisation's rules. However the EHW is shaped by its objectives as stipulated by the SAPS Policy No (4/2017:4):

- Ensure an organisational culture and climate that is conducive to improving health and wellness and maximising productivity levels;

- Establish, maintain and improve on the EHW programme, and

- Provide safety and health prevention programmes and strategies.

3.7. Functions of the organisational culture and EAP/EHW in the SAPS

3.7.1. Functions of the organisational culture

Organisational culture has a number of functions in an organisation; in some organisations it serves to improve performance and productivity, and in others it promotes social cohesion for support. Its functions differ from one organisation to another (Nkosi, 2011:54). Hence Harrison (1993:401) argues that organisational culture determines organisational behaviour, by identifying principal goals, work methods, how members should interact and address each other, and how to conduct personal relationships. The researcher understands that the functions of the organisational culture which were identified by Martins and Martins (2003:382) apply to all organisations, thus in the SAPS they may also be applied. Martins and Martins (2003:382) identified the following functions of the organisational culture:

- It has a boundary-defining role, that is, it creates distinctions between one organisation and the other. Nkosi (2011:54) argues that organisational culture defines the boundaries in an organisation as to

how employees should behave based on its nature of operation and business mandate.

- It conveys a sense of identity to organisational members. Nkosi (2011:54) concurs by saying "organisational culture instils a sense of identity and belonging to its members. It influences employees to behave according to the cultural values of the organisation". Nelson and Quick (2009:550) indicate that it provides a sense of identity to members and increases their commitment.

- Martins and Martins (2003:382) and Robbins et al (2003:233) indicate that it facilitates commitment to something larger than individual self-interest and it enhances organisational commitment and increases the consistency of employee behaviour.

- It enhances social system stability as the social glue that helps to bind the organisation by providing appropriate standards for what employees should say and do.

- It serves as a meaningful control mechanism that guides or shapes the attitudes and behaviours of employees. Nelson and Quick (2003:550) indicate that it serves as a control mechanism for shaping behaviour; thus it reinforces the values in the organisation.

Therefore the researcher sees the functions of the organisational culture as a tool that can be utilised to deal with the employees' problems and improve the employees' performances.

3.7.2. The core technologies of EAP

The EAPs have core technologies that might be regarded as the functions of the EAP/EHW. The core technologies represent the essential components of the employee assistance profession. These components combine to create a unique approach to addressing work-organisation productivity issues and "employee client" personal concerns affecting job performance and the ability to perform on the job Mannion (2004:166). Also the Standard Committee of EAP-SA (2010:1) indicates that the field of EAP is grounded in the core technologies and which represent the EAP itself.

- **Training and development**

 Mannion (2006:166) indicates that training and development assists in seeking to manage the troubled employee, enhance the work environment and improve employee job performance and outreach to and education of employees and their family members about the availability of EAP services. However EASNA (2009:26) states that training encourages managers to make formal referrals to EAP when certain events occur and to also make informal "positive" referrals for employees where there are indications of personal issues or other needs. Supervisors can also be taught how to establish a proactive approach to identify personal and behavioural issues and take appropriate action to involve the EAP.

- **Marketing**

Outreach programmes and promotion of EAP services should be conducted as a way of making employees aware of the availability of the programme. Management, supervisors, unions and families of the employees must be fully informed about the benefits of the EAP services (Standards Committee of: EAPA-SA 2010:1). Hence Masi (2011:3) stresses that marketing is an active promotion of availability of EA services to employees, their family members, and the work organisation. According to the researcher, marketing is the information sharing aimed at increasing the awareness on services rendered by EAP professionals.

- **Case management**

Case management refers to confidential and timely risk identification, assessment, motivation, short-term intervention, referral, and monitoring, follow-up, reintegration and after care services for employees with personal and work-related concerns that may affect job performance (Standards Committee of EAPA-SA, 2010:1). Therefore Masi (2011:3) indicates that case management is the confidential and timely problem identification/assessment service for employee clients with personal concerns that may affect their job performance.

- **Consultation with work organisation**

According to Herlihy (2002:13) the purpose of consultation with work organisations is to encourage availability of, and employee access to employee health benefits covering medical and behavioural problems, including but not limited to alcoholism, drug abuse and mental/emotional disorders. Therefore Standards Committee of EAPA-SA (2010:1) views consultation with work organisations to pro-actively address inherent trends stemming from personal or organisational issues. However Nkosi (2011:57) argues that some organisations establish and maintain effective relations with EAP service providers in order to render a successful EAP within the organisation.

- **Networking**

Herlihy (2002:13) refers to networking as a consultation to work organisations that involves establishing and maintaining effective relations with treatment and other service providers and managing provider contracts whereas the Standards Committee of EAP-SA (2010:1) refers to networking as the establishment and maintenance of effective relations with the internal and external role-players and service providers.

- **Monitoring and evaluation**

Herlihy (2002:13) indicates that monitoring and evaluation deals with the identification of the effects of EAP services in the work organisation and individual

job performance. However the Standards Committee of EAPA-SA (2010:1) states that monitoring and evaluation determines the value, success, and impact of EAP services relating to the work organisation and individual job performance.

The above-mentioned core-technologies have assisted in covering the wide range of problems experienced by employees. According to Mannion (2006:167) the core technologies prescribe precisely the structure and purpose of the structure and purpose of the profession. Therefore Carrol (2002:73) indicates that there are different types of organisational cultures which can be found in one organisation and its sub-cultures. From the EAP perspective it is critical for the EAP to understand the organisational culture because, "understanding the culture of the organisation, institution or even a group, gives valuable insights into why individuals within these groups act the way they do, the norms that dictate behaviour, and also help us devise interventions to help people who become ill, mentally or physically". The researcher believes that the influence of the EAP through its core technologies can assist members of the organisation to cope with work-life matters within different types of organisational cultures, which may also be applicable to the SAPS.

3.8 Conclusion

This chapter is all about the SAPS as an employer, the culture of police organisation, how culture can be maintained, the integration of organisational culture as well as the functions of the organisational culture. The SAPS is regarded as an organisation that has its own culture. Both organisational culture and EAP/EHW help to shape the behaviour of the employees together with the improvement of performance. Police culture is also regarded as the social glue that holds the police members together and it is also used as a behavioural tool in order to discipline the police members. The risk however could be indicated with regard to potential limitations on the EAP/EHW.

CHAPTER 4

Empirical study on Organisational culture and Employee Health and Wellness Programme service delivery in the South African Police Service in Limpopo

4.1. INTRODUCTION

In this chapter the researcher deals with the empirical findings derived from the case study of fifteen (15) participants interviewed in the Department of South African Police Service in Limpopo Province.

The internal stakeholders were requested to assist by using the purposive sampling method in identifying the participants. This strategy was successful and confidentiality was emphasised by the researcher during the briefing sessions.

The researcher managed to get fifteen (15) employees who were willing to participate in the study. A pilot was conducted even though it will not be included in the findings report. The researcher made telephonic contact with each respondent to schedule the date and time for the interview.

4.2 APPLICATION OF ETHICAL PRINCIPLES

The ethical principles governing research management in the SAPS were adhered to. The researcher applied for permission to conduct a research and the permission was granted by the SAPS. The researcher provided comprehensive information about the research study to all the participants and also informed them about the harm that may occur regarding the effects of organisational culture during the investigation. The participants were requested to sign the informed consent which explains what the study is about and what is required in terms of participation. Participants were further assured of anonymity and that all the information gathered from them would be used strictly for the research purposes and their personal information would not be disclosed to any other party, whether the SAPS management or any other party that might be interested in the information. Participants were not forced to participate in this study. The researcher made sure that no deception occurred in the course of the study and

the participants were guided with the correct and relevant written and verbal instructions. The participants were informed that the data collected will be kept at the University of Pretoria for 15 years for archival and possible future research purposes. The researcher ensured the participants that if need be debriefing would be provided. See Annexure 'F'.

4.3 RESEARCH METHODOLOGY

4.3.1 RESEARCH APPROACH

The researcher utilised the qualitative research approach in gathering data from the respondents. The rationale behind utilizing the qualitative approach was to gain a deeper understanding of the influence of the organisational culture on employee health and wellness programme service delivery through first-hand data from the participants as well as understanding the meaning they attach to their experiences.

4.3.2 RESEARCH DESIGN AND PROCEDURES

The researcher utilised semi-structured one-on-one interviews and a tape recorder to collect data from the respondents.

4.4 PROFILE OF THE PARTICIPANTS

Participant No.	Gender	Race	Age	Subsection	Position	Rank	Number of Years of Experience In the SAPS
Participant 1	Female	White	51-60	Psychological services	Psychologist	Lieutenant Colonel	10 years
Participant 2	Female	African	51-60	Psychological services	Psychologist	Captain	6 years
Participant 3	Female	African	21-30	Psychological services	Psychologist	Warrant Officer	3 years
Participant 4	Female	African	21-30	Social Work Services	Social Worker	Warrant Officer	3 years
Participant 5	Male	African	31-40	Spiritual Services	Chaplain	Warrant Officer	8 years
Participant 6	Female	African	41-50	Social Work Services	Social Worker	Warrant Officer	6 years
Participant 7	Female	African	41-50	Social Work Service	Social Worker	Captain	8 years

Participant 8	Female	African	41-50	Spiritual Services	Chaplain	Warrant officer	10 years
Participant 9	Female	African	31-40	Social Work Services	Social Worker	Warrant Officer	8 years
Participant 10	Female	African	21-30	Social Work Services	Social Worker	Warrant Officer	3 years
Participant 11	Male	African	41-50	Quality of Work Life Management	Personnel Practitioner	Captain	7 years
Participant 12	Female	Indian	31-40	Psychological Services	Psychologist	Captain	10 years
Participant 13	Male	White	51-60	Spiritual Services	Chaplain	Captain	9 years
Participant 14	Female	African	31-40	Social Work Services	Social Worker	Warrant Officer	3 years
Participant 15	Female	African	21-30	Psychological Services	Psychologist	Warrant Officer	5 years

4.5 SUMMARY OF THEMES AND SUB-THEMES

Table 1: Themes and sub-themes reflecting understanding organisational culture

Main themes	Sub-themes
1. Explanations related to the meaning of organisational culture	1.1 Understanding versus lack of understanding of the meaning of organisational culture 1.2 Differences in conceptualisation of organisational culture 1.3 Organisational culture is viewed as a corporate image dictated by rules and regulations 1.4 Selected practices and work expectations at SAPS viewed as organisational culture 1.5 Training viewed as preparation of police officers towards adherence to organisational culture 1.6 Respect portrayal amongst hierarchical SAPS officials structures viewed as adherence to organisational culture
2. Influence of organisational culture on EHW service delivery at SAPS	2.1 Lack of differentiation between EHW and police officers problematic 2.2 Organisational culture promotes interpersonal working relationships leading to adherence to policies 2.3 Organisational culture viewed as a tool to promote confidentiality at SAPS 2.4 SAPS leadership viewed as having influence on organisational structure
3. Marked challenges related to	3.1 Lack of management support towards EHW services affects service delivery 3.2 Police officers are viewed as emotionally strong

	organisational culture	people which leads to lack of utilisation of existing EHW services 3.3 Lack of trust and respect of EHW by police officers is problematic and results in declined utilisation of the services 3.4 Lack of knowledge of the importance of EHW in the SAPS leads to lesser utilisation of the services
4.	**Suggestions made towards promotion and adherence to lesser utilisation of the EHW service**	4.1 A need to increase EHW personnel 4.2 Increase management support towards EHW 4.3 Elimination of stigma and discrimination towards EHW services 4.4 A need for EHW staff to attend lateral training 4.5 Instigate awareness campaigns related to work of EHW in police officials 4.6 EHW staff needs training in self-discipline

THEME 1: EXPLANATIONS RELATED TO THE MEANING OF ORGANISATIONAL CULTURE

The findings pointed out that there are various diverse explanations related to the meaning of organisational culture from different participants which were outlined during the interview sessions conducted. These emerged in the following sub-themes of this theme:

Sub-theme 1.1: Understanding versus lack of understanding of the meaning of organisational culture

The findings confirmed that some police officers do have an understanding of organisational culture, but don't understand its meaning despite having been in the

SAPS environment for years. The understanding and lack of understanding influence how they behave and/or interact with others in the environment.

This finding was confirmed by the participants 2 and 13 who said:

Participant 2 said: ….. "*Organisational culture that is many people working for the same organisation but with different cultures*".

Discussion:

Participant 13 said: ….. "*Organisational culture is a behaviour in a unique way*".

The study conducted by Schein (2001:9) describes organisational culture as a set of basic assumptions that a group has planned, discovered or developed while learning how to deal with external adaptation problems, which have worked sufficiently well to be considered valid and taught to new members as the right way to perceive, think and feel. The findings concur with the view of Fleury (2009:3) who explains that most people don't understand what organisational culture is because the explanation given by the member is not enough, as there are assumptions deemed to be so obvious that people and groups are not conscious of them. Makhlouk and Schevchuk (2008:8) indicate that lack of understanding prevents the leaders from defining the other organisations' cultures and also makes them neglect the non-visible aspects of the culture. Therefore Agrawal and Tyagi (2010:60) indicate that a clear understanding of organisational culture is important for all organisational managers and leaders because it influences the way their companies react to the dynamic challenges faced by the business organisations.

Sub-theme 1.2   Differences in conceptualisation of organisational culture

The findings revealed differences in the conceptualisation of organisational culture. The claims were voiced by the participants 1,8, 12, and 15 who indicated that:

Participant 1 said*………."the aim of the organisation in order to reach some priorities and aims in order to achieve the joint outcome"*

Participant 8 said: …….. "*Organisational culture is a system of shared assumption, values and beliefs which governs how people behave in an organisation*".

In support Participants 12 said: …… "*These shared values have strong influence on the people in the organisation and dictate how they dress, act and perform their duties*". Participant 15 added by saying: …… "*Organisational culture is a system of shared assumptions, values and beliefs that influence the people in the organisation,*

that is how people dress, act and perform their duties, it is the specific way of doing things"

Discussion:

These findings are supported by Adewale and Anthonia (2013) who indicate that organisational culture is conceptualised as shared beliefs and values in the organisation that help to shape the behaviour patterns of the employees. However O' Donnel and Boyle (2008:19) conceptualise organisational culture as an informal, shared way of looking at an organisation and membership in the organisation that binds themselves to their work.

Sub-theme 1.3   Organisational culture is viewed as a corporate image dictated by rules and regulations

The findings revealed that organisational culture is viewed as a corporate image and adherence to certain rules and regulations. This was confirmed by Participant 6 who said that: …… "*SAPS is regulated by the National instructions and other policies such as National instruction that coordinate absenteeism, firearm act*".

Participant 1……….."*Organisational culture of SAPS is militaristic and much disciplined with rules and regulations with main priority to combat crime".*

Discussion:

This finding is supported by Gqada (2004:59) by indicating that police behaviour, responsibilities and duties are set by rules, regulations and hierarchies rather than initiative, discretion and consultation. Smit (1996:34) adds that members of the SAPS function in terms of the Police Act, Regulations and Standing Orders, which outline the extent and limitations of their duties. SAPS members are further bound to the Criminal Procedure Act, Act 51 of 1977, and the Criminal Law which describes the duties in terms of the crimes that need to be investigated.

Sub-theme 1.4   Selected practices and work expectations at SAPS viewed as organisational culture

The findings revealed that during the interview sessions practices and work expectations at SAPS are viewed as organisational culture.

Participant 8…………. "*Examples of the SAPS culture: ranking signal, salute: juniors should salute the senior and seniors"* Participant 6*………."the examples of the organisational culture: salute and appraise to senior officers: salute reflect a respect.*

Parade-it is short meeting in the morning when they report on duty and also in the afternoon when they report their outcome/discuss their performance. Police officers are also expected to wear a uniform according to national instruction and also the civilians need to be well presented".

"The commissioned officers should acknowledge the salute. Training: new recruits go to college for the training for 10 months and training enhances a high standard of discipline. Training also promotes a team building spirit. Parade/; during the parade there is a hoisting of the national flag and the police flag. They salute a flag in order to honour their country".

Participant 9…….."*Example of SAPS culture: parade: there are 4 shifts when they knock on and off they give a report to each other. Salute: from constable, sergeant and warrant officer they are called non-commissioned officers and from captain, lieutenant colonel, colonel, brigadier, lieutenant general and major general are called commissioned officers".*

Discussion:

This sub-theme is supported by Stead (1980:307) by mentioning some of the characteristics that are within the police: the wearing of uniforms with the insignia of ranks, a vocabulary which includes "headquarters, patrol, salute, operations, squad, sergeant, service, division etc."

Sub-theme 1.5   Training viewed as preparation of police officers towards adherence to organisational culture

The research findings revealed that training is viewed as preparation of police officers towards adherence to organisational culture.

Participant 7 voiced that………" *police officers are taught to be strong and there are also certain norms and values that they learn from college".*

Participant 8……….."*Training: new recruits go to the training for 10 months and training enhances a high standard of discipline".*

Discussion:

The findings were affirmed by Kelling, Wasserman and Williams (1988:5) who indicated that police recruit training is organisationally based and a pre-service training that emphasizes laws, rules and procedures, and officer discipline. They further

indicated that police recruit training emphasizes important values: adherence to law and discipline.

Sub-theme 1.6   Respect portrayal amongst hierarchical SAPS official structures viewed as adherence to organisational culture

The findings revealed that respect portrayal amongst hierarchical SAPS official structures viewed as adherence to organisational culture.

Participant 10 indicated that: …… "*Hierarchy should be followed from captains to major generals, command the juniors even though ranks are not speaking logic but still they need to comply*".

Participant 5 indicated that: …… "*Senior members have more powers than the lower ranks, more strict on policies and procedures such as uniform and standing orders*".

Discussion:

This statement is supported by Murphy and McKenna (2007:9) by indicating that there is a hierarchical decision-making structure which is aimed at controlling and directing the departments in the police operations and is directed from the top to the lower management. Mofomme (2010:10) adds that people in the different hierarchies within the SAPS have different ranks ranging from constable to commissioner. The non-commissioned officer must salute the commissioned officers as a way of respect for the power vested on the officer as allocated by the State President.

THEME 2: INFLUENCE OF ORGANISATIONAL CULTURE ON EHW SERVICE DELIVERY AT SAPS

The findings revealed the influence that exists from the organizational culture on EHW service delivery at the SAPS. The influence of organisational culture emerged in the four sub-themes of this theme, which will be discussed and supported with literature and direct participants excerpts.

Sub-theme 2.1   ***Lack of differentiation between EHW and police officers is problematic***

The data portrayed a lack of differentiation between EHW and police officers which poses a problem relating to roles. This was confirmed by participant 9 who said: "Police officers cannot differentiate the EHW personnel and the police officers".

Participant 6 added that…….."*EHW functionaries are expected to perform crime prevention duties while wearing a uniform and some of the police officers might not have confident on them and it also causes a barrier between the lower ranks*".

Discussion:

The study of Rajin (2012:75) supports the statement by indicating that the levels of interaction of EAP practitioners should be demilitarised. The EA practitioners are professionals and bound by their code of conduct that governs their respective field of specialisation and by associating them military ranks, implies dual ranks. The EAP practitioners will be comfortable in consulting the members and also gathering relevant information as required in order to assist all employees attached to different ranks in the SAPS.

Sub-theme 2.2   ***Organisational culture promotes interpersonal working relationship leading to adherence of policies***

The study findings indicated that organisational culture promotes interpersonal working relationship and adherence to policies.

This statement was confirmed by Participant 8 by indicating that: …… "*Organisational culture influence a very high standard of professionalism and much disciplined EHW practitioners through attending same basic training, the dressing of the police uniform, daily performing of the EHW duties in the environment and attending to their everyday emerging circumstances, makes police officers to accept and feel comfortable towards EHW services*".

Discussion:

The above view is supported by the statement of Adewale and Anthonia (2013:117) which indicates that organisational culture is the social glue that makes people bond together and makes them feel part of the organisational experience. Awad and Saad (2013:172) also add that the organisational culture assists in incorporating joint relationships that lead to managing the organisation effectively. Also the productivity and organisational culture assist in performance enhancement (Awad & Saad,

2013:172). Therefore, Robbins (1992:256) further states that organisational culture serves as a sense-making and control mechanism which guides and shapes the attitudes and behaviour of group members.

Sub-theme 2.3   Organisational culture viewed as a tool to promote confidentiality at the SAPS

The findings revealed opposite views about organisational culture viewed as a tool to promote confidentiality at SAPS.

This was confirmed by Participant 2 by indicating that: "*You don't have to bridge confidentiality not to divulge information and not to judge*".

Participant 13 added that: "*They think EHW functionaries will gossip about their problems of which is not true*".

Participant 6 further indicated that *"EHW functionaries at the clusters have to report to commissioned officers whereas they don't have idea of the EHW. Sometimes they even demand confidential information because they are senior officers".*

Discussion:

EAPA-SA (2010:4) states that EAPA-SA members shall regard all client related information as confidential and the release of information will only be done in compliance with a court order. However Schwartz and Schurink (2007:41) differ from the statement by saying members of the EAS (EHW) may report matters to the area commissioner and or station commissioner. Such matters must also be shared with direct supervisors of employees. Members felt that these so-called confidentiality assurances were misleading.

Sub-theme 2.4   SAPS leadership viewed as having influence on organisational structure

The study findings revealed that SAPS leadership was viewed as having influence on organisational structure.

This was confirmed by Participant 5 by indicating that: ….. "*SAPS is very structural: rank system determine how it works or operate e.g. leadership have more influence on the rank structure than how things should be done, the more you are a senior the more you are able to give instructions: it goes with operational and leadership*".

Participant 5 further indicated that: "*Operational matters: for example senior members have more powers than the lower ranks, more strict on policies and procedures such as uniform, standing orders: the members do what is written on the standing orders whether is right or wrong especially if the letter is signed by the senior members*".

Also Participant 6 added that: "*SAPS is a rank structured organisation and EHW practitioners are appointed under police act so for them to see the police members they need to negotiate*".

Participant 14 also indicated that: "*SAPS recognise protocol and rank structure. Protocol need to be followed. Even for decision making the junior members are not allowed to take a decision for the seniors. Only seniors are allowed to take a decision*".

Discussion:

This statement is supported by Kelling, Wasserman and Williams (1988:2) by indicating that in many respects, police organisations have been classified as a command and control organisation that emphasizes top-level decision-making: flow of orders from executives down to line personnel, flow of information up from line personnel to executives, layers of dense supervision, unity of command, elaborate rules and regulations, elimination of discretion and simplification of work tasks.

THEME 3: MARKED CHALLENGES RELATED TO ORGANISATIONAL CULTURE

These findings present the information with regard to marked challenges which are faced in the police service related to organisational culture.

Sub-theme 3.1   Lack of management support towards EHW services affects service delivery

The reality of the lack of management support towards EHW services was raised and it was confirmed that this affects service delivery. These realities were raised by several participants. Participant 14………. "*Commanders do not prioritise EHW*"

Participant 15……"*commanders don't use the services of the EHW, they only consider EHW when there is a crisis*".

Discussion:

This statement is supported by Dipela (2016:23) by indicating that the rationale for the existence of EAP in the workplace is primarily to assist employees who are

experiencing both personal and work related problems, to deal with those problems, especially when such problems impact on their job performance. Dipela (2016:70) further indicates that the supervisors are expected to monitor and guide the employees' performances on a daily basis so they are in a position to identify any employee's behavioural change or job performance. The supervisor has a vital role to play in assisting employees who are encountering challenges in the line of duty or any other problem that they may encounter at the workplace. Edmans (2016:8) adds that the manager's responsibility is to motivate a conducive environment where people can flourish both personally and professionally.

Sub-theme 3.2   Police officers are viewed as emotionally strong people which leads to a lack of utilisation of existing EHW services

The study findings revealed that police officers are viewed as emotionally strong people which leads to a lack of utilisation of existing EHW services.

This is supported by participant 1: "*There was no place for EHW. The slogan of 'cowboys don't cry'. It is also like police officers need to be emotionally fit to their main priority*".

Participant 7: "*Real police officers are not the same as the professionals. They have been taught to be strong and there are certain norms and values that they learn from the college. They taught them not to be fragile, not to cry and they don't have to behave like a woman. Police officers don't go for debriefing because they think they are strong*".

Participant 11: "*perception of the police that they need to be strong and they don't have to report to EHW*".

Participant 12: "*Police officers are indoctrinated to behave 'cowboys don't cry'. Old police officers who were there during the force are still there maintaining the discipline. Officials are afraid to show emotions and seek help. They do not want to appear weak and vulnerable. Since command structures do not care for human elements it is service-oriented people hesitate to seek help. The police officers are used to go to canteen to drink. Now they are using "dope and chop" they don't prioritise EHW service. Instead they are of the opinion that they have been in the service before EHW can be established in the organisation. People have been misinformed they don't want to be seen as cowards*".

Participant 13…"*the police officers still beliefs that 'cowboys don't cry' they don't want to use EHW services more often*".

Discussion:

This statement was supported by Williams (2016:130) by indicating that police officers are traditionally expected to be resilient, robust and always able to cope with their work demands. Mofomme (2010:11) adds to this by saying that police training programmes include intensive physical training, gun handling and classroom studies. The purpose of the training is to produce tough police officers who are aggressive, never cry and follow rules without questioning them.

Sub-theme 3.3   Lack of trust and respect for EHW by police officers is problematic leading to lesser utilisation of the services

The reality of the lack of trust and respect for EHW by police officers is problematic, leading to lesser utilisation of the services.

The following realities were raised by participant 1 and 2.

Participant 1 indicated that: …… "*Police officers don't believe in EHW that can make a change whereas EHW can keep them emotionally healthy. They don't refer as they don't trust EHW*".

Participant 2 added that: ….. "*There is a lack of trust towards EHW*".

Discussion:

This statement is supported by Al-Alwai, Al-Marzooqi and Mahommed (2007:25) by indicating that trust between co-workers is an extremely important element in organisational culture, which is believed to have a strong influence over knowledge sharing. The study of Rajin (2012:64) indicates that some of the employees don't trust the EAP practitioners because they participate in the cluster management meetings. The members' concern is that they think the contents of their consultations are divulged to their managers and as a result they are judged based on the contents of the information which they shared with the EAP practitioners.

Sub-theme 3.4   Lack of knowledge of the importance of EHW in SAPS leads to less utilisation of the services

The reality of the lack of knowledge of the importance of EHW in the SAPS leads to less utilisation of the services.

These realities were raised by Participant 4 in saying that: …… "*The management need to prioritise EHW as it will benefit the organisation, the employee and the community. It will also help to avoid civil claims*".

Participant 10 indicated that…"to prioritise EHW will ensure that members are productive to avoid unnecessary sick leaves".

Discussion:

The findings of Emener, Hutchison and Richard (2003:192) support this statement by indicating that EAP involves supervisory training and this kind of training focuses on intervention techniques, referral procedures, signs to look for in the troubled employee and also discussion of company policies and procedures. When supervisors, management representatives, stewards and other labour representatives are trained together, the training experiences may result in closer cooperation and it can also increase togetherness among the leaders within the environment which is good for the company. The findings of Rajin (2012:81) indicate that commissioned officers (management) must show their commitment to the EAP, by attending the workshops facilitated by the EAP practitioners. The commissioned officers need to be informed that they don't have to consult EAP practitioners only when they are encountering problems that affect their work performance but should also attend the workshops facilitated. The commissioned officers will thus also experience and gain more knowledge of the services facilitated by EAP. Rajin (2012:78) further indicates that the lack of knowledge of commissioned officers can also affect the employees whom they are supervising because they might experience some difficulties in accessing the required assistance when the need arises.

THEME 4: SUGGESTIONS MADE TOWARDS PROMOTION AND ADHERENCE TO LESS UTILISATION OF THE EHW SERVICE

Research findings revealed that the participants have ideas on how organisational culture could be promoted or improved and also how utilisation of the EHW services could be improved. It emerged in six sub-themes of this theme which is presented in the discussions which follow:

Sub-theme 4.1   The need to increase EHW personnel to cover all the stations suggested

The participants in this study reflected that there is a need to increase EHW personnel to cover all the stations suggested and to improve these services because it is important in this work environment.

This idea emerged from the following quotes: Participant 9 said that: ….. "*More social workers need to be appointed due to shortage as one social worker is responsible for 7 stations*".

Participant 5 added that: ……"*to get away with ranking structure rather than being in police act. If EHW personnel will be appointed under PSA they will be seen more as the professionals and also have more resources within the clusters will make the job easier".*

Discussion:

This statement was supported by the findings of Dipela (2016:107) that say SAPS management should employ more EA practitioners in order to accommodate the large number of employees in the cluster. Dipela (2016:107) further indicates that SAPS management should employ more EA practitioners who can be based in the police stations in order to help those police members who are working far from the EAP offices. The findings of Rajin (2012:61) concur with the findings of Dipela (2016:107) by indicating that each police station should have its own EAP practitioner based at the station so that the members' problems can be immediately identified and the necessary assistance can be offered. The findings further indicate that EAP practitioners should attend parades at police stations at which they are based in order to familiarise themselves with the members' needs in those stations.

Sub-theme 4.2   Increased management support towards EHW needed

The participants in this study reflected that increased management support towards EHW is needed to benefit SAPS members.

This idea emerged from the following quotes: ….. Participant 12 indicated that: ….. "*To change a culture is not easy but top down approach need to be used. Top managers who believe in EHW and push members for the services, are needed. Also top managers should be more accountable*".

Participant 11 added that: …… "*Be a mandatory for the police to access the services of EHW*".

Participant 6 indicated that…….. "*EHW functionaries be allowed to take part in the management meetings irrespective of ranks, allocation of resources: view professionals as part of the organisation e.g. one vehicle per EHW cluster is not enough and also allocation of funds for the programmes*".

Discussion:

The findings of Dipela (2016:108) support the statement by indicating that the importance of management support to the enhancement of EAP implementation in government departments is playing a vital role. Taute and Manzini (2009:387) agree that supervisors are the most important for the EAP because they are the frontline and will be the first to realise any decline or change in the work performance of an employee, which is important as the early identification of problems is the key element to the success of an EAP. Supervisors are the most significant links of EAP to the company's employees, as they are in a position to refer troubled employees and also to support those employees who voluntarily utilise the services.

Sub-theme 4.3   Elimination of stigma and discrimination towards EHW services is recommended

The participants in this study recommended the elimination of stigma and discrimination towards EHW services. This idea emerged from the following quotes:

Participant 1: ….. "*Police officers be positive towards EHW. Let the stigmatisation (don't stigmatise the people of EHW). There is also a resistance in the SAPS, a new culture can be built in SAPS*".

Discussion:

This statement is supported by the findings of Taute and Manzini (2009:390) which indicate that stigma is found to be the single most important factor discouraging employees from seeking help. The finding of Taute and Manzini (2009:390) further indicate that the strategy of dealing with stigma is through the provisions of the policy that protects the staff and discourages discrimination.

Sub-theme 4.4   The need for EHW staff to attend lateral training emphasised

The participants in this study emphasised the need for EHW staff to attend lateral training. This idea emerged from the following quotes:

Participant 9 said that: ….. "*It helps to learn culture of the organisation, policies, acts and how to communicate with the senior members*". Participant 10 suggested that: …… "*Professionals are forced to attend a lateral training for 3 months in order to have understanding of the organisation*". Participant 8 indicated that: ….. "*It influences a very high standard of professionalism and much disciplined EHW practitioners through attending same basic training, the dressing of the police uniform, daily performing of the EHW duties in the environment and attending to their everyday emerging circumstances, makes police officers to accept and feel comfortable towards EHW services*".

Discussion:

This statement above is supported by Adewale and Anthonia (2013:119) by stating that training is the planned effort by an organisation to facilitate an employee's learning of job-related competencies. These competencies include knowledge, skills or behaviours that are critical for successful job performance. The findings of Rajin (2012:64) indicate that some of the EAP practitioners are not well equipped with regard to the SAPS culture.

Sub-theme 4.5   Awareness campaigns related to work of EHW in SAPS suggested to maximise utilisation by police officials

The participants in this study reflect that awareness campaigns related to work of EHW in SAPS are suggested in order to maximise utilisation by police officials. This idea emerged from the following quotes:

Participant 14 stated that: ……. "*Commanders need always to be reminded about the EHW services*".

Participant 2 agreed that: ….. "*Senior personnel need to know what EHW is doing*".

Participant 7 further indicated that: …… "*SAPS need to be taught about EHW: marketing also need to be done because some they don't know EHW services. Even though there is an EHW at the training colleges but still at the clusters the EHW functionaries still need to do more*".

Discussion:

This statement was reflected by Standard Committee of EAPA-SA (2010:1) outreach programmes, saying that promotion of EAP services should be conducted as a way of

making employees aware of the availability of the programme. Management, supervisors, unions and family of the employees must be fully informed about the benefits of the EAP services. However Masi (2011:3) adds that marketing is an active promotion of availability of EA to employees, their family members and the organisation. Rajin (2012:78) agrees that awareness campaigns should be held with all commissioned officers together with the newly promoted. The attendance of these awareness campaigns should be compulsory for all commissioned officers, and they must be responsible to pass down the information they have received to lower ranking employees. The campaign awareness needs to target all the groups of commissioned officers and must also accommodate the night shift members.

Sub-theme 4.6   The EHW staff needs training on self-discipline whilst working in SAPS.

The participants in this study reflect that the EHW staff members need training on self-discipline whilst working in SAPS. This idea emerged from the following quotes:

Participant 3 said that: …… "*EHW need to be disciplined and also self-discipline as an EHW personnel*".

Participant 9 added that…….."*It influences a very high standard of professionalism and much disciplined EHW practitioners through attending same basic training, the dressing of the police uniform, daily performing of the EHW duties in the environment and attending to their everyday emerging circumstances, makes police officers to accept and feel comfortable towards EHW services*".

Discussion:

Adewale and Anthonia (2013:119) support this statement by indicating that an organisation can guide the conduct of its employees by embedding ethical values in its culture.

4.6 Conclusion

In chapter 4 the EHW practitioners' viewpoints regarding the influence from organisational culture was explored whereby explanations related to the meaning of organisational culture, influence of organisational culture to service delivery, marked challenges related to organisational culture as well as suggestions towards promotion and adherence to less utilisation of the EHW service were discussed.

CHAPTER 5

Key findings, Conclusions and Recommendations

5.1 INTRODUCTION

The study of a qualitative nature was undertaken in this purposive research with an attempt to find an answer to the research question: What is the influence of organisational culture on Employee Health and Wellness Programme service delivery in the South African Police Services in Limpopo? The goal of this study was to explore and describe the influence of organisational culture on EAP service delivery in the SAPS in Limpopo Province, South Africa. Data were gathered through semi-structured interviews with 15 participants.

This chapter will serve as the final evaluation for the research process.

5.2 KEY FINDINGS OF THE RESEARCH

The summary of the key findings for the study:

- **Explanations related to the meaning of organisational culture**

  Most of the EHW personnel understand the meaning of the organisational culture though some still need training. The organisational culture of SAPS is regarded as the corporate image dictated by rules and regulations. Most of the EHW personnel were positive about the rules and regulations though they felt that some of the regulations are not relevant towards their professions. The majority of the EHW personnel are concerned about the issue of hierarchy as it makes them to feel uncomfortable towards the police officers, especially towards the management.

- **Influence of organisational culture on EHW service delivery at SAPS**

  Most of the EHW participants are of the opinion that since they were appointed under police Act and they are also required to perform crime prevention duties, this causes the police officers to not regard them as professionals. Some of the EHW participants acknowledge that there is often a lack of confidentiality as sometimes the members of management demand the confidential information.

However, the majority of the EHW participants regard SAPS as a rank structured organisation with sufficient "command and control".

- **Marked challenges related to organisational culture**
  The study found that the majority of the EHW personnel feel that management does not support EHW programmes, which results in a general lack of support. The findings indicate supervisors play a vital role by supporting the EHW programmes and referring the police officers for services. The majority of the EHW personnel are of the opinion that most of the police officers are regarded as 'strong' and do not have to show their emotions or feelings to anyone else. The reason might be their training whereby they are taught to be strong, and also the influence of the older police officers. The findings show that there is also a lack of knowledge of the importance of EHW in SAPS. For the police officers to be knowledgeable they need to attend the workshops facilitated by the EHW practitioners.

- **Suggestions made towards promotion and adherence to lesser utilisation of the EHW service**
  The findings show that there is a need to appoint more EHW practitioners especially at the different SAPS stations in order to ensure greater accessibility. For the police officers to consult with EHW practitioners, stigmatisation must be dealt with. More awareness campaigns could help the police officers to be more familiar with the EHW. Therefore, it is also necessary for the EHW practitioners to go for lateral training, as this will help them to familiarise themselves with the organisational culture of the SAPS.

5.3 CONCLUSIONS

The following conclusions were from the findings of the study:

- Some of the EHW personnel do not have a clear understanding of the organisational culture

- Organisational culture is viewed as a corporate image dictated by rules and regulations. The EHW personnel confirmed that the SAPS is regulated by the National instructions and other policies such as National instruction that coordinate absenteeism and Firearms Control Act 2000 (60/2000.

- The EHW personnel indicate that practices such as salute and appraising, ranking signal, parade, training and wearing of uniform are regarded as the selected practices and work expectations that are viewed by the SAPS as the organisational culture.

- Training is viewed as preparation for police officers towards adherence to organisational culture. Police officers are taught to be strong and there are also certain norms and values that they learn from college.

- The EHW personnel confirm that a lack of differentiation between EHW and police officers is problematic as EHW are thereby expected to perform crime prevention duties.

- The EHW personnel were positive about the organisational culture that promotes interpersonal working relationships, leading to adherence to policies by indicating that organisational culture encourages a very high standard of professionalism.

- The findings revealed that organisational culture is viewed as a tool that promotes confidentiality. This was confirmed by EHW personnel by indicating that no confidentiality should not be broken or any information be divulged.

- The EHW personnel confirm that SAPS is utilising a rank structure system that determines how the organisational culture works or operates. The EHW personnel further confirm that senior members have more powers than the lower ranks.

- The EHW personnel confirm that commanders do not prioritise EHW.

- Police officers are viewed as emotionally strong people, which leads to a lack of utilisation of existing EHW services.

- Police officers have a lack of trust and respect for EHW which results in lesser utilisation of the services.

5.4 RECOMMENDATIONS

The following recommendations are made:

- Training regarding the meaning of organisational culture must be provided. This will sensitise the members to the organisational culture and the influence of organisational culture on EHW.

- SAPS management should consider demilitarising the EHW personnel as demilitarising will assist EHW personnel to be comfortable in conducting consultations with the employees attached to different ranks within SAPS.

- EHW personnel should have a strategy regarding confidentiality that will make employees within the SAPS more comfortable to utilise the EHW services. An effective strategy to promote confidentiality may also assist management to refer more employees to EHW.

- Management needs to be more supportive towards EHW service delivery.

- Trust and respect need to be assured by the EHW in order to make the EHW more attractive towards the police officers.

- More awareness about EHW personnel should be raised in order to sensitise the police officers regarding the services of EHW.

- More EHW personnel need to be appointed in order to accommodate police members who are working far from the EAP offices, so that early identification of the problems can be done at different stations.

- Elimination of the stigma and discrimination towards EHW needs to be attended to by the police officers.

- EHW personnel need to attend lateral training in order to familiarise themselves with the organisational culture of SAPS.

- EHW personnel need training on self-discipline.

5.5 RECOMMENDATIONS FOR FUTURE RESEARCH

- Due to a shortage of sources about the organisational culture of SAPS more research needs to be conducted.
- Research to determine the reasons for police officers failing to support EHW should be done.

5.6 SUMMARY

The goal of the study was to explore and describe the influence of organisational culture on EAP service delivery in the SAPS in Limpopo Province, South Africa. This goal was guided by the following objectives.

- To conceptualise and describe the term 'organisational culture'. The objective was achieved in chapter 2.

- To explore the influence of organisational culture on EAP service delivery. The objective was achieved in chapter 3.

- To explore and describe the influence of the organisational culture on the EAP/EHW in the SAPS specifically. The objective was achieved in chapter 3.

- To formulate recommendations regarding the way organisational culture can improve the EAP/EHW within the SAPS in Limpopo Province. The objective was achieved in chapter 4.

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ANNEXURE A

Semi-Structured Interview Schedule

Organisational culture and Employee Health and Wellness Programme service delivery in the South African Police Services in Limpopo

Semi-structured interview schedule

NOTE: Data will be completed by the researcher during the interview

SECTION 1

1.1 Gender

Male	
Female	

1.2 Race

African	
Coloured	
Indian	
White	

1.3 Age

21-30	
31-40	
41-50	
51-60	

1.4 Subsection

Social Work Service	
Spiritual Services	
Psychological Services	
Quality of Work Life Management	

1.5 Position

Social Worker	
Psychologist	
Chaplain	
Wellness practitioner	

1.6 Rank in the department……………………………………………………..

1.7 Experience in the department
   State the number of completed years in the service of the SAPS: ………………………….

SECTION 2

2.1 What is your understanding of the concept 'organisational culture'?

2.2   How would you describe organisational culture within the SAPS and give 3 examples of SAPS culture?

2.3 Provide your opinion on how organizational culture influences EHW/EAP service delivery in the SAPS/what is the impact of organisational culture towards EHW/EAP service delivery in the SAPS?

2.4 What are your recommendations regarding the influence of the organisational culture on EHW/EAP service delivery?

ANNEXURE B

PROOF OF ETHICAL CLEARANCE

13 December 2017

Dear Ms Thaba

Project:	**Organisational culture and Employee Health and Wellness Programme service delivery in the South African Police Service in Limpopo**
Researcher:	**RL Thaba**
Supervisor:	**Prof LS Terblanche**
Department:	**Social Work and Criminology**
Reference number:	**20074906 (GW20171109HS)**

Thank you for the application that was submitted for ethical consideration.

I am pleased to inform you that the above application was **approved** by the **Research Ethics Committee** at an ad hoc meeting held on 13 November 2017. Data collection may therefore commence.

Please note that this approval is based on the assumption that the research will be carried out along the lines laid out in the proposal. Should the actual research depart significantly from the proposed research, it will be necessary to apply for a new research approval and ethical clearance.

We wish you success with the project.

Sincerely

Prof Maxi Schoeman
Deputy Dean: Postgraduate Studies and Ethics
Faculty of Humanities
UNIVERSITY OF PRETORIA
e-mail:tracey.andrew@up.ac.za

CC: Prof LS Terblanche (Supervisor)
        Prof A Lombard (HoD)

ANNEXURE C AND D

Authorisation Letters

SUID-AFRIKAANSE POLISIEDIENS ⊛ **SOUTH AFRICAN POLICE SERVICE**

PO BOX 5036, PRETORIA, 0001

Verwysing Reference	3/34/2
Navrae Enquiries	Lt Col Joubert
Telefoon Telephone	012 393 3118
Faksnommer Fax Number	012 393 3178

HEAD: STRATEGIC MANAGEMENT
S A POLICE SERVICE
HEAD OFFICE
PRETORIA

25 APR 2016

The Provincial Commissioner
LIMPOPO

(Attention: Brig Naicker)

RESEARCH PROPOSAL: ORGANISATIONAL CULTURE AND EMPLOYEE HEALTH AND WELLNESS PROGRAM: SERVICE DELIVERY IN THE SOUTH AFRICAN POLICE SERVICE, LIMPOPO PROVINCE; MASTER DEGREE: UNIVERSITY OF PRETORIA: RESEARCHER: RL THABA

1. The research proposal of Ms RL Thaba, pertaining to the above mentioned topic, refers.

2. The aim of the study is to determine the impact of organisational culture on the services rendered by Employee Assistance Programs (EAP) and Employee Health and Wellness Programs (EHWP), within the South African Police Service (SAPS) in the Limpopo Province, South Africa.

3. The researcher is requesting permission to interview a number of 15 EAP and EHWP practitioners in the SAPS, who are working in the Limpopo province.

4. The proposal was perused according to National Instruction 1 of 2006. It is recommended that permission be granted for the research study, subject to the final approval and further arrangements by the office of the Provincial Commissioner: Limpopo. An undertaking must be obtained from the researcher prior to the commencement of the research stating that:

4.1. the research will be at his/her exclusive cost;

4.2. the researcher will conduct the research without any disruption of the duties of members of the Service and where it is necessary for the research goals, research procedures or research instruments to disrupt the duties of a member, prior arrangements must be made with the commander of such member;

4.3 the researcher should bear in mind that participation in the interviews must be on a voluntary basis;

4.4 the information will at all times be treated as strictly confidential, and

RESEARCH PROPOSAL: ORGANISATIONAL CULTURE AND EMPLOYEE HEALTH AND WELLNESS PROGRAM: SERVICE DELIVERY IN THE SOUTH AFRICAN POLICE SERVICE, LIMPOPO PROVINCE; MASTER DEGREE: UNIVERSITY OF PRETORIA: RESEARCHER: RL THABA

4.5   the researcher will provide an annotated copy of the research work to the Service.

5.   A copy of the approval (if granted) and signed undertaking as per paragraph 4 supra to be provided to this office within 21 days after receipt of this letter.

Kind regards,

                                                                    MAJOR GENERAL
HEAD: STRATEGIC MANAGEMENT: SOUTH AFRICAN POLICE SERVICE
L RABIE

Date: 2 5 APR 2016

SUID-AFRIKAANSE POLISIEDIENS   **SOUTH AFRICAN POLICE SERVICE**

Privaat Sak/Private Bag X9428

Verwysing	
Reference	: 2/1/2/1(5/2016)
Navrae	
Enquiries	: Brigadier Naicker
	Major montjane
Telefoon	
Telephone	: 015 290 6097/9
Faksnommer	
Fax number	: 015 230 1023
E-pos	
Email	: LIM:Prov-Head OD & Strategic Management

THE PROVINCIAL COMMISSIONER
SOUTH AFRICAN POLICE SERVICE
POLOKWANE
LIMPOPO
0700

2016 -05- 1 2

RL Thaba
Modimolle Accounting Station
South African Police Service
0510

AUTHORITY TO CONDUCT RESEARCH: ORGANISATIONAL CULTURE AND EMPLOYEE HEALTH AND WELLNESS PROGRAMME: SERVICE DELIVERY IN THE SOUTH AFRICAN POLICE SERVICE, LIMPOPO PROVINCE: MASTERS DEGREE: UNIVERSITY OF PRETORIA: RESEARCHER: R.L THABA

1.   An authority to conduct research within SAPS on Organisational Culture and Employee

        Wellness Service Delivery in SAPS is herewith granted.

2.   Please take note of the following:

2.1.   You will conduct the research without any disruption of the duties of personnel;

2.2.   The information will at all times be treated as strictly confidential;

2.3.   Participation in the interview must be on a voluntary basis;

2.4   The research will be conducted at your own cost;

2.5.   You will donate a copy of the research work to the service;

Regards

_____**LIEUTENANT GENERAL**
PROVINCIAL COMMISSIONER
LIMPOPO PROVINCE
NJ LEDWABA

Date: 2016/05/12

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ANNEXURE E

Data Storage Form

DEPARTMENT OF SOCIAL WORK AND CRIMINOLOGY
UNIVERSITY OF PRETORIA

STORAGE OF RESEARCH DATA

Ref. No.: ....

1. IDENTIFYING DETAILS

1.1 Researcher: ....**Registration number**..............................

1.2 Programme:..**Graduation date:**..............

1.3 Supervisor/
Promotor:...
Co-supervisor / Co-promoter (if
applicable):…………………………………………………………………

1.4 Title of
study:...
....
....

2. DATA SUBMITTED
2.1 Date of submission of data: ....
                                        YYYY/MM/DD

2.2 Data will be stored until: ....
                                   YYYY/MM/DD

2.3 Details of data submitted (please specify type and quantity):
☐ **Questionnaires:** .... ☐ **Transcripts:** ....
☐ **Video tapes:** .... ☐ **Audio tapes:** ....
☐ **Informed consent forms:** ....
☐ **Others (specify):**
....
…………………………………………………………………………………………………
....
....
Researcher   Supervisor / Promoter   Co-supervisor/ Co-promoter
…………………………….. ……………………………… …………………………………

Date   **Date**   **Date**
………………………… …………………………………

Head of Department   Date

Adopted: 5 March 2010

ANNEXURE F

Informed consent form

Faculty of Humanities
Department of Social Work and Criminology

17/10/2017

Our Ref: Prof L S Terblanche/Linkie Thaba
Tel: (012) 420-3292
E-mail: lourie.terblanche@up.ac.za

INFORMED CONSENT FORM

Participant's Name: ....
Date: ....

Principal Investigator:
Name: Thaba Ramaesela Linkie
Institution: University of Pretoria
Address: Stand No 72
           Zoetfontein
           Ga - Molepo

I wish to voluntarily consent to participate in the envisaged project, with details as displayed below:

1. *Title of Study:* *The influence of organizational culture on Employee Health and wellness programme service delivery in the South African police Service in Limpopo Province.*
2. *Purpose of the Study:* The purpose of this study is to investigate the influence of organizational culture on Employee Health and Wellness programme in the South African police Service.
3. *Procedures:* The interview will take approximately 60 minutes. All data collection interviews will be scheduled according to the convenience of the respondent.
4. *Risks and Discomforts:* There are no known emotional risks or discomforts associated with this project.
5. *Benefits:* There are no known direct benefits for participating in this study. However, the results of the study may help researchers gain a better understanding of the behaviour of other people.
6. *Participant's Rights:* Any respondent may withdraw from participating in the study at any time.
7. *Financial Compensation:* There will be no financial compensation offered for participating in the project.
8. *Confidentiality:* In order to record exactly what is said, a digital recorder will be used. The records will be listened to only by the Principal Investigator and authorized members of the research team at the University of Pretoria.
9. **The results will be kept confidential and only released if requested by the respondent.** The results of this study may be published in professional journals or presented at professional conferences, but no records and/or identity will be revealed unless required by law.

Any questions or concerns, can be taken up with the student Ms Linkie Thaba at (072)3597740 at any time during the day.

Room 15, Level 10 , Humanities Building
University of Pretoria, Private Bag X20
Hatfield 0028, South Africa
Tel +27 (0)12 420 3292
Email lourie.terblanche@up.ac.za
www.up.ac.za

Fakulteit Geesteswetenskappe
Departement Maatskaplike Werk en Kriminologie
Lefapha la Bomotho
Kgoro ya Modiro wa Leago le Boseny

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