

**Discrepancies between recruitment, selection process and personality assessment as contributors  
to corruption in policing in South Africa**

by

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## **DEDICATION**

I dedicate this project to my parents Matime and Manthlatlego, Thank you guys for instilling discipline and encouraging me to always work hard to realise my dreams.

## DECLARATION

I Victor Mogale Letsoalo declare that this thesis **Discrepancies between recruitment, selection process and personality assessment as contributors to corruption in policing in South Africa** is my own work and that all the sources that have been consulted throughout have been acknowledged in the reference list.

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Signature

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Date

**ACKNOWLEDGEMENTS**

Special thanks go to my supervisor Dr E Tlou who has been there for me throughout this project always guiding and encouraging me to work hard especially when it seemed impossible. To my family and friends thank you for your understanding and allowing me opportunity to work on this project. My colleagues in the SAPS and everybody who participated in this study I salute you. Above all, I want to thank God for the opportunity he gave me, good health throughout and the strength to finalise this study.

## **ABSTRACT**

This study aimed to uncover psychological factors that contribute to corruption in the South African Police Service (SAPS). Corruption has been one of the challenges faced by the democratic government of the Republic of South Africa and it continues to be a threat to the development and security of the country. To investigate causes of corruption in policing, the study focused on discrepancies between the recruitment selection process and ethical behaviour among three groups of police officials.

Employing a qualitative research design, the study addressed emerging questions, procedures, and data collected from research participants in their work environments. Participants were identified through purposive sampling, and they were classified into three groups, namely: newly recruited trainees of the SAPS with a six-month service record, permanent members with exemplary ethical behaviour and former members or serving members who were previously charged for contravening the regulations or charged for corruption.

The study found that personality factors that are assessed during recruitment and selection fail to identify a personality type or character disposition that is “corruption-prone” or “corruptible”. Interviews with officials with a history of corruption revealed self-reports of behaviour consistent with what psychopathology literature terms the “antisocial personality” type, which recruitment and selection processes failed to identify. These participants, like all the members of the SAPS, went through psychological assessments and were recommended for enlistment in the SAPS.

The findings further revealed organisational cultural factors that contribute to discontent among police officers, which could be linked to corrupt behaviour. Several organisational factors namely, lack of a cohesive Promotion Policy, inconsistent application of disciplinary procedures, lack of oversight over members in senior leadership creating a perception of “untouchability” of senior leadership by the rank-and-file officers, lack of

ethical and principled leadership and lack of consequence management were found to cause discontent among members of the SAPS which could influence decisions to engage in corrupt behaviour.

The golden thread in the reports from the participants over the six months during which data was gathered is that the SAPS is a "Personality Cult" centred around top officers. Senior officers possess such unchecked authority that they can act wantonly within the organisation, thus undermining official governance policies. Senior officers have arrogated themselves absolute and unbridled authority to hire, promote, and terminate at whim without any consequences. Consequently, the corruption exhibited by members in the public sphere may represent a form of "rebellion" against an organisation that, through the caprice of senior leadership, has failed to gain the respect of rank-and-file members.

**Keywords**, Corruption, ethical leadership, organisational culture, personality, policing, recruitment and selection.

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## CHAPTER 1

### THE NEED FOR RESEARCH ON CORRUPTION IN POLICING

Corruption undermines the democratic values of a country, destroys hope, harms service delivery and job creation, and has the potential to destroy public trust in government and investor confidence in the country. Section 199 (1) of the Constitution of the Republic of South Africa provides for the existence of the South African Police Service with the responsibility to keep South Africa safe from all sorts of criminality. Researchers like, (Fomunjong (2013) and Manyaka and Nkuna (2014) mentioned that corruption is a social problem and is harmful to the development of societies. Since it is a societal problem, different academic fields, like psychology, sociology, political science, and economics, must contribute to fighting this scourge.

To understand the prevalence of corruption in the SAPS from the psychological point of view, research must be conducted to uncover the psychological factors that could facilitate corruption. Despite having the Constitutional mandate to keep South Africa safe from criminality, the SAPS is not immune to corruption. Thobane (2014) suggested that the police are highly implicated in having links with cash-in-transit (CIT) robbers. She indicated that 23 out of 40 convicted CIT robbers she interviewed mentioned that they had been successful on previous occasions as CIT robbers due to assistance they received from the police officials. Further, she reported that the former SAPS intelligence officer codenamed "Captain KGB" and his colleague were arrested in 2013 for the role they played in a spate of armed robberies in the country (Thobane, 2014).

The Parliamentary Monitoring Group (2019) reported that in 2012, the Investigation of Priority Crimes Directorate (IPID) investigated 1026 criminal charges against 892 police officers for corruption, fraud, aiding escapees, defeating the ends of justice and bribery. SAPS Annual Performance Report (2013/14 2013b:45) indicate that on 31 March 2013, there were "8846 pending cases of criminal conduct against the members of the SAPS". Although there has been a significant decrease in the number of charges against police officers in conflict with the law in 2021, a lot must be done to eradicate criminality in the SAPS.

Ainsworth (2005) alluded that for law enforcement organisations to function effectively, they must recruit candidates suitable for the job. Suitable candidates refers to individuals who will be able to uphold and protect the integrity of the organisation against all odds, SAPS members are recruited through a formal and approved recruitment and selection process expected to produce police officers with high levels of integrity, ethical consideration and exemplary behaviour at all levels of the organisation. However, this is not always the case. The fact that 5,708 members of the SAPS were found to have been in conflict with the law for the financial year 2020/2021 out of a total number of 170 389 SAPS members is a negative indicator (SAPS Report on Discipline 2021). Over ten percent of the charges reported were related to corruption. This is despite the implicated police officers having gone through rigorous psychological assessment during their recruitment. This raises questions about the efficacy of the psychological assessment tools used during recruitment.

This study intends to use qualitative research to investigate the prevalence of corruption, focusing more on the discrepancies between the recruitment selection process and, ethical behaviour as contributors to corruption, with a view to enhancing guidelines and policies to prevent corruption in the SAPS. Since the emphasis is more on the pathway to corruption, a profile of potential offenders would be generated through this study, which allows for future risk prediction.

## **1.1 PROBLEM STATEMENT**

Corruption has become an endemic in many countries around the world. South Africa is one of the countries confronted with a high prevalence of corruption in both the public and the private sectors. Newham (2013) reported that South Africa had done enough to establish entities responsible for dealing with corruption. He indicated that 13 public sector agencies have legal or policy roles in dealing with corruption. A National Anti-Corruption Task Team has been established to coordinate the functions of these agencies. However, despite this intervention, corruption continues to be a severe problem in South Africa.

The South African Police Service (SAPS) is the government department responsible for policing in South Africa as provided for by Section 199 (1) of the Constitution of the Republic of South Africa (Constitution, 1996). The SAPS is charged with preventing, investigating, and combating crime, maintaining law and order, upholding and enforcing the law, and serving and protecting the inhabitants of South Africa and their properties (SAPS Act 68 of 1995).

Despite this noble role, the SAPS has not been immune to corruption within its ranks (Newham & Faull, 2011). However, it is significant to note that police officers are human and are impacted by the vagaries of society as they impact the rest of the population. Therefore, any human factor that is studied in the general population applies to police personnel as well.

During induction, members of the SAPS take an oath to serve, protect and uphold the law in South Africa, however, some abandon their oath and engage in corrupt activities. It is, therefore, significant to understand the psychological factors that lead to the abandonment of their oath and engage in corruption. It is also necessary to understand the organisational factors that could encourage and create opportunities for the police to abandon their oath and engage in corruption. Such an understanding will help in the design of possible solutions to address the problem. Corruption in the police must be dealt with as a matter of urgency to avoid it spiralling out of control. Should it spiral out of control there could be chaos in the country, and investors could leave the country for fear of losing their investments and the country might not be able to attract new investments, which could exacerbate the current scourge of joblessness. Loss of jobs could lead to drastic increase of criminality and general lawlessness.

One of the most significant measures of curbing corruption in the SAPS has been to put recruitment and selection processes in place that ensures only suitable candidates with integrity make it through to the SAPS ranks. This is done by subjecting potential candidates to psychological testing, integrity assessment, criminality checks, and interviews during the recruitment selection. The psychological assessment assesses the candidates' personality traits, cognitive ability, problem-solving skills and psychological attributes. It is perplexing to realise that despite all the measures and strategies in place,

corruption persists as a severe challenge within the SAPS. Moreover, even those individuals who have undergone rigorous recruitment selection processes find a way to engage in acts of corruption.

Recruiting employees is a critical function of Human Resource Management departments in organisations, as it involves attracting, screening, and selecting suitable candidates to fill specific job profiles (Mondy, 2010). In the South African Police Service, the Division of Human Resource Management is responsible for the recruitment and selection process in conjunction with the Division of Human Resource Development.

Qualified human resources professionals staff this Division to deal with the recruitment and selection process. These include psychologists responsible for administering the psychological assessments. This is the first step during the recruitment process. Psychologists recommend or not recommend the candidates for enlistment. The Health Professions Council of South Africa (HPCSA) regulates health care professions and protects the public by setting and maintaining standards for ethical and professional practice in South Africa. Chapter 5, Paragraphs 44 to 56 of the Health Professions (Act 56 of 1974) provide guidelines for administering psychological tests.

During 2019, the SAPS advertised posts for the enlistment of recruits for placement around nine provinces of South Africa, and the closing date was 15 October 2019. Over 530,000 applications were received from interested youth willing to join the SAPS. The SAPS needed only about six thousand candidates. This numerical reality required the SAPS to select suitable individuals who could protect the image of the SAPS through their integrity. Selected candidates are trained in terms of the Safety and Security Sectoral Bargaining Council Agreement Number 05/2016 and sign a memorandum of agreement with the SAPS, which outlines what is expected of the trainees and the obligations of the SAPS during training.

During the training phase, trainees conduct themselves satisfactorily, except in a few cases where trainees may be expelled for serious misconduct. Despite the stringent recruitment and selection processes, there is a prevalence of criminality within the ranks of the SAPS, as evidenced by corruption, fraud, aiding escapees, defeating the ends of justice and bribery reported against the members of the SAPS

## **1.2 AIM OF THE STUDY**

This study aims to uncover reasons that account for discrepancies between the recruitment, selection processes and psychological assessment and how these discrepancies contribute to corruption among members of the South African Police Service.

## **1.3 OBJECTIVES OF THE STUDY**

The objective of the study is to investigate psychological and organisational factors that account for corruption in the SAPS as a function of the discrepancies between recruitment and selection processes and psychological assessment.

## **1.4 RESEARCH QUESTIONS**

To achieve the stated research objective, the following research questions are posed:

- 1.4.1 What are the newly recruited trainees' perceptions of SAPS culture during training at the academies?
- 1.4.2 What are the perceptions of the newly recruited trainees about the culture of the SAPS six months after placement at different police stations or Units?
- 1.4.3 What are the common personality attributes of police officers who engage in corrupt activities?
- 1.4.4 What are the common personality attributes of police officers who do not engage in corrupt activities?
- 1.4.5 What are the organisational cultural factors in the SAPS that contradict the recruitment and selection process?

## **1.5 RATIONALE OF THE STUDY**

Corruption not only diminishes the moral fibre of the individuals and the organisation they serve; it also affects the economic trajectory of the countries affected in many ways (Fernandez, 2013). Manyaka and Nkuna (2014) identified corruption as one of the harmful phenomena to the development of societies in the world, with the developing countries like South Africa being the most adversely impacted. Corruption is a social problem, and policies and strategies have been implemented to curb the scourge, but it persists.

Corruption undermines the efforts of poor South Africans who work hard to improve their lives, and the opportunities are stolen away from them through corruption. This study is motivated by these concerns and seeks to uncover the psychological and organisational factors that account for corruption in the SAPS. The relevance of this study is evident in Steffen and Hapal's (2018), suggestion that police corruption is one of the key issues for researchers, citizens, and practitioners alike.

This study aims to address this gap by shedding light on the factors that account for prevalence of corruption in the SAPS. Specifically, the study aims to gain an understanding of police officials' experiences and perceptions of discrepancies between recruitment and selection process, ethical behaviour and corruption in the SAPS. The findings will contribute to the existing body of knowledge by providing important insights into the needs of the members of the SAPS. This, in turn, will inform policymakers of the specific interventions required to effectively address the issue of corruption in the SAPS. The study's outcomes will also offer insights into the challenges faced by the members of the SAPS who will be provided a platform to share their experiences and perspectives. Overall, this research will advance the current understanding of members of SAPS and the challenges they faced the moment they were enlisted in the SAPS. Finally, this study has significant implications for policy, practice, and the well-being of the members of the SAPS and general South African public.

The decisions made by policymakers today have long-lasting implications for the country's economic development, especially when it comes to preventing, combating, and investigating crime. South Africa is a developing country ranked amongst the top five countries with the highest inequality. Billions of rand are lost to corruption, benefitting only

a few, and this contributes to the high levels of unemployment and inequalities the country currently experiences.

If corruption could be eradicated, investors' confidence in the country would improve, and poverty, inequality, and levels of unemployment may be reduced. As a psychology student, I think academic research is necessary to analyse inefficiencies and weaknesses and the correlation between recruitment selection processes and the involvement of police officers in corruption. This would assist in establishing what the problem is within the SAPS ranks, which leads to officers engaging in corruption while knowing that their actions may lead to dismissal from the SAPS or, at worst, jail time.

Further, I intend to uncover the discrepancies between the recruitment selection process, ethical behaviour and corruption to establish the reasons behind the failure of the available efforts to yield the desired results and to share the findings with the SAPS and the policymakers so that the strategies to fight corruption may be intensified. Further, this study seeks to enhance the national crime prevention strategies and policies to eradicate criminal activities and the recruitment selection processes of the SAPS to ensure that only suitable candidates make it through to police ranks.

## 1.6 RESEARCH SETTING: THE SOUTH AFRICAN POLICE SERVICE



Pictures:www.google.com

The South African Police Service is the police department of South Africa. Prior to 1994, it was known as the SAP (South African Police), and the name changed to SAPS (South et al.) in 1995 after the amalgamation of different policing agencies which existed during apartheid. By the time of the study, it consisted of twelve (12) Divisions, which were headed by the Divisional commissioners at the level of Lieutenant Generals and operating in all nine (9) provinces of South Africa, each province headed by the Provincial Commissioner also at the level of the Lieutenant General. The 12 Divisions are as follows: Human Resource Management, Human Resource Development, Supply Chain Management, Financial Management and Administration, Technology Management Services, Legal and Policy Services, Crime Intelligence, Visible Policing and Operations, Protection and Security Services and Directorate for Priority Crime Investigation and the nine (9) provinces are Gauteng, Limpopo, North West, Mpumalanga, Free State, KwaZulu-Natal, Northern Cape, Eastern Cape and Western Cape.

The headquarters of the SAPS is based in Pretoria and is headed by the national commissioner, also at the rank of Lieutenant General. The national commissioner reports to the police minister, usually a political appointee. The police minister then reports directly to the president of the Republic of South Africa.

## **1.7 LAYOUT OF CHAPTERS**

This study is organised into five chapters; each chapter is briefly explained below.

### **CHAPTER 1**

Chapter 1 provides an overview of the study, beginning with the background, the problem statement that indicates the need for this study, the aims and objectives of this study, the significance of this study, and the layout of the chapters.

### **CHAPTER 2**

This chapter reviews the literature relevant to this study, including the theoretical framework.

### **CHAPTER 3**

This chapter outlines the methodology, research design, data collection techniques and instruments, ethical considerations, and data credibility issues that are addressed. The interpretive paradigm is identified as the ideal paradigm for this study.

### **CHAPTER 4**

This chapter presents the findings of data collected through the use of research questionnaires and lays the ground for the recommendations to be discussed in Chapter 5.

### **CHAPTER 5**

Building on the foundation laid in Chapter 4, this chapter presents the concluding remarks and recommendations on the identified discrepancies between the recruitment selection process, ethical behaviour, and corruption and how the discrepancies may be dealt with to improve smooth coordination in the strategies to fight corruption.

## CHAPTER 2

### THEORETICAL APPROACH ON CORRUPTION

There is no theory of corruption in the social science literature. To create a theoretical framework, I composed elements of various theories in literature to craft a conceptual base for this research. Sternberg, Grigorenko and Kalmar (2001) advocated for unified theory of psychology in which studies of different psychological phenomena may be well enhanced by bringing together the ideas of various disciplines, like biology, philosophy, anthropology and so forth. Under this approach an individual is not limited to a specific field of psychology but may choose to specialise in a particular set of related phenomena thus, studying a phenomenon of interest from multiple points of view. Although individuals would be specialising in several related psychological phenomenon, the understanding would be much broader and comprehensive. Unified psychology is opposed to the current field fixation which is said to be inadequate for comprehensive understanding of psychological phenomenon.

Central to the concept of a unified theory of psychology is theory development which encompasses evaluating existing theories, creating new theories and trying to resolve the discrepancies between theories (Sternberg, Grigorenko and Kalmar 2001). Unified psychologists are pro-integrative theory-knitting approach as opposed to a theory-segregated approach. According to Sternberg, Grigorenko and Kalmar (2001) a theory-knitting approach has four advantages over the theory-segregated approach, namely (1) Theory-knitting approach is not likely to mislead the direction of research in that the interest of theory knitting is conceptual integration not empirical predictive competition; (2) Theory-knitting attempts to uncover the assumptions and integrate them into a new framework; (3) Theory-knitting clearly identifies the scope of investigation; and (4) Theory-knitting helps the theorist in identifying the theoretical constructs that constitute the new theory they are proposing (“knitting together”). The theories presented below provide a conceptual framework for this study.

## **2.1 Bioecological Theory**

Julian and Bonavia (2020) wrote that corruption causes social harm to many people worldwide and plays a significant role in political science and economic research; however, it is not a common phenomenon in social psychology. The social and psychological drivers of corruption and unethical behaviour remain largely unknown. Some researchers, for example Etoru, Adebayo, Ndyareeba and Siraje (2020), suggest that psychological factors play a significant role in determining unethical behaviour, such as telling lies and committing crimes. I put together the core elements of the Bioecological Theory, Rational Choice Theory and Organisational Culture Theory to provide a conceptual framework for this study.

These theories are integrated into this study. After all, they offer insight into how social and psychological factors influence corruption in the South African Police Service. Bioecological theory indicates that corruption may be perpetrated by a system of corrupt operations led by people masquerading as leaders who care about the well-being of the masses (Julian & Bonavia, 2020)

A theory of ecological systems developed by Bronfenbrenner in the 1970s and later renamed bioecological system in the 1990s explains human activities happening in a hierarchical system which operates as independent entities and interrelated systems. Further, it emphasises the significance of context and environment in influencing how human beings grow (Luff, 2010). The bioecological theory identified five environmental systems that influence the character or behaviour of a developing individual as follows:

### **2.1.1 The Microsystem**

The microsystem refers to the immediate contexts occupied by the individual. It is a dynamic and complex reciprocal interaction between the developing individual, people, and the environment. This includes the structures within which the individual exists and has direct contact with daily, like family members. Harkonen (2007) indicated that microsystems comprise the developing person's closest environment, such as home, other children in the day-care centre, close relatives, and other children at Sunday school.

The family is a critical point when trying to understand the development of any person, irrespective of age. Ballam (2013) mentioned that people who live in low socioeconomic environments experience unique physical features, people, and relationships that are different from those experienced by those from other socioeconomic environments. The unavailability of resources to young people limits their opportunities for development during adulthood.

### **2.1.2 The Mesosystem**

The mesosystem refers to relations between two or more microsystems in which a developing human participates. Further, Harkonen (2007) indicated that mesosystems comprise the linkages and interactions between two or more settings containing the developing person. Mesosystems may be an interaction between two or more microsystems, like the family and the school or parent and teacher. Ballam (2013) indicated that it is essential to understand if the microsystems support or oppose each other. It is also significant to understand if the developing person views the microsystems as clashing pressures or if different microsystems have different expectations.

In this context, the relationship between different units of the South African Police Service and other departments plays a significant role on how members of such units understand that relationship. Also, whether the relationship is characterised by trust, honesty, and integrity is significant.

### **2.1.3 The Exosystem**

The exosystem refer to social settings the individual is not directly part of but impacts the individual's life. Ballam (2013) indicated that exosystems are those environments which influence the development of the individual even if the individual is not directly involved in those settings, like the decisions made by the government about the structure of educational curriculum for young children which will impact their development and influence who they become in future. Social interactions available within the

neighbourhood play a significant role in the development of an individual in that they reduce the level of stress on parents and positively influence the child's outcomes. Lower-class neighbourhoods may also result in limited exposure to middle-class norms and values that are usually significant in succeeding under certain circumstances (Ballam, 2013).

#### **2.1.4 The Macrosystem**

Macrosystems refer to the impact of events or transitions throughout an individual's life. Macrosystems have a significant role in shaping the interactions within all the levels of the ecological model. This includes social beliefs, norms, and values that underlie particular cultures, subcultures or other broad social contexts. The macrosystem may be viewed as the societal blueprint for a particular culture. Harkonen (2007) pointed out that the behaviour and conceptual models that are characteristics of the macrosystem are transferred from one generation to the next using cultural institutions like family, schools, workplaces and so forth. The macrosystem is the most influential layer during individual development and can penetrate all other layers. This is noticeable after comparing children who grew up in different societies (Harkonen, 2007).

#### **2.1.5 The Chronosystem**

The chronosystem explains the evolution and development of the external systems in time. It refers to patterning events, transitions and socio-historical events that have impacted the individual over time (Ballam, 2013). These systems include roles and rules that influence an individual's development. Events before the individual's lifetime may impact how a person or society exists. Chronosystems encompass socio-historical events that indicate what is significant in a given society or what talents are valued over others. Further, it reflects the transmission of social advantages and disadvantages from generation to generation (Ballam, 2013).

The Bioecological Theory emphasises the significant role played by the environment in shaping an individual's behaviour. This theory was recently renamed bioecological theory to emphasise that an individual's own biology is a primary factor fuelling his or her development. According to this theory, human beings are a result of the environment under which they exist. This theory looks at an individual's development within the context of relationships that form his or her environment, each having influence on various stages of the development of an individual. The interaction between factors in the individual development, the immediate family, community, the societal landscape and the environment at large direct the development of the individual.

According to this theory the individuals (new recruits) recruited to join the police are a product of the relationship with the environments under which they have been socialised. Their character, behaviour and the decisions they take in life have an influence of the environment they come from. The decision to join the police, the character they display during the recruitment and selection process is influenced by the relationship they had with their environment in the broader bioecological sense. Their ability to succeed during the recruitment and selection process is influenced by the environment they come from. The continued character they display as employees of the SAPS, whether to maintain their integrity or be swallowed by corruption is dependent on the relationship between themselves, home and work environment. The next theory applicable to this study is the Rational Choice Theory.

## **2.2 Rational Choice Theory**

Rational Choice Theory was proposed by Levin and Milgrom (2004) as a procedure for determining the options available and selecting the most preferable option following the consistent criterion. According to Nickerson (2021), people employ logical calculations to make reasonable decisions and work to obtain outcomes consistent with their own, individual goals. This implies that people consider the risks, expenses, and advantages before making logical decisions. The foundation of rational choice theory is the idea that people can make their own choices. The rational choice theory helps us understand how people behave individually and in groups.

It also helps us understand why people, societies, and groups choose particular decisions depending on particular costs and rewards (Nickerson 2021).

According to Nickerson (2021) Rational Choice Theory explains the propensity to seek to increase wealth. Given the opportunity to choose, it is more rational for people faced with the choice to choose to increase wealth. Corporate leaders stretch resources and ignore regulations to acquire more wealth and realise their own goals. While it may not be ethical, it is rational. According to Rational Choice Theory maximising profit is the most rational decision irrespective of whether it is ethical or not. During the period of employment in the SAPS, police officers encounter situations where they must choose to take bribe or not. Those who chooses to take bribe and ignore the regulations, according to this theory, are making a rational decision.

The Rational Choice Theory, according to Whittek (2013), is predicated on the following three tenets:

- a. People are goal-oriented and have egotistical preferences.
- b. They maximise their utility.
- c. They weigh options before making conscious judgements that would advance their interests.

According to Renzetti (2008), the foundation of rational choice theory is the idea that individuals always want to maximise their interests at the lowest possible cost.

According to Renzitti (2008), crimes that seem to be committed on an impulsive basis are affected by a reasoning component. Offenders each have unique wants and abilities, which, combined with external factors, affect their decision to commit a crime.

According to Etoru et al., (2020), the Rational Choice Theory emphasises that people are responsible for their decisions. This indicates that people base their decisions on cost-benefit analyses and are drawn to the option they perceive as more advantageous.

According to Etoru et al., (2020), the Rational Choice Theory views corruption as the result of strategic self-interested behaviour that has been carefully plotted. The two forms of corruption, seduction and surrender, are classified as the main drivers of socialisation. Seduction results from internal prejudices and ways of seeing the worlds that are challenging to resist, as well as external involvement in a setting where it is challenging to recognise a decline in moral standards. Engagement with peers and workgroups in the environment erodes the standards of proper morality and conduct because, in most cases, seduction forces operate from the inside and draw people towards corruption (Etoru et al., 2020).

When someone gives in to the pressure of corruption by socialisation, they are said to have surrendered. When fresh people enter a corrupt environment, they are quickly absorbed by it (Etoru et al., 2020). The bioecological hypothesis, which emphasises the importance of the environment in forming an individual's character or behaviour, supports the above point of view.

According to Nickerson (2021), Rational Coice Theory holds that people constantly find ways to rationalise their actions and maximise the advantages if they outweigh the risks. Whittek (2013) added that people may pursue psychological or sociological gains in addition to material ones, which are also important to them. As a result, the benefit may be for the welfare of significant others.

According to Adanali (2016), psychology has not adequately explained the causes of behaviour in social sciences. When people accomplish their goals, they are assumed to have the foresight necessary to exist in the given environment. This viewpoint is widely held, particularly in social science and economics. Adanali (2016) said that the rational choice theory assumes that people are reasonable, particularly when they are fully informed about a particular phenomenon.

Rational Choice Theory is premised on the fact that human beings are rational. Before making any decision, they consider the costs and the benefits. Once they realise the benefit is higher than the risk, they work towards obtaining the goal. Police officers in South Africa are, in most cases, criticised for being corrupt.

According to Rational Choice Theory, they engage in different forms of corruption by first considering the chances of being caught against the benefit.

If they realise that there are minimal chances of being caught compared to the benefit of engaging in corruption, they will probably maximise their utility. As a result, for the SAPS to bring an end to corruption among police officers, they must maximise the chances of the corrupt police officers being caught and remove the benefit by discouraging the members of the community from giving bribes to the police officers and to report any behaviour which suggests that the police officer want to be given a bribe.

Edoru et al., (2020) identified socialisation as the biggest driver of corruption, which occurs through two categories: seduction and surrender. Seduction is both intrinsic biases and ways of perceiving situations that are difficult to resist and externally through engagement in an environment where it is difficult to realise that moral standards are degenerating. In most instances, seduction forces operate from the inside and attract individuals to participate in corruption, whereby engagement with peers and workgroups in the environment erodes the standards of acceptable morals and behaviour.

Surrender is a situation where one succumbs to the pressure of corruption through socialisation. The new individual who enters a corrupt environment gets easily swallowed up in the environment (Edoru et al., 2020). The next theory applicable to this study is the Theory of Organisational Culture.

### **2.3 Theory of Organisational Culture**

According to Scheins' Theory of Organisational Culture (2004), culture is a set of presumptions that a particular group of people invented, discovered, or developed as they developed coping mechanisms with external adaptation and internal integration challenges. These strategies produced good results that were good enough to be considered valid, and as a result, they were passed on to the new members as the proper perspective and way to think concerning those challenges. Schein's Theory of Organisational Culture is a key framework that helps understand organisational culture

(Midgette 2019). According to Kukrenja (2020), organisations develop their cultures over time by regularly drawing lessons from the past and putting those lessons into practice.

According to Midgette (2019), culture exhibits long-term stability and understanding it is a prerequisite for working well with it. Wall (2014) noted that Schein's theory distinguished two types of organisational culture: how an organisation deals with its internal integration and navigates its external environment. The term "external environment" refers to statements like the organisation's mission and goals, the methods for achieving them, performance indicators, and corrective actions to be taken if the objectives are unmet. Dealing with internal integration entails constructing shared vocabulary and conceptual categories, outlining group borders, formulating inclusion and exclusion standards, establishing standards of closeness, deciding how to assign rewards and punishments, and explaining the inexplicable (Wall, 2014).

Schein illustrates the following layers of culture:

### **2.3.1 Artefacts**

Wall (2014) noted that artefacts are prominent organisational structures and procedures that are simple to recognize. Even someone who has just joined the organisation will be able to describe how it felt to join, and this will be obvious when entering.

The architecture, how time is managed, how members are rewarded or punished for infractions and best practices, how conflicts are managed, and the balance between work and family are all examples of artefacts. Dress codes, desired behaviour when addressing senior members of the organisation, and how time is managed are also examples. Schein added that although artefacts are relatively simple to detect, they are difficult to interpret since tracing the value that gave rise to the artefact is difficult. Observing the group members' conduct is simple, but it is challenging to determine what caused that behaviour (Wall, 2014).

### **2.3.2 Espoused Values**

According to Binello (2016), values are the organisation's best plans, objectives, and guiding principles. They also serve as standards for corporate behaviour. According to Schein, businesses must represent themselves following a set of values.

Organisations frequently utilise flyers and brief brochures to communicate their guiding principles and strategic plans to represent core values. Values are invisible and difficult to discern before being reflected through the organisation's members' behaviour. As a result, how an organisation's members behave shows what the organisation stands for (Binello 2016). Most of the organisation's culture was established by the founding members, to which new members must adjust. The working environment and the leadership philosophies utilised in a firm are examples of professed ideals, according to (Kien 2014).

### **2.3.3 Underlying Beliefs**

Kien (2014) pointed out that underlying beliefs include the core values shared among members of the organisation, even though they are invisible. It takes an organisation a long time to build the core values, and their existence is expressed through transmitting the features of the core values into the espoused values and artefacts. Kien (2014) mentioned further that the underlying beliefs of the organisation's members are much deeper indicators of the organisation's culture than both the artefacts and espoused values. The underlying beliefs are hard to erase once established because these beliefs do not rise to the level of conversations.

They exist at the subconscious level of the members of the group. Binello (2016) stated that it is significant to understand that the underlying beliefs result from the shared learning process. They originated from the head of the organisation's founder and were transmitted to its members.

Schein (2001) stated that the three levels of artefacts, espoused values, and underlying assumptions may be used to understand any organisation. Without understanding the core assumptions that may be in play, it will be impossible to appropriately interpret the artefacts or determine how much weight it has to accord the organisation's values. As a result, the pattern of fundamental beliefs is what defines a culture. On the face of it, SAPS is an organisation built on trust, integrity, discipline, and honesty through its artefacts, such as the mission and vision statements of the organisation and how SAPS presents itself on different platforms.

However, the image of the SAPS, as painted by various media platforms through its underlying beliefs and expressed through the behaviour of the police officers policing the streets of South Africa, is different. There were about 5,708 police officers who were found to have conflicted with the law for the financial year 2020/2021 out of a total number of 170 389 SAPS members (SAPS Report on Discipline 2021).

The daily conversation among organisational members reveals the members' presumptions and values. Thus, daily interactions between employees inside and outside the organisation reveal the organisational culture. It is significant to realize that a single artefact or underlying concept cannot create an organisation's culture. Integration of the three theories applicable to this study is next.

#### **2.4 Integration of Bioecological, Rational Choice and Organisational Culture Theories in the context of corruption**

Bioecological Theory emphasises the significance of the role played by the environment in the development of any individual. This is explained through the five environmental systems influencing a developing individual's behaviour.

Christensen (2016) indicated that the Bioecological Theory provides a tool for understanding the encounter between the societal, organisational and individual dimensions, a progressive meeting point where phenomena and actors occur on different levels, including those of the organisation and the society at large.

Rational Choice Theory is premised on the basis that human beings are naturally rational; their decision-making is influenced by rationality from within. Nickerson (2021) indicated that people use rational calculations to make rational choices and strive to achieve outcomes that align with their objectives. Humans consider risks, costs and benefits before making rational decisions.

At its core, Rational Choice Theory assumes that human beings have control over their own decisions. Schein's organisational culture theory is premised on three levels of culture artefacts, espoused values and underlying assumptions. According to Schein, organisations have certain values that must create a particular image for the organisation. Values are shared unconsciously amongst members of the organisation and remain invisible until they are expressed through the behaviour of the organisation's members.

This means that the organisation's culture influences the behaviour of the organisation's members, and the values of the organisation are mostly observed through the behaviour of the organisation's members. Christensen mentioned that Bioecological Theory may be applied to different species, ages, domains and grains of analysis, but it can also be a specific theory of how humans gain knowledge from their everyday actions. The Bioecological Theory emphasises the proximal process, which emphasises that human development occurs through complex interactions between an active and evolving human organism and the person and the objects in the surrounding environment (Taylor and Gebre, 2016). Rational choice theory assists us in understanding the behaviour of individuals and groups. It also helps to determine why people, groups, and societies move toward certain choices based on specific costs and rewards (Nickerson, 2021). According to (Binello 2016), the behaviour of the organisation's members in dealing with the organisation's clients and how they relate to each other is primarily due to the influence of the beliefs, values, and assumptions of the organisation's founder.

Edoru et al., (2020) further indicated that human beings are prone to cognitive bias that influences their decisions and actions in ways that are not aligned with the predictions of rational choice.

## **2.5 Critique of Bioecological Theory**

Bioecological theory focusses more on the influence the environment has on the development of an individual and neglect the innate personality which plays a bigger part in influencing the behaviour of an individual. This view is supported by Luff, (2010) who mentioned that Bioecological theory emphasises the significance of context and environment in influencing how human beings grow. The individual does not passively receive experiences from the environment, but he or she interacts to shape environment. Christensen (2016) mentioned that the ability of individuals to influence their success should receive more attention. The focus should be directed on the individual, before studying the surrounding context and its levels which simultaneously act upon and interact with the individual and influence their development. Bioecological Theory does not feature what can be interpreted as an international level, a significant factor with reference to the all-pervasive force of globalisation (Christensen, 2016).

According to May-Varas (2023) Bronfenbrenner's bioecological theory is criticised for being extremely complex, which makes it difficult to test empirically and apply practically. It does not consider the unique abilities of individuals. It ignores the role of social interactions and does not consider the broader context within which the individual exists (May-Varas 2023). The theory does not adequately take in to account the innate abilities of the individuals. Individuals may respond differently to the environment within which they exist. This oversight is influenced by the over emphasis on the environmental systems over individual traits, potentially underplaying the role of biological and cognitive factors.

In closing, Bronfenbrenner's theory provides a framework for understanding the various systems influencing individual development, however, it has limitations regarding individual differences, social interactions, and broader contextual factors.

## **2.6 Critique of Rational Choice Theory**

Rational Choice Theory explain why people take a particular decision over the other, it does not address the influences and pressures the environment place on the individual. According to Nicholas (2011) of the main criticisms of Rational Choice Theory it assumes that individuals have perfect knowledge and that they always act in their best interest. This is not always the case as often individuals have imperfect information and may at times act not in their own best interest. As a result, the predictions made by Rational Choice Theory may at times not match the behavior of individuals in real-world settings (Nicholas, 2011).

According to Adanali (2016), rational choice theory does not consider that people sometimes make irrational choices even if they know the risks and disadvantages associated with the behaviour. For example, people would still indulge in alcohol, knowing the health risks associated with it. Rational choice theorists explain these irrational choices as those made by ignorant individuals or lacking certain relevant information (Adanali 2016). It is further criticised for lack of empirical predictive power, oversimplifying complex social behaviors, and promoting an ideologically value-laden view of human decision-making.

## **2.7 Critique of Theory Organisational Culture**

Theory of Organisational Culture help us to understand how culture is formed- and lived in the organisation. It does not explain how culture under which the individuals exist outside the organisation influences the culture of the organisation within. Regarding diversity the underlying assumption of an organisation plays a more vital role. These embedded beliefs can either foster an inclusive culture or, conversely, sustain systemic biases. Organisations that fail to genuinely confront and reshape the harmful foundational assumptions of the organisation risk future rejection from the communities within which they exist.

According to Raz & Fadlon (2006) Schein's essence of culture is embedded in the deepest level, and this is difficult to uncover. There are two challenges on the difference between professed culture and tacit assumptions, over and above exposing the vagueness of organisational attributes. Raz & Fadlon (2006) proposed that Schein's levels of culture be amended to treat the attributes as the physical objects and to measure the extent of culture embeddedness on the basis of objective and subjective gap in the organisation.

Schein's theory is criticised for being too simplistic, pro-Western perspective, and difficult to apply practically. Further it is argued that it fails to account for subcultures, treats organisations as monolithic, and assumes culture as something that is found within a company.

## **2.8 CONCLUSION**

The Bioecological System Theory demonstrates that the external environment influences individual behaviour. Rational choice theorists explain individual decisions as a result of calculated strategic self-interested behaviour. In contrast, the theory of organisational culture mentions that the underlying beliefs of the organisation influence the behaviour of individual members of the organisation.

Unlike Bioecological and Organisational Culture Theories, Rational Choice Theorists are not interested in the environment and culture's influence on an individual. They see individuals as rational beings that always make rational decisions. According to the researcher, the point of departure is that the Bioecological Theory, the rational choice theory, and the theory of organisational culture are significant tools that assist us in understanding the different factors that influence the behaviour of a developing individual. They all paint a picture of a developing individual's different stages of life, and they provide reasons why individuals behave in a certain way and not in a certain way. According to these theories, innate ideas influenced by culture complemented by the environment shape the individual's behaviour.

The Bioecological Theory goes further and indicates that the environment not only shapes the behaviour of the individual, but it also creates the opportunity for the individual to display the learnt behaviour.

Both the Bioecological Theory and the theory of organisational culture acknowledge the importance of the environment in shaping the behaviour of individuals. In contrast, the rational choice theory does not consider the environment as a significant factor when considering the individual's behaviour. Rational choice theorists believe innate ideas determine how the individual responds to a situation. They view individuals as rational beings capable of making rational decisions, especially when informed about a particular phenomenon.

## CHAPTER 3

### LITERATURE REVIEW: POLICING AND CORRUPTION

South Africa is one of the developing countries characterised by high levels of inequality influenced by the previous regime's Apartheid system that ruled the country for many years. The current government is struggling to develop effective strategies to close the gap between the rich and the poor, which seems to be widening, while corruption threatens to collapse the existing structures and systems that provide hope to those less fortunate. As society puts its hopes on the SAPS to deal with corruption in the country, SAPS continue to struggle to root out corruption within its ranks. Some hope is on the new recruits to bring about the desired change in the SAPS as systems are implemented to ensure that only the best possible candidates are recruited.

#### 3.1 Recruitment in Policing

Thiruvengkraj and Nirmal Kumar (2018) defined recruitment as searching for potential employees and enticing them to apply for employment opportunities in the organisation. It is a process that involves attracting potential candidates whom the organisation may choose for specific departments.

A good number of peer-reviewed journal articles, thesis and books are available on the recruitment and selection process in general. There are also some about recruitment and selection in policing, Inzunza (2016) studied the views of selection practitioners on recruitment criteria for the profile of police officials. Inzunza and Wikstrom (2019) investigated European police recruits' views on ideal personal characteristics of a police officer. Mashaba (2013) conducted research about recruitment and selection in the Johannesburg Metro Police Department (JMPD). Researchers such as Mashaba (2013), Adu-Darkoh (2014), Reynolds (2011), Mdletye (2018), Mkhize (2018), Inzunza (2016) and Mdletye and Hlongwane (2019) concur that recruitment is a process of attracting competent applicants to apply for vacant positions of employment, while selection is a process of choosing from a pool of applicants the most suitable applicants to fill the vacant positions of employment in an organisation.

Mdletye and Hlongwane (2019) found that cronyism and nepotism in the Robben Island Museum were some of the challenges experienced by their participants, even though the recruitment policy of the Museum is clear on the fact that the requirements for positions should not be compromised to accommodate family and friends.

Lack of transparency and fairness fuelled by the non-inclusion of unionists during the process was also identified as a challenge (Mdletye and Hlongwane 2019). The non-inclusion of unionists in the total process of recruitment in the SAPS, which is currently the case, may also be viewed as a lack of transparency, which creates an opportunity for cronyism and nepotism during the recruitment and selection process, which amounts to corruption.

After South Africa transitioned to democracy in 1994, the police in South Africa changed the name from South African Police to South African Police Service. The SAPS members responsible for the recruitment and selection process relied on their instincts to choose the right people to join the police (Rauch, 1992). No formal requirements were in place for the selection and recruitment process. The potential police officers were selected based on their physique; they had to be tall and muscular. This was mainly because the emphasis was more on the application of force than the ability to make correct judgements when enforcing the law during the apartheid era.

Below, recruitment practices of the SAPS are compared with those of two international police departments.

### **3.1.1 Requirements: SAPS**

The transition into democracy changed the socio-economic and political landscape of South Africa. South African Police became the South African Police Service in 1995, and the emphasis of policing shifted to the ability to make correct judgements under the circumstances rather than on the application of force (Rauch, 2002). *Regulation 11 of the SAPS states that “to qualify for appointment in the SAPS, one must be a South African citizen aged between 18 and 35 years of age, hold a Matric senior certificate or national*

*certificate, have proficiency in English, have no previous criminal convictions, have no visible marks of tattoos, and be able to complete physical, psychological and medical assessments”.*

### **3.1.2 Requirements: Sweden police**

Education three-year upper secondary school, courses in Swedish, English and Civics have a good understanding of government and society. Minimum age of 18 years, be a Swedish citizen, have ability to swim, and have a driver's licence class B (car). Recruits must meet specific physical build, have good hearing and eyesight. Applicants must not have any medical condition that may worsen due to the demands of the profession. Recruits will be subjected to background checks for past crime history, physical fitness tests, a medical examination, intelligence test, psychological assessment, and a professional interview.

### **3.1.3 Requirements: Catalanian police**

Education must have completed a secondary education or a vocational education programme, have level B in Catalan. Minimum age, 18 years, Spanish citizenship, a driver's licence class B (car), a height requirement with a specified build different for men and women. A suitable health status profile and to meet hearing and eyesight standards. An applicant is rejected when having any of several specified medical conditions. Recruits will be subjected to physical fitness tests, a medical exam, drug tests, Catalan language tests, intelligence test, personality tests, and a professional interview.

### **3.1.4 Comparison between SAPS, Catalanian and Sweden Police**

Comparatively the above-mentioned police agencies have more similarities than differences. They all consider certain educational, certain age, certain fitness levels, certain character, driver's license, they use psychological assessments, physical assessments, medical assessments and face to face interviews during recruitment and selection process. Both Sweden and Catalan police go further by examining use of drugs among recruits, a practice the SAPS does not apply. Catalan and Sweden police go further to test intelligence, while there is no evidence of administration of intelligence tests in the SAPS. Catalan and Sweden still consider certain body build, while body structure is no longer a requirement in the SAPS. Catalan police conduct Catalan language tests, while the SAPS and Sweden police do not conduct specific language tests, however, SAPS require ability to communicate in two languages of which one must be English, the other one may be any of the eleven official languages of South Africa, while Swedish police require three year courses in Swedish, English and Civics.

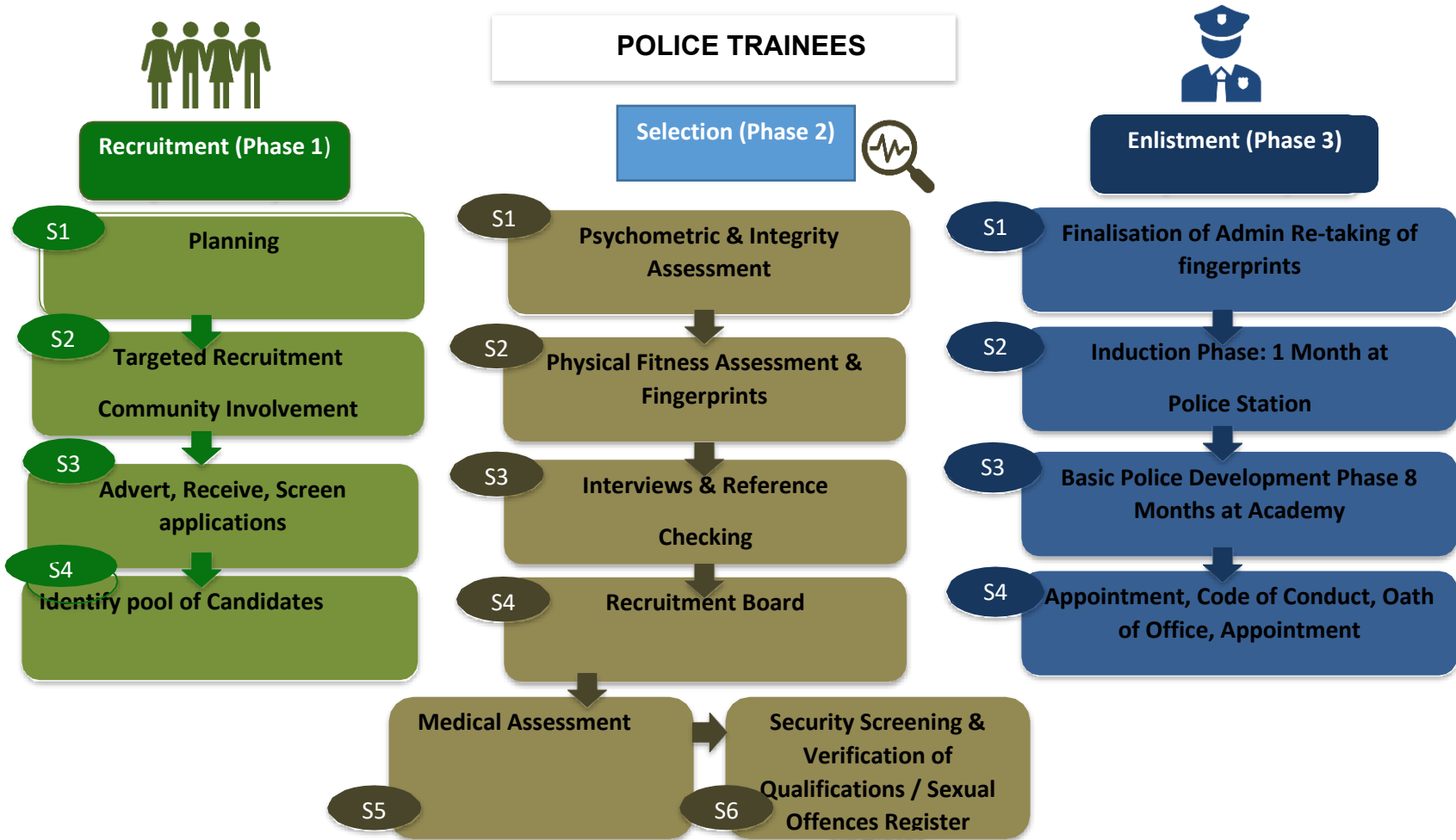
Ainsworth (2005) explained that for law enforcement organisations to operate efficiently, they must employ suitable candidates for the task. Landsberg, Kruger, and Nel (2006) pointed out that when an organisation uses assessment procedures for selection, it is crucial to ensure that candidates' results bear invaluable relationships to succeed in the job or the programme for which they are selected. The rigorous recruitment and selection process should produce suitable candidates for the SAPS. Recruited candidates are expected to function and be exemplary at all levels of the organisation.

It is generally the responsibility of the human resources management of the organisations to ensure that suitable individuals are recruited to join the organisation (Kamran et al., 2015). Mdletye (2018) indicated that recruitment processes are significant to a company's bottom line. Mdletye (2018) further stated that putting the wrong person in the wrong position to fill the position may have dire consequences regarding poor employee morale, low productivity and lost opportunities. This indicates that HRM must be staffed with professionals who understand the organisation's culture, vision and strategies and can assemble a solid recruitment selection process to appoint suitable individuals.

Organisations seeking to recruit individuals for entry-level positions often require minimum qualifications and experience (Adu-Darkoh, 2014). These applicants are usually those who have just completed high school and sometimes the graduates from universities or colleges without any work experience. In most instances, they have not made clear career decisions. In South Africa, the unemployment rate is so high that when the opportunity for employment is advertised, the number of applicants that show interest is overwhelming, making it easy for human resource management to get a good number of applicants to choose from.

The following is the recruitment selection process flowchart as presented during a symposium hosted by the Division: HRD.

# PROCESS FLOW: RECRUITMENT OF ENTRY LEVEL TRAINEES



National Appeals Board (address complaints received at national level: National Inspectorate)

The SAPS uses the following methods of recruitment to fill up the vacant posts:

**Entry-level posts** refer to posts advertised externally in the newspapers and other media platforms, calling upon those who meet the requirements and are willing to join the SAPS as trainees to apply for appointment.

**Post Promotions** refer to posts advertised internally and only serving members of the SAPS who have been on a certain rank for a certain period and may be considered for such posts.

**Re-enlistment posts** refer to posts advertised externally that call upon former members of the SAPS with the necessary experience who left the service without any charges or disciplinary processes instituted against them to apply for an appointment.

**Externally advertised posts** refer to posts advertised externally on different media platforms, calling everyone qualified to apply and be considered for an appointment.

**Lateral posts** refer to internally advertised posts that call upon members who are already at the level of the advertised posts to apply for an appointment.

**Transfers:** sometimes posts are filled through transfers from within whenever possible and in the organisation's interest to do so.

### **3.2 Selection in Policing**

Kamran et al., (2015) defined selection as a later stage in the recruitment process at which the institution decides who to appoint and who not to appoint. Selection starts with screening the candidates and matching them with job requirements as per the job specifications. Motsoeneng and Kahn (2013) indicated that during this stage, applicants are screened based on the completed application form.

This would be followed by the shortlisting of the candidates, guided by the organisation's relevant policy. The next stage will be interviews, whereby candidates will be subjected to the interview questions and rated according to their responses.

The interview committee will conduct the interviews and recommend appointments to the human resource department. (Motsoeneng and Kahn, 2013) The significance of adherence to policies cannot be overemphasised.

The *Constitution of the Republic of South Africa* is the country's supreme law. It provides for legislation that guide the employer-employee relationship in the workplace. Examples include the *Labour Relation Act 66 of 1995*, the *Employment Regulations Act of 1995*, the *Public Service Act of 1994*, the *Employment Equity Act of 1998*, the *White Paper on Human Resource Management of 1997* and the *Skills Development Act of 1998*. These regulations provide for the distribution of employment opportunities equitably according to the country's demographics, and they also guide the relationship between employers and employees in South Africa.

Mkhize (2018) mentioned that the HRM department of the organisation is responsible for employing people. Still, managers must be involved because they are better positioned to understand the skills and competencies needed for the job. Mkhize (2018) further indicated that for Human Resource departments to succeed, they must ensure proper control and avoid social injustices by vividly outlining a formal framework for recruitment and selection.

The Division: Human Resource Management is responsible for the recruitment and selection in the SAPS, and the following significant documents guide the recruitment and selection process: the *South African Police Service Act 68 of 1995*, the *National Instruction 6/2005 (Selection and Appointments)* and *Safety and Security Sectoral Bargaining Council Agreement 05/2016*. The Division of Human Resource Development is responsible for training all recruited individuals. Training of those who made it to the list takes place at designated SAPS academies. Trainees sign a memorandum of agreement with the SAPS, a contract between the trainee and the SAPS.

The memorandum of agreement outlines the SAPS's obligations and what is expected of the trainee during the training phases. It also outlines the different training phases the trainee must complete to be placed as a permanent member of the SAPS.

Once training at the academies is completed, the successful candidates are placed at different Police Stations and Units of the SAPS, some of the newly appointed officers start to solicit bribes from ordinary citizens immediately, for violation of traffic signs, undocumented foreign nationals, operation of illegal liquor outlets, etc.

Mkhize (2018) mentioned that the success of any organisation depends heavily on the competency of the human resource department. Like any organisation, the recruitment and selection process is one of the most significant responsibilities of the SAPS because if it is conducted appropriately, instances of corruption may be ended, including the billions paid out yearly on civil claims against the SAPS. Motsoeneng and Kahn (2013) indicated that appointing suitable candidates in an environment polarised by political dominance is challenging.

The Public Service Report (2010) revealed that one of the key challenges in the recruitment process in the public service is that it does not always result in the appointment of suitable candidates for the job, leading to poor service delivery. Improper recruitment and selection processes lead to hiring or promoting people who would not properly exercise their discretion and perform many tasks as required (Mbhele, 2021). Mafunisa (2003) mentioned that the African National Congress (ANC) deployed some members to key public positions to promote loyalty and service delivery after it assumed power in 1994. This practice aligns with Section 195(4) of the *Constitution of the Republic of South Africa*, which provides for political appointments in government. Unfortunately, some of these deployed members of the ANC do not have the required skills and knowledge to perform in those positions (Swanepoel, 2021).

The intentions of the Constitution concerning the appointment of political appointees are clear. However, corrupt office-bearers may use the opportunity to further their own selfish interests. There are senior officials in the SAPS who are political appointees. Although they are not directly involved in the recruitment of the entry levels, they may somehow influence who should make it to the final list and so forth. The ethics and ethical behaviour of those involved in the recruitment process play an integral part in the whole process.

Sced (2004) researched the effectiveness of psychological assessments in predicting the future risk of corruption in law enforcement agencies. Her study confirms that psychological assessments are instrumental in predicting an individual's vulnerability to acts of corruption. Further, she recommends that law enforcement agencies use psychological assessments to predict the future behaviours of their officers.

It is significant to note that while organisations are encouraged to employ recruitment and selection processes to ensure that they recruit suitable candidates for jobs, it is equally imperative to understand that there must be a two-way value exchange between the organisation and the employees (Fomunjong 2013). Fomunjong (2013) further indicate that individuals bring skill, knowledge and personal energy to work, and organisations must acknowledge and compensate their efforts accordingly.

### **3.3 Psychological Assessment in Recruitment and Selection in Policing**

Bhatt (2021) mentioned that psychological assessments usually measure intelligence, personality, development, attitude and social functioning. Assessments assist different fields of study in understanding the different dynamics of human beings. They help us understand what makes a person good at something and what makes another good at something else. Surendra and Ravi (2020) indicated that psychological assessments are a series of tests conducted by a psychologist to gather information about how people feel, think, behave and react.

The findings are usually used to develop a psychological report, which is used to recommend a person as poor, fair or good at something. Psychological assessments are not always applied in good faith. During the apartheid regime in South Africa, jobs were reserved for whites and policies were put in place to ensure the employment of whites over other races (Laher and Cockroft, 2013). Psychological assessments and psychometric testing were employed to support the system by administering psychological tests developed and standardised for white-educated South Africans to illiterate or poorly educated black South Africans (Laher and Cockroft, 2013).

According to Laher and Cockroft (2013), these assessments were also used to justify the apartheid system by confirming the superiority of the white intellect over the black.

Donald, Thatcher and Milner (2014) mentioned the significance of psychological assessments in transforming organisations in South Africa, but they also indicated that this depends mainly on how they are applied. Donald et al., (2014) further indicated that psychological assessments might be used as gatekeepers to determine who gains employment and career mobility access.

Psychological Assessments in South Africa have a contested terrain because critical reviews contributed to the body of knowledge. Although there are different beliefs and perceptions about psychological assessments, they continue to be used by organisations (Donald et al., 2014).

Setshedi (2008) emphasised the significance of using information from other sources to complement test results. He suggested the combination of test applications and interviews. Setshedi (2008) further indicated that assessments have the potential to raise stress and anxiety levels among test takers. As a result, this and other factors must be considered when applying and interpreting scores. The factors include the level of education, the quality of school, language, culture, and socio-economic status of a person. Personality tests are some of the psychological assessments commonly used to determine the factors surrounding the behaviour of individuals.

A layperson may describe personality in terms of observable behaviour and describe people as punctual, hot-tempered, outgoing, etc. People use these basic words to understand themselves and those around them (Boldfing, 2017). Psychologists have approached these enduring characteristics differently, focusing on different aspects of personality. The psychodynamic perspective believes that personality is purely unconscious and that the enduring patterns that represent human behaviour are not available to our conscious mind.

Psychological and psychiatric research is conducted on personality and criminal behaviour. Connely and Ones (2008) pointed out that many studies of corruption have confined corruption to the fields of economics and political science. They further indicated that psychological variables such as personality and cultural values might play a significant part in helping us understand the dynamics surrounding corruption.

According to Kremar (2006), personality affects how individuals experience various aspects of life, like job satisfaction, health, and the likeliness to follow health recommendations. De Padua Serafim and de Barros (2019) also mentioned that individuals' personality is a significant element in adopting behaviours and attitudes, with some personality traits linked to morally and ethically questionable behaviours.

Fagbenro, Kenku and Olusapo (2019) pointed out that personality traits can explain individual differences in a way that focuses on creating an image of the person and his or her broader psychological processes.

Putri, Rhayu and Ajuni (2021) mentioned that Dark triad personality is a psychological personality theory that explains the social aversive nature of human beings, which is categorised into psychopathy, narcissism and Machiavellianism. Zhao, Zhang and Xu (2016) agree by indicating that antisocial personality traits, Machiavellianism, narcissism and psychopathy, also known as the Dark Triad of personality, have a historical association with crime.

According to Putri et al., (2021), the dark triad personality was associated with personality disorder not only within clinical spheres but even outside the clinical fraternity. Psychopathy is associated with high impulsivity, sensation seeking, lack of guilt, low empathy and anxiety. Individuals with narcissism are usually selfish, optimistic, and have high levels of self-confidence, and they think of themselves as much more critical than others. Machiavellianism always strives for self-satisfaction, cunningness, and a negative assessment of others. They are manipulative and find a way to justify any means to achieve their goals (Putri et al., 2021).

According to Zhao et al., (2016), there is a positive link between dark triad and corrupt intention for the following reasons: dark triad personalities strive for profit and justify any means to gain profit, they are manipulative in their quest to achieve their goals, they are not likely to empathise with others and deviant behaviour comes natural to them. In their study, Hajhoseiny, Fathi, and Shafiei (2019) found a significant relationship between dark triad personality and corrupt intention in Iranian people, which is also influenced by their high cultural expectations of each other. These high expectations caused anxiety if one failed to live up to the expectations of significant others. This fuelled people with dark triad personalities to commit acts of corruption.

Hajhoseiny et al., (2019) found that persons with Machiavellian personality traits are willing to behave non-ethically to achieve their personal goals, even if it is achieved through manipulating others. They are also said to strive to achieve their goals, even if it means violating the rules.

Psychopathic personality type is found to be interested in instant profit and they believe that they hold the rules which are above the social norms and morals. To them, bullying and harming others is normal behaviour and is acceptable.

Fagbenro et al., (2019) define personality as an innate, dynamic, and complex characteristic that uniquely influences cognition and motivation. They explain personality in terms of the Big Five frameworks, which are hierarchical models of personality traits. The following five broad factors represent personality at the broadest level of abstraction: neuroticism, extraversion, openness to experience, conscientiousness, and agreeableness.

Neuroticism is a continual level of emotional adjustment and instability. People who score high on neuroticism trait experience emotional instability, anxiety, moodiness and irritability and are constantly nervous, worrying, and insecure. Extraversion refers to the outward turning of psychic energy toward the external world. Persons may score high or low on these traits. Openness to experiences refers to individuals actively seeking and appreciating new experiences. It is also referred to as intellect or imaginary.

People who score high on openness to experiences are curious, seek new experiences, have a broad range of interests, and are easily bored. Conscientiousness refers to the drive to achieve something; it includes high levels of thoughtfulness and goal-directed behaviour. Agreeableness concerns interpersonal relationships. People who score low on this trait tend to be rude, irritable, suspicious, and uncooperative (Fagbenro et al., 2019).

Abbink and Serra (2012) mentioned that research in line with the behavioural economy has shown that perceptions of corruption amongst peers create a greater probability of a person engaging in corrupt activity. If a corrupt environment is perceived, a person's ability to think about the consequences of being caught decreases. Therefore, the chances of engaging in corruption increases.

Julian and Bonavia (2020) mentioned that it is not a common phenomenon in Social Psychology despite corruption, causing social troubles and costs and playing a significant role in political science and economic research. As a result, there are hardly any psychological theories that explain corruption. Connely and Ones (2008) mentioned that corruption might be analysed individually and nationally. On the individual level, an attempt is made to understand the combined personal and environmental characteristics that lead an individual to perform a corrupt act.

On the national level, the focus is on identifying the nation's characteristics that cause corruption to persist. Personality is a significant aspect that influences a person's ethics and behaviour.

### **3.4 Ethics and Ethical Behaviour in Policing**

David and Resnik (2020) defined ethics as a method, procedure, or perspective for deciding how to act and analysing complex problems and issues. De Zoysa (2022) explains ethics as self-regulatory standards that assist in making judgements and aid in the smooth running of operations in the organisation. Ethics may also be explained as the rules which distinguish between what is right and what is wrong. People learn most ethical norms at home, school, churches, and other social settings (David and Resnik, 2020).

According to Peek (2021), ethical behaviour includes honesty, fairness, integrity and understanding. Hergaty and Moccia (2018) identified several reasons organisations behave unethically: pressure for growth from the shareholders, senior managers striving to achieve their goals, avoiding financial losses, greed, and ignorance. De Zoysa (2022) mentioned that ethical behaviour is an approach to settle professional conflicts and create specific standards. According to De Zoysa (2022), every organisation must have an ethics code reflecting the company's beliefs, responsibilities, and employees' behaviour.

Kott (2012) indicated that moral awareness is the first step towards ethical decision-making. According to Kott (2012), for a person to be able to decide to act either morally or immorally, the person must first be aware that the situation warrants a moral judgment.

Therefore, the ethical “decision-making” process cannot begin without moral awareness being reached. Valentine and Barnett (2003) found that to enforce the good standards of ethical norms, organisations adopted a code of ethics that states the level of moral conduct they expect from their employees. They also found that employees who were aware of their organisation’s code of ethics demonstrated higher levels of organisational commitment.

Grigoropoulos (2019) recognised ethics as one of the most significant aspects of human activities in any organisation. Grigoropoulos (2019) further indicated that since managers are the most influential people in any organisation, they must display the highest standard of ethical behaviour, which influences the organisation’s culture. It is clear from the above statements that the organisation’s leadership plays an integral part in its behaviour. They also set a standard for the culture of the organisation. In a media report, Robin-Lee (2020) reported that 15 suspects were arrested for fraud, corruption, theft and money laundering. Six were senior police officers of the SAPS, one retired lieutenant general, two admin clerks and six civilians. Reports such as this show the prevalence of unethical behaviour in the SAPS.

Some of the suspects arrested were leaders who, according to Grigoropoulos (2019), were supposed to demonstrate the highest standards of ethical behaviour, especially in the SAPS, which has the mandate from the Constitution to uphold and maintain the law. The former National Commissioner of the SAPS and his wife, a senior member of the SAPS, are also charged with corruption-related offences. This kind of situation in the SAPS leaves much to be desired.

What kind of an environment was created by these senior members during their working days, and what do these revelations now in the public domain mean to the SAPS? These revelations may serve as a deterrent for those who had plans to follow suit and try to enrich themselves through corruption, or they may also encourage some to continue with their ways because if the highest-paid officers in the SAPS are alleged to be involved in corruption, why must the least paid not do it.

Despite all the bad things happening in the SAPS, the code of conduct is clear on issues of the expected professionalism of its members. By the time of this study, the instruction was that the code of conduct must be read during the morning parades and at all SAPS gatherings.

Members must also sign a copy of the code of conduct every financial year to remind them about their commitment to the people of South Africa. Recruits are also expected to sign the code of conduct upon inception in the SAPS. The idea here is to ensure that all employees know the expectations of the SAPS on the members regarding ethical behaviour.

Below is a quote from the Code of Conduct of the South African Police Service:

“We, as Police officials of the South African Police Service, commit ourselves to the creation of a safe and secure environment for all people in South Africa by:

- Participating in endeavours to address the root causes of crime in the community;
- Preventing action which may threaten the safety or security of any community; and
- Investigate criminal conduct that has endangered the community's safety or security and bring the perpetrators to justice.

In realisation of the commitment above, we shall at all times:

- Uphold the Constitution and the law;
- Be guided by the needs of the community;
- Give full recognition to the needs of the South African Police Service as my employer and
- Cooperate with the community, government at every level, and related role-players”.

The SAPS's code of conduct clearly outlines the expectations placed upon service members and confirms the SAPS's endeavours to provide a service free from corruption.

### **3.5 Culture in the Context of Work**

Church (2010) explains culture from two perspectives: anthropological and biological. In an anthropological sense, culture is a shared way of life. In a biological sense, culture refers to a medium for growing things. Like the societies they belong to, schools form part of culture in both senses. They make a shared way of life possible, a sense of belonging to a community, and a medium for growing children's minds (Church, 2010).

Miller (2007) mentioned that culture provides members a framework to structure their roles and responsibilities. Letsoalo (2019) explained culture as a set of prescriptions for behaviour that does not deviate from the culturally prescribed rules. Letsoalo further mentioned that culture is embedded in an individual's intellectual and emotional territory. Culture is essentially the driving force behind all the activities of life. Cranck (2004: 15) defines culture as collective sense-making. Sense-making has ideational, behavioural, material, social structural and emergent elements as follows:

Ideas, knowledge, recipes for doing things, behaviours, signs, and rituals, and humanly fabricated tools, including media, social and organisational structures, and the products of social actions and inter-social encounters. Paoline and Terrill (2005: 456) defined culture as the widely shared attitudes, values and norms that officers use to collectively cope with the strains that originate in their occupational and organisational environments. Cranck (2004) further explain culture as a set of prescriptions for behaviour that does not allow deviation from culturally prescribed rules. Culture is embedded in intellectual and emotional territory.

### **3.5.1 Organisational culture**

Manetje and Martins (2009) define the organisational culture as “a system of shared meaning held by members distinguishing the organisation from other organisations”. Organisational culture is formed by the values, beliefs, ideologies and policies an organisation subscribes to. As a result, organisational culture distinguishes one organisation from the rest.

Juneja (2015) mentioned that the organisation's culture determines how the employees interact with each other and how the employees interact with the people outside the organisation. Organisational culture influences the behaviour, attitudes and well-being of the employees.

Kukreja (nd) mentioned that Schein's model of organisational culture indicated that culture is not formed in a single day; it is a process that takes some time, and employees go through different stages of trying to adapt to the environment.

As the employees resolve the organisation's day-to-day challenges, they are more likely to repeat what works for them, thus forming the organisation's culture.

Schein's Model of Organisational Culture (2004) demonstrated the three levels of an organisational culture as follows:

### **3.5.1.1 Artefacts**

Physical Artefacts may be seen through the architecture and interior arrangements, physical space, allocation and office design, how employees dress, and the mission and vision of the organisation. Artefacts are those aspects that a visitor or an outsider can notice. Language provides culture through modes of speaking instructions on how to handle situations, what should be done or not done and what should be done if one acts in a particular way. More interesting are those narrations of what happens if a high-status person breaches the rules.

Technology also forms part of culture by shaping values and assumptions through operations. Visible traditions practised at ceremonies and social encounters, as well as leadership styles and working methods, display our way of doing things.

### **3.5.1.2 Values**

According to Schein's Model, the second level of organisational culture is the organisation's values. The organisation's values influence the behaviour of the employees, who in turn demonstrate the organisation's culture through their behaviour and way of thinking.

### **3.5.1.3 Assumed values**

According to Schein's Model, the third level is the assumed values of the employees. Although it cannot be measured, it contributes greatly to organisational culture. The innate aspects of the individuals contribute to organisational culture. Male-dominated organisations may have meetings that continue until late, while female-dominated organisations may avoid sitting in meetings until late.

The organisation follows specific processes that are usually not discussed but understood by those in the circle, like dominating the suspect's questioning culture in the police.

Another area that deserves to be interrogated is the influence of the SAPS's culture on its members. Martins and Coetzee (2007) indicated various definitions of organisational culture. Most of these definitions highlight assumptions, beliefs, values, norms and behavioural expectations as important organisational culture values.

Organisational culture directs the organisation to attain its goals, and as a result, new appointees are inducted into the organisation's culture (Martins and Coetzee 2007). More than 70 per cent of the South African Police Service culture is learned at the Basic Training Academies, including salutes and compliments, the use of police communication radio, tactical movements, and street survival techniques (Letsoalo, 2019).

### **3.5.2 Police culture in the South African context**

The SAPS is a different organisation from other government departments because it deals with its clients uniquely, and its clients are also unique, referring to victims and suspects of crime (Cranck, 2004).

Anthony (2018) mentioned that police culture is shaped mainly by the hostility they encounter during their patrols, the general pressure they receive from the public and the political influence.

Police culture manifests itself from organisational structures, guidelines, policies, and their form of training. Policies and guidelines direct the behaviour of the police; as a result, there is a particular way police are expected to behave under certain circumstances. Anthony (2018) mentioned that police culture is another layer of culture that is strengthened or weakened by the cultural experiences of the police officers before they become police officers.

The first encounter the police officer has with the public after completing basic training marks the beginning of a new culture for the new police officer. Police culture results from the organisation and the individual police officers' contact with other people. Patterson (2021) indicated that police officers develop strategies and behaviours to cope with their superiors' and clients' demands.

There are two perspectives in the literature on police culture. The mono-cultural view is that one occupational culture is shared amongst all police officers across all agencies (Crank, 2004). This view suggests that due to the similarities of police work, the challenges and the responses to culture must be the same. The second perspective acknowledges a multicultural approach to police culture. Patterson (2021) indicated that the multicultural perspective acknowledges the presence of collective culture embraced differently by different police officers.

This perspective acknowledges that culture is both organisational and individual responses to daily interactions, and different organisations and individuals respond differently to the same phenomenon. Culture should also be understood as a concept of collective attitudes and values from all levels of the organisation (Patterson, 2021).

Most of the police culture is learned at the basic police academies. The SAPS has about six basic training academies; the main academy is in Tshwane. Tshwane Academy can train over two thousand trainees in one intake, and a brigadier heads it. Most of the trainers in the academies are employed as full-time trainers.

However, in some instances, when the pressure to train more police officers is high, they also deploy police officers from different SAPS training institutions and stations on an ad-hoc basis to assist. At the time of this study, training new recruits was nine months at the basic academy and twelve months at the workplace.

During training, the trainees are taught how to salute when they meet their senior officers SAPS (2010). They are also introduced to non-verbal communication, mainly used during operations to communicate without others outside their environment noticing SAPS (2010). They are also introduced to police language, where they communicate in the language known to the police only, making it easy for them to be able to talk over their two-way radios, and whoever is listening and is not one of them may not understand what they are talking about SAPS (2010).

Trainees are introduced to police operations, such as house penetration and vehicle stop-and-search, SAPS (2010). At the end of nine months in the academy, trainees are placed at the police stations allocated according to demand. They are now ready to operate as police officers under the mentorship of their seniors at the station for twelve months. At the end of twelve months of workplace training, they graduate as fully-fledged members of the SAPS.

At the station, there are good cops and bad cops. Bad cops for the opportunity to make money instead of enforcing the country's laws. In contrast, good cops will consistently work according to the prescripts of the SAPS, irrespective of the circumstances. The integrity of the newly appointed Constable is tested right at the beginning of their career at the police station or unit. If the newly appointed member cannot stand firm and resist the temptation, chances are high that he or she may become one of the bad cops who are always looking for the opportunity to make money instead of serving the country. Although it is one of the responsibilities of the police to deal with corruption, they often find themselves fighting corruption within their ranks.

### **3.6 Corruption and its origin in South Africa**

Bruce (2014) defined corruption as the misuse of public office for private gain, which covers a wide range of illicit behaviours, including bribery, extortion, fraud, nepotism, graft, speed money, embezzlement, falsification of records, kickbacks and influence-peddling. Bruce (2014) further explained that private gain is not limited to individuals; it can refer to a group of people or organisations. A good number of researchers (Fomunjong (2013), Manyaka and Nkuna (2014) "for example,") agree that corruption is harmful to the development of societies in the world, with the developing countries being the most adversely impacted by this phenomenon. Corruption has been identified as a social problem, and policies and strategies have been implemented to curb the scourge, but it persists.

According to McMullan (1961), corruption can be traced back to pre-colonial societies when the judicial functions of a police chief constituted absolute power in the administration of justice.

Zadjali (2010) mentioned that the ancient and pervasive phenomenon of corruption has drawn the interest of academics from a wide range of disciplines, including psychology, political science, sociology, criminal law, economics, and ethics. These disciplines have an overlapping but unique insight into the nature and existence of corruption. With the collaboration of different disciplines, corruption remains a challenge for both the developed and developing countries.

Bayar (2011) mentioned that many factors may encourage people to engage in corruption. He further indicated that the wage level of public servants appears to be one of the many factors determining corruption levels. If wage levels are below the survival level of the family, chances increase that many employees think of closing the gap through corrupt activities. High wages make losing a job more undesirable, and as a result, chances of engaging in corruption decrease (Bayar 2011).

Fernandez (2013) views corruption as an ethical violation and a threat to organisations' security. The corrupt recruitment of public servants is an example of such an ethical violation. Corruption not only breaks the moral fibre of the people and the organisation they serve; it also disadvantages the citizens of the countries involved in many ways. Criminals look for opportunities daily to lure and penetrate security clusters so that they can operate (Fernandez, 2013).

This group usually targets public servants in the judicial departments and law enforcement through their abilities to bribe, extort and, at times, even use death threats to convince the official to be on their side. This and other methods criminals use to lure public officials to engage in corruption have caused severe harm to the South African economy.

### **3.6.1 Corruption in South Africa**

Swanepoel (2021) indicated that South Africa is a constitutional democracy based on democratic values of equality and freedom. Like many other developing countries, South Africa is not immune to corruption. Burger (2021) mentioned that the looting of state resources became rife during the presidency of the former president.

Bruce (2019) reported that after the Public Protector report on “State Capture” in 2016, corruption in South Africa was exposed, and most corrupt activities came into the public domain. Procurement corruption is the most harmful because it is estimated that 40% of the total procurement budget of about R600bn for goods and services in South Africa is lost to corruption (Bruce, 2019).

The costs of procurement and services were inflated if ever provided. Sometimes, the procured goods or services are never provided or rendered. There is also a concern over soliciting bribes and extortion by the lower levels of public officials, such as the police, prosecutors, and border control officials (Bruce, 2019). Corruption undermines the country’s ability to improve the lives of its people. According to Bruce (2019), the Directorate for Priority Crimes Investigation (Hawks) is responsible for investigating organised severe crime, commercial crime, and corruption.

Although the Hawks are presumed independent from the SAPS, they report to the Minister of Safety and Security. Bruce (2019) mentioned that the Special Investigating Unit (SIU) plays a significant role in South African anti-corruption architecture and focuses mainly on dealing with financial crimes related to the misuse of public resources. Before establishing a new Investigating Directorate in the National Prosecuting Authority (NPA) in 2017, SIU was the only dedicated anti-corruption agency in South Africa.

Bruce (2019) mentioned that high-level officials have enjoyed impunity for many years, especially under the leadership of former of the Republic of South Africa. Burger and Newham (2018) reported that two months after the appointment of the former, he irregularly appointed a head of Crime Intelligence, and later, appointed head of the Hawks. According to Burger and Newham (2018), these appointments were made so the President could control the people he appointed in those powerful positions.

Crime Intelligence head of that time was primarily characterised by key staff members leaving the division simply because they were loyal to the oath they took when joining the organisation and refused to be used by the bosses (Burger and Newham 2018). Burger (2016) reported that the Crime Intelligence head of that time was at some point suspended with full pay and all the perks in 2012 while facing crimes ranging from murder to corruption. Under normal circumstances, a police officer facing serious allegations like those will be expelled within a month.

Two deputy national directors of the National Prosecuting Authority were struck off the roll of legal practitioners by the North Gauteng High Court on the evidence before the court that they used their powers to protect various individuals like the former president and his Crime Intelligence head who were facing serious criminal allegations, than protecting the interest of justice (Burger, 2016).

Mothepu (2021) mentioned that the former public protector, Thuli Madonsela, investigated complaints related to the impunity of political elites and the relationship between the Gupta brothers, who were alleged to have taken control of the appointment of ministers and executives to key positions in South Africa.

The report titled “The State of Capture” was released on 02 November 2016, exposing many wrongdoings by several politically connected people in South Africa. Mothepu (2021) and Maseko (2021) reported that some of the key findings in the public protector report were that the former president, President Zuma, violated the code of ethics of the executives by allowing his son Duduzane Zuma and the members of the Gupta family to be involved in the removal of the finance minister Nhlanhla Nene and the appointment of his successor Des Van Rooyen in December 2015.

It was also established that Deputy Minister Mcebisi Jonas was offered a job by the Guptas in exchange for favours to the Gupta family business (Mothepu, 2021; Maseko, 2021). Mothepu (2021) further reported that it was also established that the Eskom board was improperly appointed and that the awarding of the coal contract to Tegeta was irregular. In conclusion, the report indicated that President Zuma had improperly used his position to benefit himself and the businesses his son and the Gupta family owned.

Themba Maseko was the Head of Government Communication and Information Systems (GCIS) in South Africa during President Mbeki’s era (Maseko, 2021). Maseko (2021) reported that during the transition from former president Thabo Mbeki to former president Jacob Zuma, skilled people were prevented from the government. Experience and expertise no longer mattered, leading to a period of uncertainty and instability in government.

Maseko (2021) further indicated that things went very wrong in the boards running State-Owned Enterprises like Transnet, Eskom, etc. Mothepu (2021) supports this.

She also mentions that in December 2014, Tsotsi was appointed chairperson of the board, but Salim Essa, one of the Gupta associates, pushed down his throat a list of allocations of board subcommittee members.

Mothepu (2021) further reported that in March 2015, the Eskom board suspended four top executives. This move paved the way for the appointment of Regiments and Trillian as advisors to Eskom. It assisted Tegeta in purchasing Optimum, which later won tenders and supplied sub-standard coals to Eskom. These three companies, Regiments Tegeta and Trillian are associated with the Gupta family.

Maseko (2021) reported that Ajay Gupta invited him to a meeting in Saxonworld. In the meeting, Ajay Gupta told him that he was aware that the government was spending 600 million on advertising across media platforms and that Ajay wanted all that money transferred to his family business, which Maseko turned down.

As the head of Government Communication and Information Systems (GCIS) in South Africa, in January 2011, former president Nelson Mandela was admitted to Milpark Hospital. As the spokesperson, Maseko conducted a media briefing concerning the medical treatment of the former president. At that time, President Zuma was out of the country, and the acting president, Motlanthe, gave the go-ahead for the media briefing. Unfortunately, President Zuma was unhappy about the media briefing, which led to Maseko being fired from his position and Mzwanele Manyi replacing him. Maseko (2021) believe that the president fired him because he refused to work with the Guptas, and the issue of media briefing was used as a scapegoat.

He was replaced by Mzwanele Manyi, who lived up to the demands made by Ajay Gupta during a meeting between Themba Maseko and Ajay Gupta in Saxonwold. By the time of this study, Mzwanele Manyi is the spokesperson for the Zuma Foundation. Maseko (2021) reported that in April 2013, a commercial aircraft carrying guests from India who were attending a wedding in Sun City in the North West province landed at the Waterkloof Air Force Base. Police vehicles were used to escort the guests to the Sun City in the North West Province, where the wedding was held.

The landing of the private aircraft at the Air Force Base caused an uproar in South Africa, and everybody wanted to know how this happened (Maseko, 2021). The Gupta family became very powerful in South Africa during President Zuma's era to the extent that they could influence the appointment and firing of Ministers as they pleased.

This led to the general public standing up against the abuse of power and misuse of public funds by those in power. President Zuma was forced to resign as the Republic of South Africa president due to pressure from the South African public. In July 2019, Zuma appeared before the Zondo Commission, and his response to many questions directed at him was that he did not know, remember, or did not do it (Maseko, 2021). Newham (2018) reported that criminal cases were registered against the Gupta family in May 2016 based on concrete evidence that they influenced the president to appoint cabinet ministers to benefit their businesses.

The Gupta brothers realised their time to control South Africa's government had ended. It was also discovered that even their citizenship was unlawfully acquired and that a warrant of their arrest was imminent. They skipped the country, and it is unclear if they will ever see their day in court (Maseko, 2021).

Bruce (2019) mentioned that another interesting testimony before the Zondo Commission was that of Angelo Agrizzi, who testified about a series of dodgy contracts between Bosasa and the Department of Correctional Service. The contracts between Bosasa and the Department of Correctional Service had already provoked public comments and concern even before Agrizzi's testimony before the Zondo Commission.

Bruce (2019) reported further that Gavin Watson, a Chief Executive Officer of Bosasa, instructed Agrizzi to remove things that may be incriminating from Bosasa's offices before the raid that was to be undertaken by the Special Investigating Unit. This indicated that Watson had been warned about the raid planned by the SIU at the offices of Bosasa in his testimony before the Zondo Commission. Agrizzi further alleged that senior officials at Bosasa and the NPA had conspired to obstruct potential prosecutions against Bosasa and its officials (Bruce, 2019).

These are just a few examples of what South Africa has been through in the past years. The Zondo Commission and other related investigations revealed that corruption was more profound than most people could imagine. This was some well-organised operation planned to milk the state dry. South Africa is where it is today because President Ramaphosa won the ANC elections at the 54th conference against Nkosazana Dlamini-Zuma, the ex-wife of former President Zuma.

This paved the way for Ramaphosa to become the president of the country. Credible people are appointed to key positions, and the wheels of justice are starting to turn. Since the police are part of the larger society, they find themselves in a situation where they must fight corruption from within. Corruption is not only a challenge in South Africa, other African countries like Botswana also experience it.

### **3.6.2 CORRUPTION IN BOTSWANA**

This section provides an overview of corruption in Botswana. Mudeme and Holtzhausen (2018) pointed out that Botswana is ranked 35 on the list of 175 least corrupt countries in the world and it scored 60 points out of 100 in 2016. While corruption is causing harm in many African States, Botswana has made recognisable progress to manage corruption effectively. The level of corruption in Botswana public service has grown in line with the level of development and transformation of the country (Mudeme and Holtzhausen 2018), The revenue of Botswana government grew, and scope and scale expanded, this led to growth of public officials' personal wealth particularly those who engaged in corrupt activities. According to Mudeme and Holtzhausen (2018) a survey conducted by Afrobarometer in 2014 (Afrobarometer 2008-2014) confirmed that bureaucratic corruption in Botswana is on the rise. In 2008, 68% of the public perceived that public officials were corrupt, the number grew to 73% in 2012 and 78% in 2014.

Kapunda and Moffat (2012) found that Botswana has been one of the least corrupt countries in Africa for decades and, their economic growth has been performing well with poverty levels being relatively low. They have been able to control inflation rate through effective anti-corruption institutions and improved governance and adopted a judicious use of resources adequately. According to Kapunda and Moffat (2012) emulating Botswana could help most African countries to enhance economic growth and reduce poverty. Kapunda and Moffat (2012) further mentioned that the Directorate on Corruption and Economic Crime Annual Report indicated that despite adopting strategies and mechanisms to address corruption, there is a steady increase of corruption in the public service of Botswana.

### **3.6.3 Corruption in policing**

Newburn (2005) pointed out that the responsibility of police organisations in its nature is contradictory, and the police, instead of resolving their dilemmas, choose to manipulate them through the professional eye based on how well the public accepts their dexterity.

Steffen and Hapal (2018) mentioned that President Duterte accused the police force in the Philippines of being corrupt to the core and continued to indicate that at least 40 per cent of the police force was engaging in illegal activities. This is an illustration of how corruption is embedded in some countries.

Police corruption is one of the key issues for researchers, citizens, and practitioners. Lee et al., (2014) reported that contrary to the “rotten apple” assertion, the Knap Commission 1972 found that more than half of the New York City Police Department (NYPD) officers had been involved in corruption. Moreover, many studies and National investigations of police corruption revealed that the problem with police misconduct typically goes beyond an individual officer to incorporate the problem with the police Departments or, rather, their sub-units.

Beck and Lee (2002) indicated that in the Russian Federation, the promotion of trust between the police and the public has been destroyed by the fact that the citizens and the media see the police often report them as being open to abusing the powers vested on them to obtain money, goods, or services for themselves.

Beck and Lee (2002) state further that during their research, preliminary data indicated how the police trainees perceived the interrelationship between the economic, cultural, and organisational factors which motivate corruption, providing evidence that significant numbers of the respondents perceived corruption as being justifiable and morally acceptable under particular circumstances, or for particular goals. It becomes evident that corruption is viewed as justifiable should the circumstance present itself on such trainees. They are more likely to engage in corrupt activities to address such circumstances.

Miller (2003) distinguished between internal and external corruption. He indicated that an internal network involves illegal acts within a police department between the members of the police force, at the same time acknowledging that other people outside

the police force play a significant role in influencing the behaviour of the police officer. If it is influenced internally, the reasons may include but are not limited to group dynamics such as peer pressure or leadership influence. When corruption is external, the influence may come from friends, criminals, or simply having the opportunity to commit a crime (Miller 2003).

Newham and Faull (2011) identified types and dimensions of corruption as follows:

**Table 2:** Types and dimensions of police corruption (Newham & Faull, 2011: p 6).

<b>Type</b>	<b>Typical situation</b>
Corruption of authority	Receiving some form of material gain by an official's position in the police but without violating the law, e.g. free drinks, meals or service.
Internal payoffs	Prerogatives available to police officials (holidays, shift allocations, promotions) are bought, bartered or sold.
Kickbacks	Receipt goods, services or money for referring business to particular individuals or companies (e.g. police referrals of recently arrested suspects to defence lawyers in exchange for a portion of the fee paid by the suspect).
Opportunistic Theft	Stealing from arrested suspects, from crime victims who may be disorientated, unconscious or dead.
Shakedowns	It occurs when an officer accepts a bribe for not following through with a criminal violation.
Protection of Illegal Activity	Police protection of illegal activities which allows it to continue (e.g. sex work, dealing in drugs).
The fix	Undermining criminal investigation or proceedings through losing or failing to collect evidence and or selling docketts.
Faking	Planting of, adding to, evidence to secure a conviction or increase a sentence.
Direct criminal activities	Committing any crime against a person or property by the official's police knowledge or the opportunity presented by his or her or his job (e.g. murder and rape).

Newburn (2015) picked up from Newham and Faull (2011) by indicating that from the above table, all the explanations of corrupt activity involve the abuse of position and a compromise on the trust entrusted to the police officers. Newburn (2015) further indicated that corruption does not only have to be for personal gain but may include instances where the organisation gains from the activity.

For example, the apartheid government in South Africa benefitted from the actions of the SAP when the anti-apartheid activists, who were referred to as the Askari, were tortured and killed to protect the oppression of blacks by whites (Dlamini, 2015).

Mbhele (2021) mentioned that an analysis of police corruption in South Africa indicated that it was influenced by factors such as poor remuneration, unsatisfactory working conditions, rigid organisational structures, poor recruitment and selection processes and poor training. These factors are exacerbated by a lack of proper control strategies (Mbhele, 2021). Research has been conducted to understand the causal factors of corruption. SAPS, like many other police agencies in the world, has found itself in a situation of fighting corruption from within.

### **3.6.4 Corruption in the SAPS**

Although the SAPS is tasked with a noble responsibility to protect the inhabitants of the Republic of South Africa and their property, members of the SAPS are part of the greater community. The challenges other government departments face, and the general population affect the police too. Burger (2016) indicated that the criminal justice system is the cornerstone that guarantees the well-functioning of the rule of law, and therefore, it must be protected to ensure the smooth running of democracy.

Bruce (2018) and Newham (2017) reported that SAPS faces complex challenges from political interference and officials promoting their own personal interests.

This view is supported by Burger (2021), who also indicated that irregular and closed appointment processes of the wrong people in the top positions primarily influence the problem in the SAPS. Burger (2016) reported that there is increasing evidence that poor political appointments are aimed at protecting certain individuals from prosecution, thereby crippling the country's criminal justice system. This led to serious corruption and abuse of power by those connected.

Burger (2021) reported that eight different people occupied the office of the National Commissioner in the SAPS since 2000, seven of them from 2009. Four of the eight were appointed as acting National Commissioners, while the others were appointed permanently. One has been convicted of corruption, the other is currently facing corruption charges, and the other two were removed from office because of recommendations from unrelated inquiries (Burger, 2021).

Bruce (2018) mentioned that another dodgy appointment was that of the head of the Hawks, who was also appointed permanently despite a high court judgement that he was dishonest and dishonourable. According to Newham (2018), Crime Intelligence head of that time who was also inappropriately appointed as the Crime Intelligence head, reportedly made two hundred and fifty (250) dodgy appointments, which included twenty-three (23) friends and family members without policing experience and fifteen (15) people with criminal records. Former National Commissioner facing corruption charges, is also said to have made fifty-five (55) dodgy appointments (Newham, 2018).

According to Burger (2021), the then National Commissioner of the SAPS, suspended the Crime Intelligence head, and five other top managers of the Division in November 2020. The former police National Commissioner is also alleged to have participated in an attempt by the SAPS to buy a so-called grabber with secret services account funds before the ANC policy conference that was held in December 2017 at an inflated price of 45 million when the device cost about 7 million (Bruce, 2019).

Thamm (2022) reported that Khehla Sitole has, through mutual agreement with President Cyril Ramaphosa, vacated the office of the National Police Commissioner. This happened because Sitole and his two deputy National Commissioners were found to have been involved in an attempt to purchase a grabber in 2017, and the High Court on 03-03-2021 ruled that they placed the interest of the ANC ahead of the country. The current National Commissioner was appointed as the new National Commissioner of the SAPS from 01-04-2022.

Other types of corruption are associated with the lower levels of the organisation, such as extortion and soliciting bribes from the members of the community who find themselves on the wrong side of the law. Mabuza and Kanyane (2022) interviewed two reservists from the North West Province. In the interview, the first reservist

indicated that he joined the SAPS reservists, hoping to have an opportunity to become a permanent member of the SAPS. After 20 years of service, he remains unemployed. According to the reservist, this led to his becoming a corrupt reservist in the SAPS. He mentioned that he looks for an opportunity to make money to support his family whenever he is on duty.

The reservist indicated that he is married and has children he must provide for. He gave an example that one day during the tour of his duties, he came across illegal miners who had platinum in their possession. He confiscated the platinum only to sell it for twelve thousand rand, which was shared amongst members of the SAPS.

The second reservist also mentioned that he had been a reservist in the SAPS for more than sixteen years. He further indicated that posts are overlooked whenever available, and people not in the system are given preference. He also confessed that he was a corrupt reservist who usually targets non-nationals who are undocumented. He mentioned that one day, he stopped a Pakistani national who was transporting illicit cigarettes. He asked for a fifteen-thousand-rand bribe from the Pakistani and confiscated one box of illicit cigarettes, which he sold for ten thousand rand. Both reservists mentioned that they share the money they make with permanent members of the SAPS. These two confessed reservists are an excellent example of corruption complained about on media platforms by members of the SAPS.

The reservists stated that because the SAPS is not paying them, they have found a way to pay themselves through corruption. Whittles (2022) interviewed one person claiming to have paid at least five thousand rand each for placement in the SAPS. It is alleged that a recruiting officer of the SAPS in Gauteng has promised the victims that if they paid the money to her, there would be no need for them to go through the normal SAPS recruitment process, but they are guaranteed to make the final list of the people who will be going to the college. During interviews, one of the victims mentioned that after realising that they were not part of the group that was going to college, they started to demand the money they paid to the officer.

Whittles (2022) further reported that there is a WhatsApp group created by the officer concerned where the group members were briefed about the progress of their applications. The group is alleged to consist of fifteen people who allegedly paid the same amount to the officer.

According to the report, there is also a voice note from the officer concerned, and she is heard informing the group members that she is pulling all the strings to ensure she delivers on her promise in isiZulu. During the interview, the female applicant indicated that she knows people who did not go through the process, but because they paid the bribe, they are in the police.

The SAPS responded through the spokesperson Athlenda Mathe, who first thanked the eNCA for bringing the matter forward. She indicated that the matter will be investigated, and a full report regarding the allegations will be made available as soon as possible.

The above-reported incident indicates that the problem in the SAPS is more extensive than one could imagine. The people coming forward to report these incidents only report because things did not work out well for them. The question is, how many people went to college without following the correct processes? If there are people who bribe their way into the SAPS, it will be challenging to root out corruption because the systems and processes that are in place to ensure that only suitable candidates make it to the police ranks are flouted.

This suggests that there is a good number of students who are currently at the SAPS colleges whose integrity was never tested and who are there at the expense of deserving people who were removed from the list at the end of the process and replaced with those who were not part of the process. While there is a belief that some trainees make it through to the final list of selected candidates through corruption, there are signs of hope displayed by some recruitment officers from the Gauteng Provincial office who arrested an administration clerk from Jabulani SAPS in Soweto for offering a bribe of ten thousand rand (McCain, 2022).

On the other hand, there were about 5,708 police officers who were found to have been in conflict with the law for the financial year 2020/2021 out of a total number of 170 389 SAPS members (SAPS Report on Discipline 2021). Over ten per cent of the charges were related to corruption. Although corruption seems to be out of control in the SAPS, there is still a good number of police officers who have not been corrupt over the years. The Independent Police Investigative Directorate was established to ensure the accountability of police officers during the tour of their duties.

### **3.6.5 Corruption as an opportunity for development**

While it is generally accepted that corruption is harmful to the development of the state, some scholars argued against condemnation of corruption based on government moral ground. They believed that corruption is natural for every government in the early stage of development. According to Leff (1964) when governments lack capacity to stimulate economic activities, corruption becomes beneficial for economic development. Leff (1964) further contends that corruption brings an element of competition to resources such as tenders and permits as they become allocated to the entrepreneur offering the highest bribe. This is supported by Leys (1965) who pointed out that bribes open the gates where bureaucracy is both elaborate and inefficient by cutting the red tapes to speed up the establishment of the enterprises.

While this may be true, only few people who have money to bid for tenders and permits and those within the circle of political elite benefit. This would widen the gap between the rich and the poor like in South Africa where inequality is high rated among the top five countries in the world with the highest inequalities. A notion of corruption serving a significant role in the developing state has since been criticised due to its limitations and a more favourable argument of the detrimental effects of corruption adopted.

### **3.6 Cadre deployment policy of the ANC**

Swanepoel (2022) mentioned that immediately after South Africa gained its democracy, there was a need for the ruling party to uplift the socioeconomic status of the people who were previously disadvantaged during the apartheid regime, namely black coloured and Indians. Swanepoel (2022) further mentioned that for the ANC to consolidate power and control over decisions made in the public sector, they adopted a cadre deployment policy. Mlambo, Zubane and Thusi (2022) agree and state that ANC's cadre deployment policy allowed them to have consolidated power and control over key decisions made in the public sector. Swanepoel (2022) mentioned that the cadre deployment policy of the ANC enabled a significant improvement in the lives of the people of South Africa, especially blacks. Houses were built, including schools, and funds were made available for qualifying students to enrol at universities and colleges.

Magomani (2012) alluded that the ANC policy of cadre deployment has caused more harm to the public administration of South Africa. Magomani (2012) further indicated that even the members of the ANC seem to be divided on the cadre deployment policy. He quotes Malusi Gigaba stating that “some of the people deployed as mayors, speakers and chief whips are incompetent to occupy these positions and that when they fail to perform or become big-headed, it is because they know they will be shielded by those who deployed them”. Magomani (2012) further states that the greatest injustice is when incompetent and unqualified individuals are positioned as chief financial officers, municipal managers, etc.

Thebe (2017) support this view and indicates that it is a known fact that some municipalities in South Africa experience a serious challenge because most of the senior managers do not have relevant qualifications for the job. According to Thebe (2017), the government attempted to remedy the situation when the Local Government: *Municipal Systems Act 32 of 2000* was introduced in 2007. The regulations prescribe the minimum competencies and qualifications at the senior management level within the municipalities. The regulations are often flouted or ignored during appointments (Thebe, 2017).

The critics of the cadre deployment policy of the ANC argue that the deployed candidates seem to be more loyal to the party rather than the interest of the public. Mlambo et al. (2022) mentioned that it has been argued in both academic and political spheres that poor performance in government departments and state-owned enterprises results mainly from the ruling party’s cadre deployment policy. Mlambo et al., (2022) concluded that the inability to draw a line between politics and administration has detrimental effects on the functioning of the public sector and gives rise to cronyism, nepotism, impunity and non-accountability in those deployed cadres. These and other factors contributed to the high levels of corruption in South Africa.

### **3.7 Independent Police Investigative Directorate (IPID)**

The Independent Police Investigative Directorate (IPID) oversees criminal offences against police members, including municipal police officers in South Africa (Hadebe, 2017). The head of the IPID reports to the Minister of the Police but is independent of the police regarding the *IPID Act 1 of 2011*.

According to Mbhele (2021), the IPID Act was passed into law on the 12<sup>th</sup> of May 2011 and came into effect on the 1<sup>st</sup> of April 2012 when the former Independent Police Directorate (ICD) formerly became the Independent Police Investigative Directorate (IPID).

### **3.7.1 The mandate of the IPID**

The mandate of the IPID rests on their powers to investigate and hold accountable the police officers who continue to tarnish the image of the SAPS through criminal conduct (Mbhele, 2021).

The *IPID Act 1 of 2011* set out the different crimes that an IPID officer must investigate if committed by a member of the police as follows:

- Any death in police custody
- Death as a result of police actions
- Any complaint relating to the discharge of an official firearm by any police officer.
- Rape by a police officer, whether the police officer is on or off duty.
- Rape of any person while that person is in police custody.
- Any complaint of torture or assault against a police officer in the execution of his or her duties.
- Corruption matters within the police are initiated by the Executive Director on his or her own after receiving a complaint from a public member or referred to by the Director by the Minister, a MEC or Secretary, as the case may be.
- Any other matter referred to it as a result of a decision by the Executive Director, or if so requested by the Minister, an MEC or Secretary as the case may be.
- Additionally, the Directorate may investigate systemic corruption involving the police.

The Directorate may investigate matters relating to systemic corruption involving the police. It also addresses the police culture of solidarity by forcing police officers to cooperate in any investigation involving their colleagues.

### **3.7.2 Investigations by IPID**

IPID is mandated by the IPID Act 1 of 2011 to carry out investigations where a police officer is involved in criminal activities. After completing the investigations, IPID recommends to the SAPS management per section 30 of the IPID Act (IPID Annual Report 2015). According to the IPID Annual Report (2015), the National Commissioner of the SAPS is compelled to respond to the recommendations made by the IPID in terms of the IPID Act 1 of 2011 in the following manner:

- a) *Ensure the disciplinary proceedings are instituted as per recommendations from IPID and inform the Minister of the police in writing, and a copy must be forwarded to the Executive Director and the Secretary of the police;*
- b) *Report every quarter progress made to the Minister, the Executive Director and the Secretary of the police;*
- c) *Report to the minister, executive director, and secretary of the police the outcomes of the disciplinary matter referred to immediately after finalisation.*

The mandate of the IPID, as per *Section 7 of the IPID Act*, is to investigate criminal cases against the members of the SAPS and make recommendations to the National Prosecuting Authority (NPA) for prosecution. However, not all cases reported to IPID investigations amount to criminal cases, hence recommendations to the SAPS management to institute disciplinary proceedings against the member (Hadebe 2017).

### **3.8 Corruptibility of Individuals**

The researcher has so far struggled to find any research that explains the corruptibility of individuals and their origins. McMullan (1961) traced some form of corruption to pre-colonial societies, although he did not conclude that the behaviour could be classified as corruption since the chiefs provided no defined services. He indicated that horses and sometimes women were offered to those in authority for favours.

Some research conducted by Boehm (2015) indicated that the belief that women are less corruptible than men is widespread. However, this widespread notion cannot be supported by evidence that suggests that women are intrinsically less corrupt than men.

Sung (2003) noticed that other unaccounted variables, such as the rule of law and the levels of democracy, might jointly cause the relationship between gender equality and corruption.

In as much as it is said that police departments create a big space within which opportunities for corruption are made available to the police officers, there is a good number of police officers who never compromise their integrity by engaging in corrupt activities.

As a result, the question that may be asked is: what are the factors that encourage those who fall into the trap of corruption to do so, and what are the reasons that encourage those who remain standing up straight to do so?

This question is raised because both groups of officers operate within the same environment. This left the researcher with an unanswered question: So far, no evidence suggests that some individuals are more corruptible than others. However, some factors have been identified as influencing police corruption.

### **3.9 The Causes of Police Corruption**

Williams (2002) reported that police corruption is maintained by a culture of corruption that protects members of the police who engage in criminal behaviour. This indicates that there is always us and them attitude within different police forces, which refers to the fact that police officers think of themselves as a unit and the rest of the people in the community as outsiders.

The above notion is also supported by the views of American civil rights activist and priest Alfred Sharpton and an American civil rights attorney Benjamin Crump, who is popularly known to represent black Americans, especially in their civil cases against the Federal States where white police officers killed black Americans (Crump, 2021) and (Knight, 2020). In their speeches and interviews, they often indicate that the police often deal with the Americans according to racial lines. They are more brutal when they deal with black Americans, which often leads to serious injuries or even death (Crump, 2021) and (Knight, 2020).

The criminal justice system, according to Crump (2021) and Knight (2020), is designed in such a manner that it protects the officers when they are in trouble with law, like in the case of a 14-year-old boy who was seen on video surveillance being kicked, punched, suffocated and later died, not one of the eight guards who were responsible for the death of the boy were convicted for their actions because the all-white jury in Panama city indicated that the guards actions are justified. Nobody could be held accountable for the boy's death (Crump, 2021).

Crump (2021) and Knight (2020) agree that it takes a special intervention to see police officers held accountable for their actions, especially if a black life has been cut short at the hands of the police. In the cases, for example, of George Floyd and Elijah McClain, where police officers were convicted and sentenced to a period of imprisonment, the families of the victims received millions in compensation. Keyes (2014) and Baron and Banaji (2006) indicated that research that has been conducted supports the notion of racial bias and racial favouritism in policing.

In the South African context, police brutality and corruption are not a new phenomenon. It had been there for many decades before 1994, although it cannot be measured how deep it was. There is sufficient evidence that corruption has spread widely and has occurred at the highest levels of SAP (Newham and Faull, 2011). The members of the ANC were then called Askaris and were hunted down by the then South African Police Vlaakplaas unit headed by Dirk Coetzee and later by Colonel Eugene de Kock and other police hit squads torturing and killing them to protect the government of that time.

Newham and Faull (2011) mentioned that more than half of the 89 charges brought against de Kock were related to fraud and corruption, and evidence brought before the court indicated that the most common crimes committed were the abuse of informer fees and insurance claims.

The political landscape and the criminal justice system of that time protected the police and shielded them from prosecution (Gilmore, 2013). It was only after 1994, when South Africa became a democratic country, that the then police officers were prosecuted for their brutal actions that happened before 1994.

De Kock was found guilty and sentenced to life imprisonment for six murders of anti-apartheid activists who were killed during his tenure as commander of the Vlakplaas police unit in 1996 (Dlamini, 2015).

South Africa has emerged out of racial-colonial domination of black people by whites, and it is still licking the wounds of brutality and humiliation, especially within black communities (Bruce, 2002). However, the killing of blacks by police officers did not end with the apartheid regime and is continuing today. Like in the case of Nathaniel Julies, a 16-year-old boy who was living with down-syndrome was shot and killed by the police in Eldorado Park in 2020. One of the three police officers, according to information provided, fired a shotgun at close range, injuring the boy, who later died on the way to Hospital.

The other officers who were supposed to be witnesses in the case did not provide the details of how the incident occurred in a bid to protect one of their own, which led to them being also charged as co-perpetrators and accessories after the fact. This is another example of us and them attitude displayed by many in the police environment. They become loyal to each other and the organisation to the extent that they compromise themselves to be expelled through an internal disciplinary process rather than just telling the truth (Shange, 2020). Unlike in the US, the police in South Africa are predominantly black, and people who are victims of police actions are also black.

This indicates that the victimisation of blacks is not influenced by race because, on many occasions, it is a black victim killed by a black police officer. This situation is best explained by Galtung (1969) as structural violence or indirect violence.

According to Galtung (1969), structural violence occurs in a situation where there are no persons who directly harm the other; however, violence is built into the structure, which appears as unequal power, which leads to unequal chances in life. Resources are not evenly distributed, and income distributions are badly skewed. Most significantly, the power to decide on the distribution of the available resources is also unevenly distributed. The situation worsens further if the persons with low income are also low in education, low on health and low on power, as is usually the case because of the rank dimensions, which are heavily tied together in a social structure (Galtung, 1969).

South Africa today is still one of the countries in which the country's wealth is not evenly distributed for more than two decades into democracy. The wealth of the country remains in the hands of white people, who mostly benefited from the previous regime and a few black elite groups who benefited from the current tendering system through political connections and some form of corruption. Most black people still struggle to put food on the table, and the gap between those who have and those who do not have has become even more significant. Corruption has become the biggest enemy of the people of South Africa because, in most instances, the stolen money was somehow meant to improve the lives of ordinary people. Some factors contributing to police corrupt are discussed next.

Newburn (1999) identified nine factors that are influential in police corruption, namely: discretion, low managerial visibility, low public visibility, peer group secrecy, managerial secrecy, status problems, moral cynicism, drug-related police corruption, and association with law breakers or contact with temptation.

### **3.9.1 Discretion**

Police officers like their operations and have enough freedom to decide whether to enforce a particular law under certain circumstances, which is part of their training. They are trained to prioritise when confronted with more than one situation to be attended to. This is referred to as the use of discretion. Joubert (2013) mentioned that when the police have discretion, they are not compelled by law to exercise their powers, for example, to effect an arrest. However, they must find alternative ways to address the situation. In the South African Police Service, this kind of training is incorporated into Module 1, Professional Conduct. This gives rise to the opportunity for such a decision to be influenced by considerations of the key material or internal bias rather than professional judgment.

According to Mbhele (2021), the discretion power of the police provides them with a wide range of acceptable means to enforce the law; as a result, the police culture may influence their perceptions about crime and criminal behaviour, which may also influence the entire justice system.

Another significant source of deviant goals is the resources available within the police organisation. At times, police officers find themselves in a situation where they have to use their discretion. When the same police van has been dispatched to attend to a robbery in progress, for example, along the way, one victim stops the van and informs the police about someone who must be arrested for owning drugs. In a situation like that, the police officers must use their discretion to decide whether to attend to the one dealing in drugs or rush to attend to the robbery in progress.

Under normal circumstances, the police officer will still rush to the robbery in progress and not attend to the person possessing drugs, so the person reporting the matter may have different conclusions regarding the matter (Newburn, 1999). This is very common in South Africa; there is a serious shortage of physical resources in government departments, including the South African Police Service. Some smaller police stations operate with one or two vehicles, and when one breaks down or is taken for repairs at the garage, they remain with one, sometimes nothing.

The use of discretion deserves mentioning here as the focus of the police work. There are forms of police work that bring with them the opportunity for corruption. The nature of the violation being policed usually contributes to some divisions or units worth capturing.

Lack of accountability also deserves to be mentioned. According to Viljoen (2021), police brutality and excessive use of force are also a concern as they lead to innocent people dying at the hands of the police. The Independent Police Investigation Directorate (IPID) is not seen to be doing enough to ensure that police are held accountable for their actions, for example in the case of Andries Tatane, all the officers who were responsible for his death were acquitted, and no one was prosecuted on the Marikana Massacre.

According to Hadebe (2017), prosecution and conviction of police officials who tortured and assaulted a suspect to death are very rare. Hadebe (2017) further indicated that considering the number of cases IPID has investigated against the police and the number of prosecutions and convictions, one can safely conclude that the police are not held accountable. Hadebe (2017) pointed out some challenges faced by the IPID as factors contributing to police impunity.

IPID dependency on the SAPS's physical and human resources during investigations and lack of experts was displayed by IPID during the handling of the Marikana crime scene, as was identified by evidence leaders during the Marikana Commission Hadebe (2017). Mbhele (2021) assert that one of the factors hampering successful IPID investigations is the reliance on other police officers as witnesses and, at times, for documents. Although the law requires police to cooperate with IPID, the quality of cooperation is questionable (Mbhele, 2021).

The second significant aspect of discretion is the person entrusted with the responsibility to determine priorities that should be policed at a given time. The police officers doing the operational work in the street are vested with a big responsibility of making decisions that represent the organisation because of the urgency involved in the situation without consulting the seniors or the administrators.

### **3.9.2 Low managerial visibility**

The fact that it is difficult for other people to see what is going on during police interactions with the suspects is closely tied to the discretion inherent in most police activities (Newburn, 1999). Police officers are field workers who spend most of their time working independently. This allows them to oppose some management practices and even disciplinary measures. Further, it allows them to resist managerial policies and even disciplinary actions. Since most police work is in the field, it is where most corrupt activities occur because, in most instances, they operate unsupervised, and the decisions that will prevail out there will be that of the senior member either in the police car or on foot patrol. The task's relative anonymity may be abused in the more extreme manifestations of the "process of corruption," such as the excessive use of force.

Claims of malpractice (process or financial corruption) are most frequently made in connection with those areas of the police force that are most secretive or least transparent (Evans and Morgan, 1998). The authors argue that it is possible to introduce compensating factors. Thus, most of the provisions recommended by the Committee for the Prevention of Torture- in line with the European Convention concern the need for greater transparency.

Like in most policing organisations, the South African Police Service also applies the same principle where the most senior person becomes responsible for the supervision of the operation, be it on a patrol van or on a roadblock. As a result, if anything happens during fieldwork, it must immediately be reported to the supervisor before someone not part of the operation may be informed.

This allows for evidence to be tampered with and the reporting to be directed towards protecting the member and the organisation's image. To the idea of 'low managerial visibility', we might add the issue of managerial 'support' for malpractice. The relative absence of agreed-upon standards in policing does not imply a source of flexibility for patrol officers.

It is also a source of practical and ethical dilemmas, which may make it difficult to do the job in the officer's eyes. According to Newburn (1999), relationships between patrolmen and administrators are to be defined by the extent to which the former feels supported by the latter. 'Good governors' identify with and protect the ranks. Indeed, they may need to become implicated in their activities. Even when managerial influence is brought to bear, it may encourage malpractice.

In the South African Police Service, one of the indicators of the performance of the police stations is the number of arrests made for a particular period, or the number of illegal shebeens raided over a particular period. This puts pressure on the station's management to push the men and women on the ground to ensure they are arrested according to the station's targets and that the station's performance is not in the red. As a result, even unlawful arrests are sometimes accepted just to ensure that the station's performance is not in the red, as this affects all station members (SAPS, 2017).

### **3.9.3 Low public visibility**

Again, closely related to the inherent discretion available to police officers and the limited degree of managerial oversight possible in most policing duties, there is a third factor: low public visibility. Police officers are mostly limited to the person they are dealing with at that moment.

Most significantly, the police have considerable access to 'private spaces' where they cannot be observed at all, like premises where people reside or work, as long as a crime is believed to have been committed (Newburn, 1999).

According to the principles of investigative interviewing, interviews with the client must be conducted in a conducive environment with no interruptions SAPS (2017). This simply provides a space where the interviewer and interviewee must only be. In most instances, the opportunity presents itself for unlawful agreements between the suspect and the police officer to be entered into.

### **3.9.4 Peer group secrecy**

According to Newburn (1999), corrupt police departments are socially organised concerning several informal rules. The rules have two primary purposes: to minimise the chances of external control being mobilised and to keep corrupt activities at a 'reasonable' level. The rule most often referred to in this connection is the rule of silence. 'Officers are socialised into not cooperating with an investigation of their colleagues. This view is also supported by Mbhele (2021), who mentioned that the investigating officers from IPID struggle to get cooperation from members of the SAPS during investigations. Whether an official is involved in corrupt actions or not, their devotion to the "blue curtain of concealment" regulation places them squarely inside the "corruption system," the members of an organisation who follow the deviant objective.

When an officer is involved in wrongdoing, especially throughout the inquiry, it is frequently not characterized as another instance of corruption for cops to remain silent about what they have seen. This indicates that the fear is about what would happen if you were on the wrong side of the law tomorrow and expected the same favour from your colleagues. Discussing police occupational culture in Britain, McConville and Shepherd (1992: 207) say 'the most significant thing that the newly appointed officers learn in their first few months in the police is the need to keep their mouths shut about practices, especially those in breach of the rules, which more senior officers deem necessary in discharging policing responsibilities'.

Secrecy becomes 'a protective armour shielding the force as a whole from public knowledge of infractions' (Reiner, 1992: 93). It is not just secrecy but the strong bonds of loyalty within 'police culture' that is identified in several official enquiries and control efforts. The Wood Commission found that:

During the Commission proceedings, it became clear how strong the code of silence was. Almost all of the officers the Commission spoke with initially claimed they had never seen or participated in any corrupt activities. Officers remained certain that they never saw or participated in any corrupt conduct, even after being assured that they would not face punishment for failing to disclose specific instances of corruption, the promise of amnesty, and the provision of protection against self-incrimination until they were given unquestionable proof of the contrary. Even though they were all aware of the truth, the code's power and the naive belief that it would remain intact won out (Wood, 1997a:155).

According to the Wood Commission, the code of silence most probably contributed to the emergence of corruption in four ways:

- For honest and inexperienced officers, it influenced them to accept corruption as part of the job;
- For managers, it engendered a sense of futility that corruption could be challenged or the police service reformed;
- For corrupt officers, it was a means by which they could manipulate and control fellow officers and
- For internal investigators, it discouraged vigorous inquiry.

Mbhele (2021) indicated that police officials on the ground need each other to function on the street, especially in South Africa, where violence and confrontation are the order of the day. This arguably compels the officers to stick together, especially when one of them gets into trouble. They feel obliged to protect one another to survive. This is also embedded in the culture of the police. According to Crank (2004), a sense of us against them attitude is fuelled by the danger inherent in their occupation, further increasing loyalty and trust among members. Maweni (2016) describe the bond that holds the police together as solidarity that serves to sustain police group identity, create boundaries and protect the police from external oversight.

According to Maweni (2016), this strong bond manifests itself from the training police officers receive from their basic training academies. Recruits are taught to protect each other because the outside world is dangerous. If one makes a mistake, they are punished to enforce discipline and a sense of togetherness. This promotes us and their attitude.

### **3.9.5 Managerial secrecy**

The "rank and file" are not the only ones who must abide by the code of silence. The NSW "us and them" mentality, according to The Wood Commission (Wood, 1997 a and b), "encouraged police to adopt an antagonistic approach to anyone who is not a police officer or who opposes police activities" (Mollen, 1994: 1). In a similar vein, the Mollen Commission (1994: 1) mentioned a police culture that values loyalty and claimed that in New York, corruption was permitted to flourish not only due to the silence of honourable officers who were too afraid to speak up but also "because of wilfully blind supervisors who feared the consequences of a corruption scandal more than corruption itself."

This fear manifests itself from the fact that the performance of the supervisors or the managers in the police is measured in terms of the performance of the members on the ground. The more members under your supervision misbehave, the more it reflects poor performance on the supervisor or the manager. As a result, supervisors are compelled to try to protect their members as much as they probably can. Mbhele (2021) mentioned that the SAPS have embraced a culture of us and them attitude encompassing a sense of togetherness. This stance allows members to support each other, thus creating a bridge between the police and the community (Mbhele 2021).

### **3.9.6 Status problems**

It is frequently asserted that bribery and other types of financial corruption result from unanticipated events when public employees are not paid adequately. Van Reenen (1997) attributed low compensation, particularly in societies where consumption is highly valued, yet earnings are low, to a loss of honesty in people at all levels.

However, even in communities where police officers are paid fairly and when corrupt behaviour is regarded as immoral, the perception of a pay gap between duties and responsibilities may contribute to the growth of corruption. Similarly, perceived wealth disparities within police units may heighten corruption's allure.

According to Newburn (1999), the Commissioner of the Metropolitan Police in the UK recently expressed worry about the effects of police poverty. In an interview, Sir Paul Condon (1998) stated, "If you are not giving your police officers a wage they can leave on, you are almost inciting them to engage in malpractice." Young police officers are finding it harder and harder to make ends meet. However, if you are serious about maintaining integrity, you must ensure a decent level of remuneration and working conditions that do not attract them to engage in malpractice. This does not mean that they all walk out and do awful things.

Mbhele (2021) mentioned that corruption is prevalent in South Africa, especially bribery, and most South Africans are hesitant to report it, especially when police officers are involved because the police are seen as having power and authority.

According to Mbhele (2021), this is fuelled by South African citizens willing to pay bribes to police officers, thus balancing the supply and demand of corruption in SA. South African citizens must refrain from offering bribes to police officers, and if the police demand that they report in this manner, the incidents of corruption will be reduced (Mbhele 2021).

### **3.9.7 Moral cynicism**

According to Goldstein (1975), it has rarely been acknowledged how much the nature of regular police employment contributes to corruption. The typical police officer, particularly in big cities, sees the worst aspects of people. He is exposed to wrongdoing constantly. He gets to know how people take advantage of one another quite well. He learns via this prolonged exposure that dishonesty and corruption are not only found in people whom the general public considers to be criminals. He observes numerous people with good reputations engaged in crooked and dishonest behaviour. He frequently adopts a cynical mind-set option as a game in which everyone tries.

Police personnel frequently face pressure to uphold norms that they are aware others in positions of power do not genuinely follow. A police officer who processes or witnesses hundreds of minor offenders in a city's minor courts cannot help but be struck by the pointlessness of the process, the lack of justice, the lack of dignity, and the futility of the criminal process. This is another example of police cynicism (Goldstein, 1975: 25). This experience might, in some instances, also result in the moral cynicism already mentioned and, more specifically, in a lack of concern for fairness and justice in exercising authority.

According to Mokotedi (2010), the South African Police Service, like many other police departments, also underwent a tremendous institutional and occupational change, in which the new norms that were not clearly defined had to replace the older ones. This created a situation of cynicism, psychological contract, and the feeling that the organisation could not provide a conducive environment for them (Mokotedi, 2010). Mokotedi mentioned that the study conducted by Niederhoffer indicated that the method of police operations and the organisation's structure create vulnerability to cynicism. He argues that during recruitment, the police select fit, young, energetic individuals who have never been on the wrong side of the law.

The police train and absorb them, and only a few months into their employment, they start to ignore the code of conduct of the police, and slowly, they engage in corruption. According to Mokotedi (2010), newly appointed police officers experience cognitive dissonance because the norms and values instilled during training directly contrast what is expected of them at the station level.

### **3.9.8 Drug-Related Police Corruption**

One of the main distinctions is the restricted chances for legitimate political influence or lobbying available to vendors in black marketplaces. As a result, enforcement agents are the key to effectively controlling their market. Legally restrained markets expose the agent to an accumulation of influence attempts due to structural constraints. Sellers must find a strategy to undermine enforcement agencies if they wish to manage their marketplaces effectively.

Likely, they will eventually try to work their way into a favourable position with law enforcement officials if they cannot avoid being at least charged and arrested.

In addition, there are additional pressures related to drug enforcement because the victims of crimes like these are frequently ambiguous due to the nature of the deal. Since these individuals are so close to the dealers and users, the enforcement agents rely on them for information and proof. This may be one of the most significant issues that people working to reduce police corruption are currently dealing with. Since drugs are increasingly associated with substantial sums of money and, therefore, with very high levels of financial temptation, those aspects of police work that have the strongest association with, or are closest to the invitation edge, are typically those that receive the least managerial scrutiny (Newburn, 1999).

Stinson et al., (2011) mentioned that there is little knowledge about the extent and types of drugs commonly used by police officers; however, Carter (1990) found that the most commonly used drug among police officers is marijuana. Carter (1990) further mentioned that police departments have not been prepared to deal with officer drug use and are even less prepared to deal with drug-related corruption.

Carter (1990) indicated that some officers found it easy to confiscate drugs from the dealers and not hand them over to the property room, while others considered robbing and stealing from the dealers for use or resale. It is not uncommon for officers to commit drug-related corruption for use or to make more money.

### **3.9.9 Association with lawbreakers or contact with temptation**

The people who commit crimes as a business are known as "organized criminal interests," and they are the most important factor to ever exist in police operations (Goldstein, 1975). Without minimum police intrusion, these people cannot conduct their business, at least not with the freedom they would prefer. The likelihood of giving in to temptations with which an officer will inevitably come into contact increases when one considers the discretion afforded to the officer, the limited visibility of police acts, and a code of secrecy. If the cops appreciate their actions, those most interested in corrupting police personnel may have little and a lot to gain. After realising democracy, South Africa established anti-corruption Units to deal with corruption.

### 3.10. Anti-Corruption Units

Lekubu (2019) mentioned that the first Anti-Corruption Unit in South Africa was established in 1996 and closed in 2002. During its operation, 1 048 members of the SAPS were arrested and charged for corruption-related offences. The Directorate of Special Investigation Operations, commonly known as (Scorpions) was established in 2001, reporting under the National Prosecution Authority. According to Lekubu (2019), the Scorpions are perceived as one of the most successful Anti-Corruption Units in South Africa due to their conviction rate. Scorpions were disbanded due to the decision by the ruling ANC in the 2007 Polokwane conference. It is not clear why the Scorpions were closed down. In 2009, the Directorate for Priority Crime Investigation (DPCI) was established, commonly known as the Hawks.

The DPCI resides within the SAPS and is responsible for investigating and combating serious organised crimes, corruption, commercial crimes, and serious offences (Lekubu, 2019). In response to the levels of corruption in South Africa, the government developed a short to long-term strategy to deal with corruption in the country. Corruption has become endemic in South Africa, calling upon the government to do something about it. In response, the government developed the *National Anti-Corruption Strategy 2020-2030*, signed by President Cyril Ramaphosa. The strategy emphasises corruption prevention through integrity management, transparency, accountability and good governance. The strategy calls upon all the stakeholders in South Africa through an integrated approach to join hands and fight against corruption.

To allow the efficient implementation of each of the strategic pillars, the strategy is supported by a thorough implementation plan. Programs to be implemented throughout the short, medium, and long term are included in the implementation plan for each pillar. Key outcomes for each pillar's achievement are listed, along with potential risk factors that could thwart progress and strategies for mitigating these risks to lessen their negative consequences. For the strategy to be successfully implemented, Parliament, all elected officials, all state organs, state organisations supporting constitutional democracy, civil society, and the private sector must cooperate and coordinate while adhering to the necessary oversight and accountability standards.

As parties may have vested interests or favor the existing quo, coordinating a complicated and diverse problem always offers obstacles. The approach is to be supported by the social contract that has already been established through the NEDLAC and should be promoted by the President.

One of the main components of the approach is the participation of all sectors and society as a whole. Since representatives from all sectors were involved in the strategy's development, they must also ensure implementation.

The figure that follows present the six strategic pillars of the National Anti-Corruption Strategy 2020-2030:

The key component of the strategy is premised on the following six strategic pillars:



Source: National Anti-Corruption Strategy 2020-2030.

The expected contribution of this study is that it could enhance the National Anti-corruption Strategy in that the South African Police Services, as a key role-player in law enforcement would tighten its internal controls in recruitment and selection, thus improving chances of ethical behaviour in the daily conduct of its personnel. A proposal will be made, based on the findings of this study, on how pre-selection psychological assessment could design specific protocols and parameters for predicting unethical behaviour.

### **3.11 CONCLUSION**

The recruitment selection process is integral to any organisation's success; however, it does not end with bringing suitable candidates into the system. Other significant factors that must be considered include ensuring employees' excellent ethical behaviour when dealing with clients. SAPS have a constitutional mandate to prevent, combat, investigate crime, maintain law and order, uphold and enforce law, and serve and protect the inhabitants of the Republic of South Africa and their properties. To fulfil this mandate adequately, members must adhere to the code of conduct and other relevant guidelines.

Employee Health Wellness is a component of Human Resource Management staffed by professionals, including psychologists, social workers and chaplains. Psychological service is a section responsible for administering psychological assessments during the recruitment drive of the SAPS. This section is guided by the Health Professionals (Act 56 of 1974). A literature review has also revealed that psychological assessments help predict future behaviour, especially in the law enforcement fraternity, where they are used during recruitment drives. This chapter also partially answered research question 1.4.2 about the common personality traits associated with criminal behaviour.

## **CHAPTER 4**

### **RESEARCH METHODOLOGY**

The previous chapter, Chapter 3, provided the theoretical framework of this study. The current and fourth chapters present the process followed in conducting this research. The focus of the chapter shall be on the research design, sampling procedure, method of gathering data and the process of analysing the data. Ethical considerations applicable to this study are presented in detail.

#### **4.1 Research Paradigms**

According to Mcleod (2023), a paradigm is a group of concepts and viewpoints that offer a structure or model for research to adhere to. A paradigm outlines current knowledge, the nature of the problem(s) under inquiry, the best investigative techniques, and how evidence should be processed and understood. There are different paradigms in social science literature; the following four traditional research paradigms will be discussed below: inductivism, constructivism, positivism and interpretivism.

##### **4.1.1 Inductivism**

Kawende (2016) explains inductivism as inferring a general rule or principle from observing particular cases. The likelihood that two items (events, facts, or phenomena) A and B will continue to be related in subsequent instances increases with the number of associations observed between them. According to Hoyningen-Huene (2006), inductive techniques are employed in scientific research to produce scientific hypotheses, and logical deductions are subsequently taken from these hypotheses to provide predictions and explanations. This study follows qualitative research approach like Inductivism. However, Inductivism is premised on the perception of the laws of the universe. These laws are statements of the uniformities or regularities in the world, describing how the world is. While this study is premised on assumptions that reality is subjective, multiple and socially constructed focusing on the subjective experiences of the participants.

Harvey (2012) pointed out that in inductivism, scientific information is deduced inductively from observation. For example, if one wants to know the size of the population in the coming five years, he may use the population growth rate of the past five years to estimate what the size of the population will be in the coming five years.

The word inductivism first appeared in Francis Bacon's work in the 17th century. In essence, Bacon's unique approach to research (*novum organum*) was the development of an inductive generalisation technique that involved a methodical listing of all instances of a certain event or phenomena to arrive at a generalisation covering all occurrences.

According to Ferrucci (n.d.) inductivists, theories should be developed from observable facts through observation. Anyone with a similar level of training should most likely arrive at a similar conclusion given similar circumstance. Harvey (2012) pointed out that inductivism is a naive version of the traditional empiricist methodology. It provides 'hard factual propositions' as the foundation for knowledge and the empirical foundation for science. The only basis for scientific claims are "proven" is observed phenomena.

Inductivism creates universal claims only based on particular claims that have been corroborated by several instances, including (to the greatest extent possible) numerous distinct conditions under which the confirming instances are true. Such a strategy significantly depends on the experiment's technique. Harvey concludes that there are primarily two types of objections to inductivism. First, inductivism misses the fact that observation is tacitly assumed beforehand. Second, inductive arguments are used to support inductivism. Logic plays a significant role in inductive arguments. Inferences reached in these arguments are supported by information that is believed to be true. Unlike inductivists, constructivists contend that people acquire knowledge through personal experiences and reflections.

#### **4.1.2 Constructivism**

According to Honebein (1996), constructivism is a theory that contends that people acquire their own knowledge and understanding of the universe via personal experience and reflection. Cresswell (2016) explains constructivism as a worldview in

which individuals attempt to understand the world in which they live and work. People develop their own subjective experiences directed at what they observe and experience. The meanings are numerous, which causes the researcher to focus on the intricacy of viewpoints rather than distilling the meanings into understandable concepts.

The goal of constructivists is to understand specific ideas or phenomena. Ideas can be derived from the rich data that is obtained. Research on group interactions primarily addresses the target group's social issues. Cresswell and Poth (2018) alluded that in constructivism, researchers understand that their experiences influence their interpretation of the phenomenon under study and can position themselves in a way that acknowledges how the interpretation flows from their personal, cultural and historical experience. Researchers interpret what they find, intending to make sense of the meanings others have about the world.

Dudovskiy (2018) hinted that constructivism recognises reality as a construct of the human mind, making reality to be regarded as subjective. This philosophical school of thought is closely related to relativism and pragmatism. Constructivism's basic tenet is that all knowledge is created through the analysis of human experience. This point of view is predicated on the unity of knowledge and knowledge (Dudovskiy, 2018). The Socratic method and ancient Greece are the roots of the constructivism philosophy, founded on cognitive psychology.

While Constructivism follows similar approach to the one I used in this research, it is premised on the assumption that all knowledge is created through the analysis of human experience. Interpretivism is premised on the assumption that reality is subjective, multiple and socially constructed and allows the phenomena to be studied in its own settings. This study followed Interpretivism focusing on the subjective experiences of the participants. Constructivism has gained ground as an epistemological viewpoint in recent years, associated with the likes of positivism, which is discussed below.

### 4.1.3 Positivism

Positivism is premised on reasoning that knowledge is derived from objective and quantifiable observation of actions and reactions. Qadir (2022) mentioned that positivists believe factual knowledge can only be derived from measurable observations. According to the positivists, something cannot be understood confidently if it is not measurable. Positivists believe in quantifiable observations which can be statistically analysed (Qadir, 2022). The Positivist paradigm is founded on the presumption that a single concrete reality can be comprehended, identified, and measured (Park, Konge, and Anthony, 2020). Further, positivists believe that knowledge can be developed objectively without the researcher's or the participants' values influencing the results. When conducting positivist studies, the researcher's only responsibilities are gathering and objectively interpreting data (Park et al., 2020).

Dudovskiy (2020) mentioned that positivists frequently employ pre-existing theories to create hypotheses that will be tested during the research process. They typically employ highly structured research techniques to enable future replication of the same study. Nel (2016) asserts that positivists believe knowledge may be discovered through scientific procedures. The information gained allows us to justify why things occur worldwide. The emphasis on experimentation, observation, control, measurement, and dependability in the research process indicates quantitative research.

Mashaba (2013) conducted similar research in the Johannesburg Metro Police Department (JMPD), however, Mashaba's study is grounded on positivist paradigm, this study employs interpretivist paradigm, aiming to understand the lived experiences of the participants. Positivist paradigm is premised on measurements and reasoning, and knowledge is derived from the objective and quantifiable observation of actions and reactions. Nel (2016) pointed out that positivism focuses on quantifiable data and lacks attention to subjective experiences and meanings, it is strongly linked to quantitative research. This study focuses on gathering information from the people who experience the phenomenon under study, it is more linked to interpretivism, as discussed below.

#### 4.1.4 Interpretivism

According to Gemma (2018), Interpretivism is a research paradigm in social science premised on the assumption that reality is subjective, multiple and socially constructed. Cohen and Crabtree (2006) assert that interpretivist viewpoints have varied antecedents in many academic fields.

The foundation of the interpretivist paradigm is frequently linked to Schultz, Cicourel, and Garfinkel 1963 (phenomenology/sociology), the "Chicago School of Sociology" (sociology), and Boas and Malinowski's (1954) anthropology. In the social sciences, the interpretivist paradigm emerged as a critique of positivism. The following are common viewpoints interpretivists hold regarding the nature of reality and knowledge.

- Relativist ontology- meanings and understandings that are acquired via social and experience learning are what shape reality as we know it;
- Transactional or subjectivist epistemology that we are inextricably linked to human knowledge;
- The relationship between the investigator and the subject of the research, their identity and perception of the world are fundamental to how they perceive themselves, other people, and the wider world;

The interpretivist paradigm asserts that researchers' values are intrinsic in all stages of the research process because it assumes that reality cannot be distinguished from the researcher's knowledge (there is no distinction between subject and object). Dudovskiy (2018) points out that interpretivists interpret research components, which means interpretivism incorporates human interest into a study. Interpretive scholars, therefore, believe that access to reality (given or socially built) is exclusively through social creations such as language, consciousness, common meanings, and instruments. Interpretive researchers study the phenomenon in their own environment and are interested in the actual perceptions of the people who experience it.

Dudovskiy (2018) added that interpretivism is a method of social science that maintains that comprehension of people's ideas, motivations, and reasoning in social contexts is crucial for comprehending the meaning of evidence that can be gathered about a phenomenon. Cohen and Crabtree (2006) hinted that pragmatic, and ethical issues are crucial when assessing interpretive science. Communication between researchers and respondents is essential.

This dialectical process allows a more in-depth and sophisticated understanding of the social world. Dudovskiy (2018) asserts that the interpretivist methodology is founded on a naturalistic method of data collecting, such as interviews and observations. With the interpretivism philosophy, secondary data analysis is also common.

Meanings typically become apparent in this type of study near the conclusion of the research process. Interpretivists employ qualitative and quantitative research techniques (McLeod, 2023). They reject the notion that there is a single approach that will always uncover the "truth" of a phenomenon because they think there is no one "right path" to knowledge. Pervin and Mokhtar (2022) further indicated that interpretivists permit researchers to develop an interpretive explanation that focuses on language, signs and meaning derived from the participants of a given study.

According to interpretivists, we gain access to reality through social creations like language, consciousness, shared meanings, and tools. Interpretive research methodologies differ from positivist ones in emphasising qualitative data and paying more attention to context.

Du Plooy-Cilliers, Davis and Bezuidenhout (2014) mentioned that qualitative researchers are interested in understanding subjective experiences, which allows them to see things through the eyes of the participants. According to Creswell and Creswell (2018), qualitative researchers collect data in the field where the participants experience the phenomena being studied. Researchers do not control the environment within which the participants exist; they do not just send out the questionnaires to complete; rather, they collect information by directly talking to people and observing how they behave (Creswell and Creswell, 2018).

Cresswell and Poth (2018) mentioned four philosophical assumptions in interpretive research: ontology, epistemology, rhetoric, and methodology. According to Cresswell and Poth (2018), the researcher positions himself or herself in each of the assumptions, which has implications for designing and conducting research. How research problems and questions are formulated is influenced by the philosophical assumptions of the researcher. These assumptions further influence how information to answer research questions is collected.

The table below summarises Creswell and Poth's views on philosophical assumptions that lead the researcher to qualitative research:

**Table 4.1 Philosophical Assumptions**

<b>Assumptions</b>	<b>Questions</b>	<b>Characteristics</b>	<b>Implications for Practice</b>
Ontology	What is the nature of reality?	Reality of multiple as seen through many views	The researcher reports different perspectives as themes develop in the findings.
Epistemology	What counts as knowledge? How are knowledge claims justified? What is the relationship between the researcher and what is being researched?	Subjective evidence is obtained from the participants, and the researcher attempts to lessen the distance between himself/herself and that being researched.	The researcher relies on quotes as evidence from the participants, collaborates, spends time in the field with participants, and becomes an "insider".
Anxiology	What is the role of values?	The researcher acknowledges that research is value-laden and that biases are present concerning their role in the study context.	The researcher openly discusses values that shape the narrative and includes his/her own interpretation in conjunction with those of participants.
Methodological	What is the process of research? What is the language of research?	The researcher uses inductive logic, studies the topic within its context, and uses an emerging design.	The researcher works with particulars (details) before generalisations, describes the study context in detail, and continually revises questions from experiences in the field.

**Source: Creswell, J.W. and Poth, C.N. (2018). Qualitative inquiry and research design: Choosing among five approaches. Sage.**

## 4.2 The Paradigm Applicable to this Study

Induction is premised on inferring a general principle or rule from observing particular instances. The more associations between two facts, the greater the probability they will be associated. It is difficult for inductivists to prove that the fact that the two facts are associated today will still have some association in future. As a result, I found this paradigm unsuitable for my study.

Positivism is based on the reasoning that knowledge is derived from objective and quantifiable observation of actions and reactions. Positivists believe in quantifiable observations that can be statistically analysed, and the researcher must be independent of the study and minimise contact with the research participants. This study is interested in the participants' perceptions of the phenomenon under study. Constructivism contends that people acquire their own knowledge and understanding of the universe through personal experiences and reflections.

Interpretivists interpret research components, and they incorporate human interest into a study. Because they "believe that access to reality is exclusively through social creations such as language, consciousness, common meanings, and instruments. Interpretive researchers study the phenomenon in their own environment and are interested in the actual perceptions of the people who experience it. Interpretivists see the researcher and the participants as equally significant role players in research. The purpose of this study is to comprehend the research subjects' actual experiences concerning the problem statement of this study: The persistence of corruption in the SAPS despite the anti-corruption strategies that the government and the SAPS put together to eradicate this scourge. As an employee of the South African Police Service, I am concerned to hear about how corrupt the police officers are in the media, in the taxis, and on the buses. To understand this problem, I had to understand the perceptions of the police officers and former police officers as they experienced it. Police officers from different levels of the organisation shared their experiences on how corruption manifests in the SAPS. Interpretive research is relevant as it allows the researcher to interpret and incorporate explanations of the participants as they have first-hand knowledge of the phenomenon under study. This is the reason I chose qualitative research, which is discussed below.

### **4.3 Qualitative Research**

According to Welman, Kruger, and Mitchell (2005; 2015:188), “Qualitative research can be described as an approach rather than a particular design or set of techniques”. Qualitative research is descriptive in nature and can be used successfully in the description of groups. Terre’Blanche, Durrheim, and Painter (2011) indicated that qualitative research is interpretive and does not focus on separating and controlling variables but rather on integrating language and expressions to assist society in conceptualising our social world. It deals with the innermost qualities of subjective experiences and meanings related to the subject. Qualitative research is a process of research that deals with emerging questions, procedures, and data collected from research participants in their own environments. The research questions in this study are designed to collect the innermost qualities of subjective experiences and meanings related to the subject, and qualitative research allows for such a rich collection of data; hence, I preferred qualitative over quantitative. The blueprint (research design) of this research is discussed next.

### **4.4 Research Design**

Thomas (2013) indicated that research design is a plan around which the whole research revolves. It takes into consideration the context and the expectations of the researcher. Babbie and Mouton (2012) explain research design as a blueprint that guides the whole research process as the researcher envisages, while 3819 explains research design as a strategy that starts from underlying assumptions to singling out the selection of the respondents, data collection techniques, and the data analysis to be conducted. According to Creswell et al., (2007), the researcher chooses the research design based on the assumptions. The researcher’s research skills and practices contribute to the methods of collecting data. Research designs are the types of enquiry within research methods, which indicate specific directions for research design processes. Three research designs will be discussed in this study: experimental design, phenomenology, and case study design.

**4.4.1 Experimental design:** Romanchuk (2023) explained experimental research as a design appropriate for examining how variables interact.

The researcher manipulates the independent variable and observes how the dependent variable reacts, e.g., by giving newly developed drugs to a randomised sample and comparing the results with the control sample. This study followed qualitative research and focused on a detailed investigation of the phenomenon under study. Experimental design is more relevant to quantitative study. The experimental design allows the researcher to obtain causal relationships between variables. Experimental design requires total control of the participants and the environment, which makes it difficult to replicate in the real world. An experimental design would not have been suitable to address the problem statement of this study as it would not have been possible to create a controlled environment given the unpredictable nature of police work.

**4.4.2 Phenomenology:** Neubauer, Witkop and Varpio (2019) defined phenomenology as an approach that seeks to describe the phenomenon by examining it from the perceptions of the people who experienced it. While phenomenology places emphasis on the experiences of participants, this study was more focused on describing participants' experiences of working in an environment characterised by perceived discrepancies in recruitment and governance processes, therefore a case study design was deemed more appropriate. Lester (2022) asserted that phenomenology is concerned with the study of experiences from the perspectives of individuals. Pure phenomenological research is more interested in explaining than describing. Phenomenological research is excellent at surfacing deep issues and making the voiceless heard, which would not have been commensurate with the problem statement of this study.

**4.4.3 Case study:** McCombes 2019 defined a case study as a detailed investigation of a specific phenomenon. Case studies are commonly used in social, educational, clinical and business research. This study employed a case study design. The case study allows for exploring the case's characteristics, meanings and implications. Case studies allow a researcher to interpret the participants' perspectives by explaining how, what, and why in relation to a specific context of interest.

A case study research design using an interpretive approach is adopted for this study, it can reveal trends and issues that have not been exposed before (Terre'Blanche et al., 2011)

#### **4.5 Population and Sample Selection**

Bless, Higson-Smith, and Sithole (2013) defined population as a set of objects or people who are the focus of the research project and about which the researcher wants to determine their characteristics. In qualitative research, sampling is reasonable if it allows all the possibilities of the research phenomenon to be identified.

Purposive sampling aims to sample participants in a way that makes those who form part of the sampling relevant to provide critical information for the study (Bryman, 2012). Terre'Blanche et al. (2011) mentioned that sometimes, when qualitative researchers investigate a rare phenomenon, it may become difficult to find appropriate cases, and in the circumstances like that, it becomes reasonable to take every case that one can find.

Purposive sampling is a technique in which a researcher relies on his judgment when choosing the participants in his study. Engaging in purposive sampling means one sees sampling as a series of strategic choices about whom, where and how one conducts his or her study. This means that the research objectives would determine the research sample. (Palys, 2008)

According to Bryman (2012), the researcher using purposive sampling must be clear about the criteria, who the people who must be included in the study are, and who the people must be excluded from the study. To recruit participants in this study, I visited or called a police institution where I believed there were people who matched the criteria for this study. I introduced myself to the commander and explained the purpose of my visit or call. The Commander would refer me to the relevant police officers for me to interview to determine their suitability for participating in the study. Those who met the inclusion criteria for this study were requested to participate.

Three groups of participants were recruited for this study. Group one consisted of police trainees from different Basic Police Development Academies of the SAPS.

These trainees have just completed their nine (9) months of institutional phase training at the academies, and they were in the second month of their workplace training in February 2023, when the first interviews were conducted. These participants were interviewed twice in February 2023 and again in June 2023.

Group two consisted of exemplary police officers who served the SAPS for more than ten years without contravention of regulations. Group three consisted of serving police officers who were found guilty of contravening the regulations. They were fired, challenged their dismissal, and reinstated. Others were found guilty of contravening the regulations and dismissed. They challenged their dismissal, and the dismissals were upheld.

#### **4.5.1 Inclusion Criteria**

Three groups of research participants were recruited for this study.

- **Group One (1): New recruits who have just completed their basic training and have been employed in the SAPS for less than 12 months**

Five (5) male and five (5) female newly appointed trainees who had just completed their basic training at various SAPS academies of the SAPS were interviewed. They all passed Matric and are between 18 and 35 years old. Follow-up interviews were conducted with the same trainees three months after the first interviews.

- **Group Two: Members with exemplary record of ethical behaviour who served for more than ten years**

Six (6) SAPS members with more than ten years of service and exemplary ethical behaviour (never charged for any contravention) were used as a benchmark for acceptable behaviour.

- **Group Three: Current and former members with a history of corruption/unethical behaviour**

Four (4) members or former members of the SAPS who were charged or dismissed for corruption or contravention of the regulations were used for this sample.

#### 4.5.2 Exclusion Criteria

The following criteria were used to exclude some newly appointed trainees of the SAPS from participating in this study:

- Trainees who worked in SAPS as reservists or public service personnel before they were recruited to join the police in 2022 were not considered for Group One (1).
- Members of the SAPS with less than ten years of service who have been through disciplinary processes were not considered for Group two (2)
- Members with a good record of behaviour who were never charged for any contravention of regulations or corruption were not considered for Group three (3).

The table below indicates the population descriptor and population sample

**Table 4.2 Population Descriptor and Sample**

<b>Population descriptor</b>	<b>Population sample per descriptor</b>
SAPS Division HRD	n = 2
SAPS Pretoria West	n = 4
SAPS Pretoria Central	n = 2
SAPS Midrand Police station	n = 5
SAPS Polokwane	n = 1
SAPS Mankweng	n = 1
SAPS Senwabarwana	n = 1
SAPS Driekop	n = 1
Members retired from the SAPS	n = 1
Former members of the SAPS	n = 2

**Source:** Researcher's own compilation.

## **4.6 Demographic Profile of Participants**

Participants were divided into three groups, namely Group 1: New Recruits (NR), Group 2: Current Members with Exemplary Behaviour Record (CMEB) and Group 3: Members Guilty of Transgressions (MGT). The groups are described below.

### **4.6.1 Group 1: New Recruits (NR)**

Group 1 consisted of trainees of the SAPS who started their basic training in April 2022 and completed it in December 2022. This group was significant for this study because I wanted to understand the character of the people who make it to the final list of new recruits in the SAPS. Further, it was necessary to understand if they can influence the SAPS for the better or if they get consumed by the system of corruption and further damage the image of the SAPS. It was also essential to assess their character as they embarked on their journey to serve the people of South Africa.

This group was interviewed twice. The first interviews were conducted immediately after they had completed their basic training at different SAPS academies. The second round of interviews was three months after their deployment at various police stations.

### **4.6.2 Group 2: Current Members with Exemplary Behaviour Record (CMEB)**

Group two consisted of exemplary police officers who were never charged for any contravention of regulations after serving for over ten years. This group was necessary for this study as it provided an indicator of character traits that could be considered a behavioural benchmark for which police officers should strive. They also provided information about the factors that could lead to some police officers engaging in corruption.

#### 4.6.3 Group 3: Members Guilty of Transgressions (MGT)

Group three consisted of two former members of the SAPS who were dismissed from the service due to corruption and two current members who were dismissed for corruption but were reinstated after challenging their dismissals. This group of participants was significant to shed light on the circumstances that result in a police officer engaging in acts of corruption. Further, to compare their personality against the personality of exemplary police officers in the SAPS. The tables and figures that follow demonstrate the biographical information of the participants.

**Table 4.3 Biographical Information of the participants**

<b>Participant number</b>	<b>Gender</b>	<b>Age</b>	<b>Number of years in the SAPS</b>	<b>Population descriptor</b>
1.	Male	28	11 Months	SAPS Police station
2.	Female	34	11 Months	SAPS Police station
3.	Male	31	11 Months	SAPS Police station
4.	Female	26	11 Months	SAPS Police station
5.	Male	29	11 Months	SAPS Police station
6.	Female	27	11 Months	SAPS Police station
7.	Female	31	11 Months	SAPS Police station
8.	Female	32	11 Months	SAPS Police station
9.	Female	33	11 Months	SAPS Police station
10.	Male	30	11 Months	SAPS Police station
11.	Male	50	22	SAPS Police station
12.	Male	48	18	Former SAPS member
13.	Male	41	16	Former SAPS member
14.	Male	50	30	SAPS Police station

15.	Female	48	18	SAPS Division
16.	Male	50	22	SAPS Division
17.	Male	49	22	SAPS Police station
18.	Male	48	20	SAPS Police station
19.	Female	47	18	SAPS Police station
20.	Male	65	36	Retired from SAPS

**Source:** Researcher's own compilation.

Table 4.4 below illustrates the population size and sample for the new recruits at the academy (NR).

**Table 4.4 Population descriptor, size and sample of Group 1 (NR)**

Place	Population descriptor	Population sample
2022 SAPS Intake	New recruits	10

**Source:** Researcher's own compilation.

Table 4.5 below illustrates the population size and sample for the long-serving members with exemplary records of ethical behaviour (Group 2).

**Table 4.5 Population descriptor, size and sample of Group 2 (CMEB)**

Place	Population descriptor	Population sample
SAPS Division	Long-serving members with exemplary record of ethical behaviour	02
SAPS Police station	Long-serving members with exemplary record of ethical behaviour	02
SAPS Police station	Long-serving members with exemplary record of ethical behaviour	01
SAPS Police station	Long-serving members with exemplary record of ethical behaviour	01

**Source:** Researcher's own compilation.

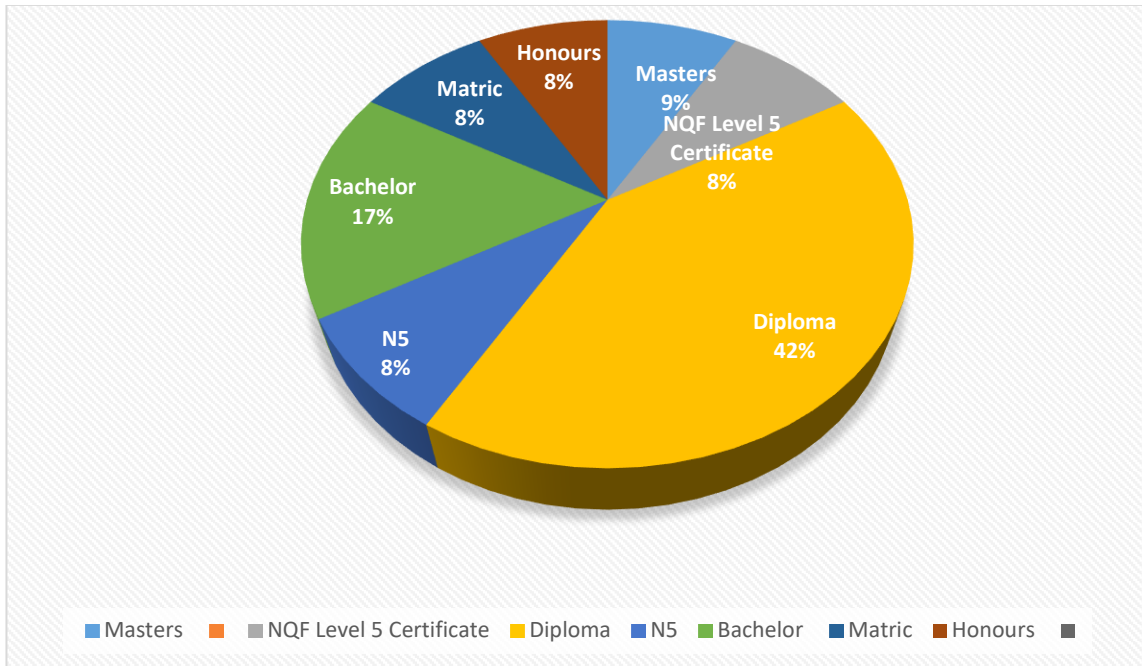
Table 4.6 indicates population size and sample for the current and former members with a history of corruption/unethical behaviour (Group 3).

**Table 4.6 Population name, size and sample of Group 3 (MGT)**

<b>Place</b>	<b>Population name</b>	<b>Population sample</b>
Limpopo	Current member dismissed for corruption, reinstated on appeal	01
Limpopo	Current member dismissed for contravention of regulations, reinstated on appeal	01
Mpumalanga	Former member dismissed for corruption	01
Gauteng	Former member dismissed for corruption	01

**Source:** Researchers own compilation.

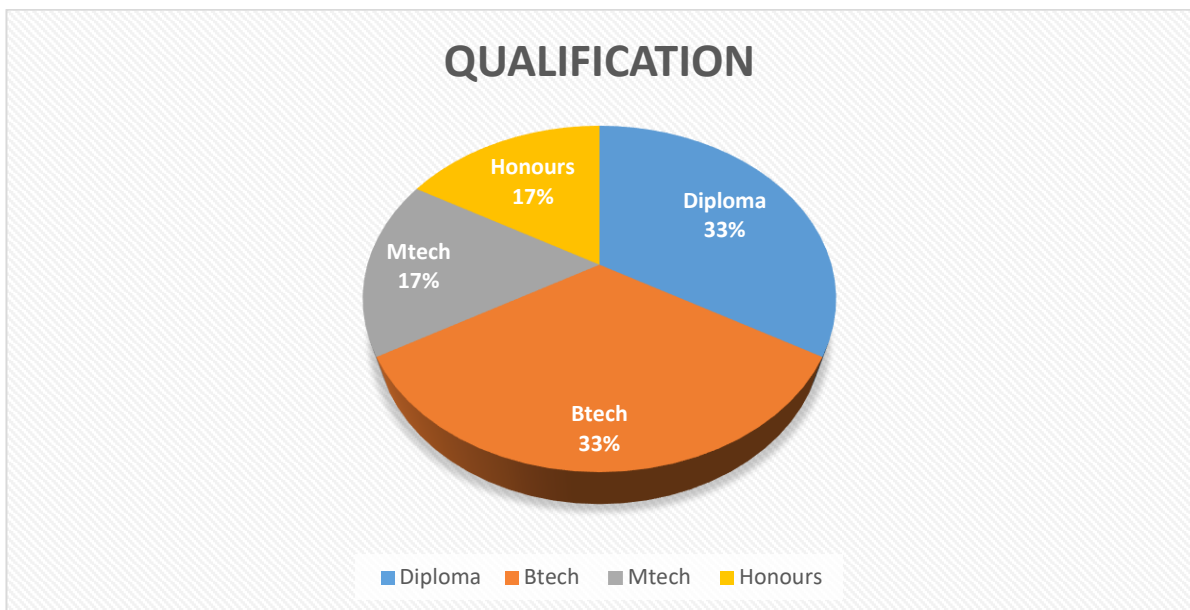
Figure 4.1 below illustrates the Educational levels of the participants in Group 1 (NR).



**Figure 4.1 Educational levels of participants in Group 1 (NR)**

Source: Researchers own compilation.

Figure 4.2 below illustrates the educational levels of the participants in Group 2 (CMEB).



**Figure 4.2 Educational levels of the participants in Group 2 (CMEB).**

**Source:** Researcher's own compilation.

Figure 4.3 below illustrates the Educational levels of the participants in Group 3 (MGT).

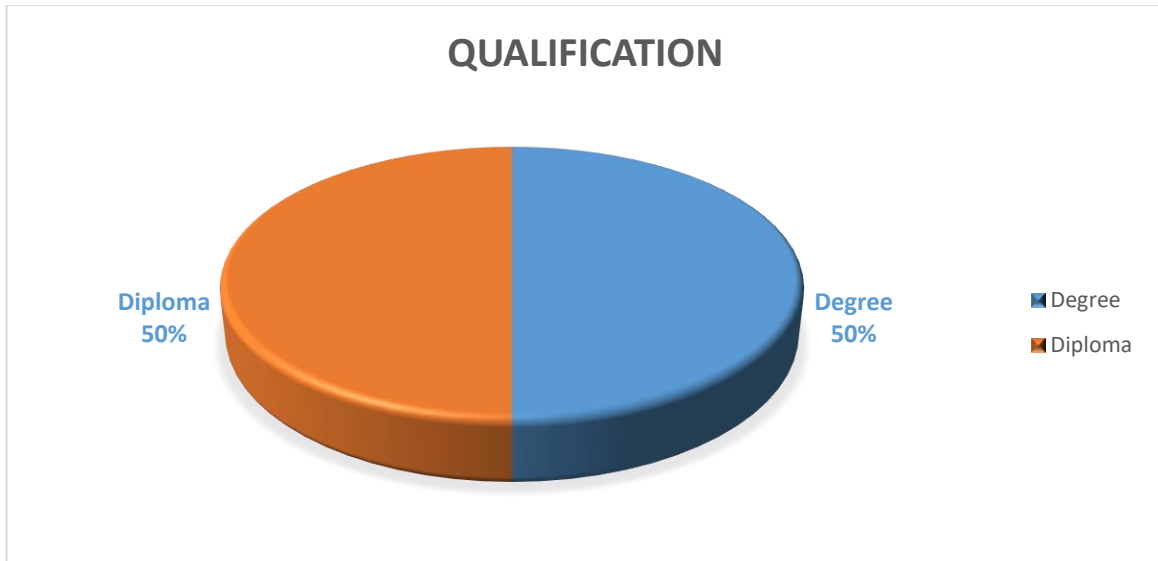


Figure 4.3 Educational levels of the participants in Group 3 (MGT).

**Source:** Researcher's own compilation.

Figure 4.4 below illustrates the Educational levels of all the participants in the study.

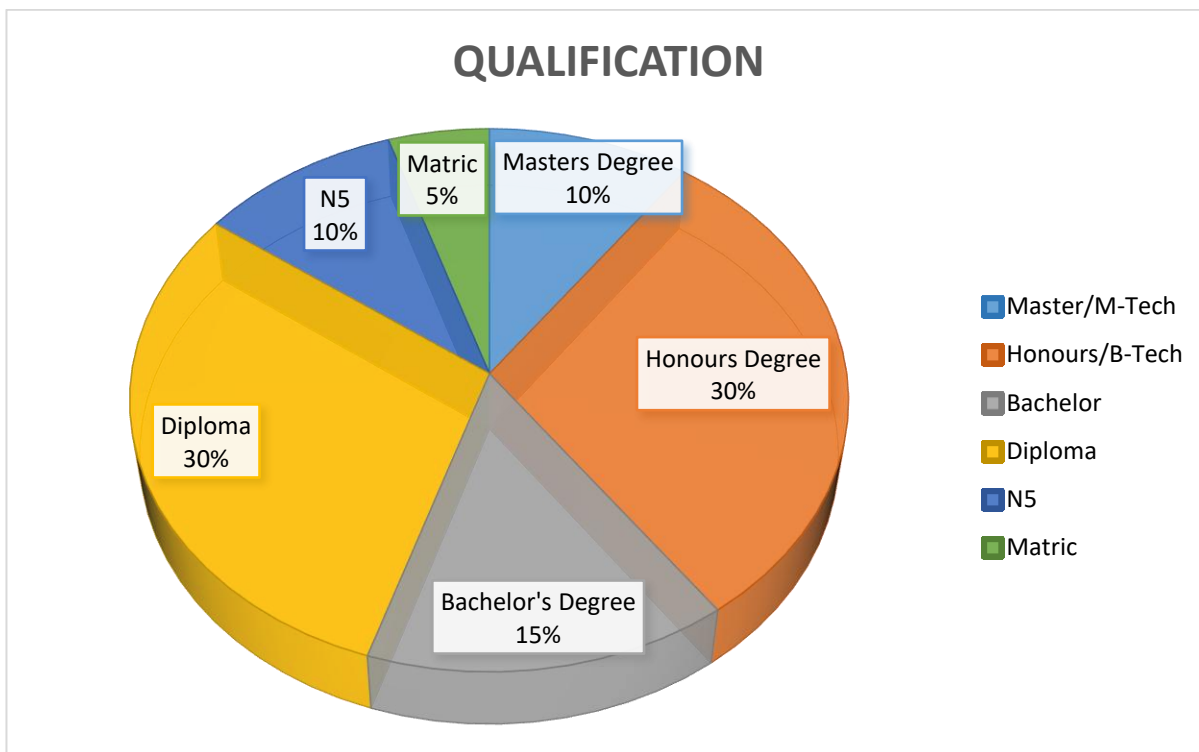


Figure 4.4 Educational levels of all the participants in the study.

**Source:** researcher's own compilation.

Participants' level of education was significant in this study because it indicated their understanding of the concepts related to the study and their ability to respond to research questions. Most participants had post-matric qualifications; only one had no post-matric qualification. This study was not interested in the field of participants' studies. The presumption is that anyone with a matric employed as a police official should be able to understand the concepts of policing and provide important information for this study.

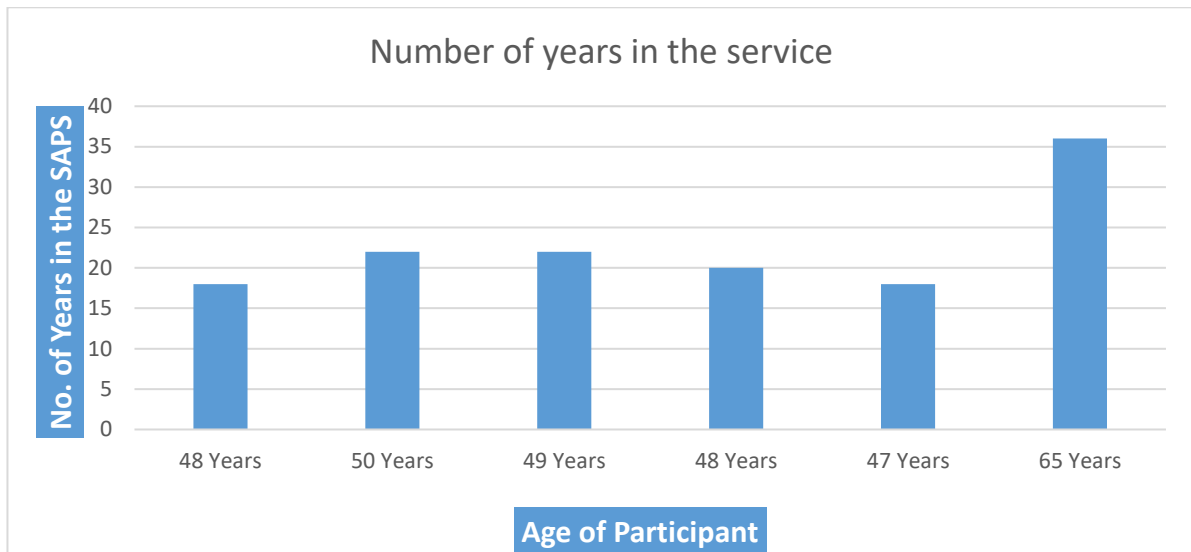
Figure 4.5 below illustrates the number of years participants from Group 1 (NR) had as members of the SAPS.



**Figure 4.5** Number of years participants from Group 1 (NR) had as members of the SAPS.

**Source:** Researcher's own compilation.

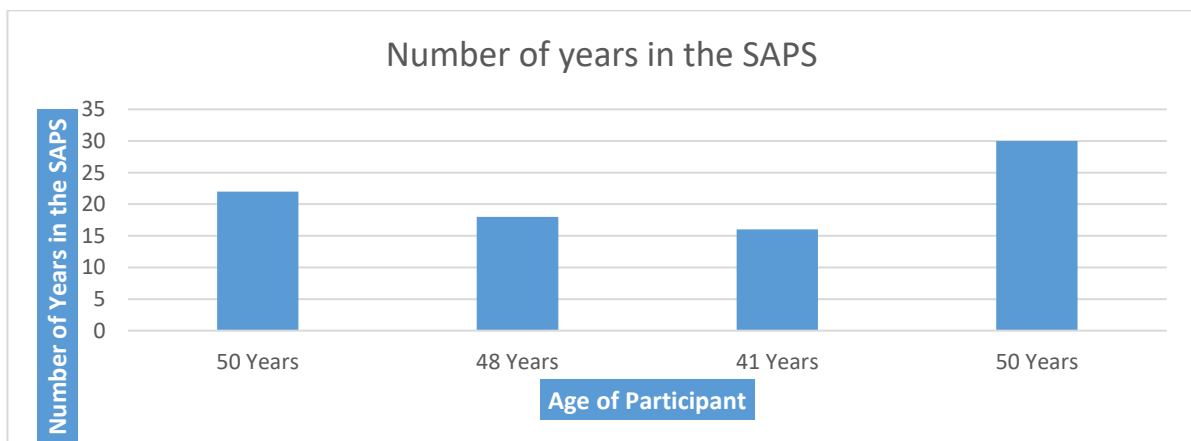
Figure 4.6 below illustrates the number of years the Group 2 (CMEB) participants had as members of the SAPS.



**Figure 4.6 Number of years the participants from Group 2 (CMEB) had as members of the SAPS.**

**Source:** Researcher's own compilation.

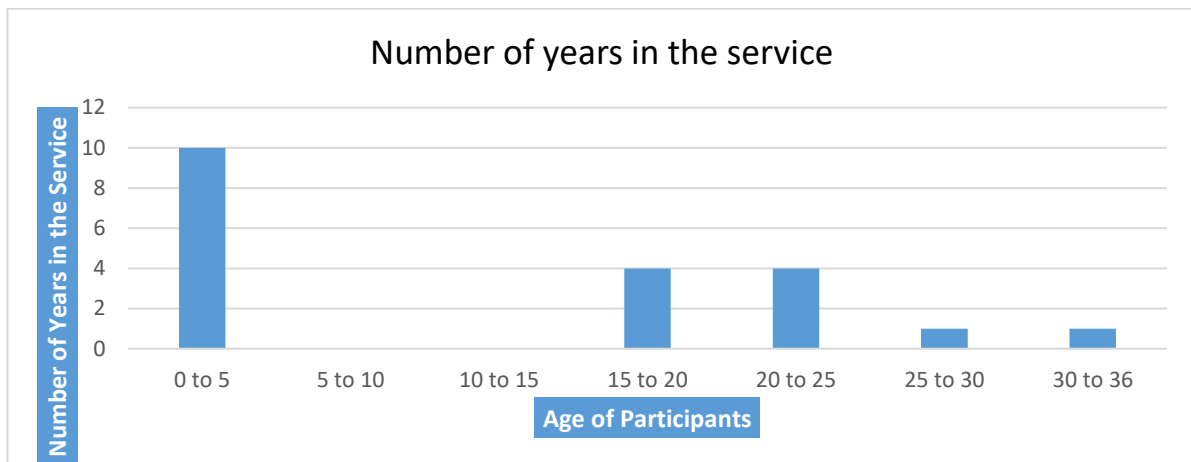
Figure 4.7 illustrates the number of years the participants in Group 3 (MGT) had as members of the SAPS.



**Figure 4.7 Number of years the participants in Group 3 (MGT) had as members of the SAPS.**

**Source:** Researcher's own compilation.

Figure 4.8 below illustrates the number of years all the participants had as members of the SAPS.



**Figure 4.8 Number of years all the participants had as members of the SAPS.**

**Source:** Researcher's own compilation.

#### 4.7 Data Collection

Terre Blanche et al., (2011) stated that qualitative researchers want to make sense of the feelings and experiences of people as they occur in their natural settings. Further, they indicated that interpretive researchers should not disturb the context in which the phenomenon occurs but should strive to be part of the environment in which the phenomenon occurs.

Data was collected through unstructured interviews. An example of unstructured interview questions is attached (appendix 2). George (2022) explains unstructured interviews as data collection tools that depend on questioning participants on a particular topic.

According to George (2022), unstructured interviews do not have a pre-arranged pattern, and they are usually helpful in social science research that focuses on the participants' personal experiences.

Leedy (2014) describes unstructured interviews as 'depth' or 'in-depth' with little structure. Leedy (2014) further mentioned that the interviewer might frame questions based on the interviewee and his or her previous responses.

Creswell et al., (2007) mentioned that unstructured interviews are sometimes carried out as a conversation in which the researcher explores the participant's views, ideas, perceptions and attitudes. It may take a series of interviews, but the main focus is on the participant's perceptions about the phenomenon under study. This allows the discussions to cover areas in detail.

Thomas (2013) also agrees that unstructured interviews do not have a predetermined format, and the interviewee can lead the way while the researcher approaches the interview with an open mind to capture the process and provide direction. Unstructured interviews may differ, with some questions arranged in advance concerning the topic that must be covered. These kinds of interviews are more free flowing, like ordinary conversation. However, they differ from everyday conversations because of the element of in-depth probing that characterises these kinds of interviews. In the current research, unstructured interviews allowed the researcher to hear the participants' views, experiences, beliefs, and perceptions and ask probing questions related to the phenomenon under study.

Interviews were conducted in one of the crime prevention offices at Midrand SAPS, Pretoria West SAPS, Pretoria Central SAPS, Polokwane SAPS, Mankweng SAPS, and one of the offices at the Division HRD. Other interviews took place at the residential places of the participants, especially former members who were dismissed from the SAPS due to various contraventions of regulations. A maximum of three interviews were conducted daily, each taking between thirty (30) and forty-five (45) minutes.

During the interviews, I noted down the interviewees' responses in the diary, and the interviews were audio recorded so that the researcher could have the opportunity to listen to all the interview records after the interviews had been completed.

Permission was requested from the participants to use the audio recording before the commencement of the interviews, and the importance of doing so was explained to

them. The researchers compared and integrated the responses of the three groups of participants to formulate the responses to the research questions posed for this research.

The following are the research questions for this study:

### **Research Questions**

- 1.4.1 What are the newly recruited trainees' perceptions of SAPS culture during training at the academies?
- 1.4.2 What are the perceptions of the newly recruited trainees about the culture of the SAPS six months after placement at different police stations or Units?
- 1.4.3 What are the common personality attributes of police officers who engage in corrupt activities?
- 1.4.4 What are the common personality attributes of police officers who do not engage in corrupt activities?
- 1.4.5 What are the organisational cultural factors in the SAPS that contradict the recruitment and selection process?

### **The interview guides were structured in the following manner**

Interview guide 1 for the new recruits immediately after completion of the Basic training academic phase

The questions below address the recruits' personalities to establish consistency in recruitment selection processes. The questions were as follows:

#### **“Character-related” questions for Group One new recruits immediately after completion of the Basic training academic phase**

- How do people who know you well describe you in your work and home context?

- Which of your personal qualities make you most proud of yourself?
- What are your greatest personal limitations that make it difficult to achieve your goals?
- What do you consider your greatest achievements as a person?
- If you had an alternative career opportunity, would you have become a police officer? Why?

The questions below requested the participants to provide their perceptions of the SAPS before they became members and their experience of the SAPS since they became members. The questions were as follows:

**“Perceptions-related” questions for Group one new recruits immediately after completion of the Basic training academic phase**

- What was your opinion of the SAPS before joining them?
- How have you experienced working for the SAPS since you became a member? Indicate both negative and positive experiences.
- What is your opinion of the SAPS recruitment and selection process?
- There is a popular belief in the public domain that there is a lot of corruption in the recruitment process of the SAPS. Share your opinion on this popular belief or any experiences you may have had with this perception.

The above questions addressed research questions: What are the organisational cultural factors in the SAPS contradict the recruitment and selection process? What are the perceptions of the newly recruited trainees about the culture of the SAPS during training at the academies?

**Interview guide 2 for long-serving members with exemplary records of ethical behaviour who served for more than ten years**

The set of questions below addresses the character of exemplary police officers to establish which personality traits are resistant to unethical behaviour. The questions were as follows:

**“Character-related” questions for Group Two members with exemplary record of ethical behaviour who served for more than ten years**

- How do people around you describe you, both in the work and home context?
- What makes you proud of yourself?
- What do you consider your greatest achievements?
- If you had an alternative career opportunity, would you have become a police officer? Why?

The above questions addressed the research question about the typical personality attributes of police officers who do not engage in corrupt activities.

The following questions requested the participants to provide their opinion of the recruitment and selection process of the SAPS.

**Questions related to corruption in the SAPS for Group 2 members with exemplary record of ethical behaviour who served for more than ten years**

- What is your opinion of the SAPS recruitment and selection process?
- What do you think is the problem that leads to so many police officers being charged with unethical behaviour?
- What do you think is the biggest problem that encourages corruption?

The above questions addressed the research question: What organisational cultural factors in the SAPS contradict the recruitment and selection process?

**Interview guide 3 for current and former members with a history of corruption/unethical behaviour**

The following questions addressed the common personality attributes of police officers who engage in unethical behaviour or corruption.

**Questions related to the character of police officers with a history of unethical behaviour or corruption Group 3.**

- How do people around you describe you, both in the work and home context?
- What makes you proud of yourself?
- What are your greatest personal barriers that prevent you from achieving your goals?
- If you had an alternative career opportunity, would you have become a police officer?
- What were the allegations against you?

The above questions addressed the research question: What are the common personality attributes of police officers who engage in unethical behaviour?

The following questions requested the participants to share their opinions about the SAPS.

**Questions related to the challenges faced by the SAPS for Group 3 police officers with a history of unethical behaviour or corruption**

- How were the disciplinary proceedings handled?
- What is the most significant challenge the SAPS is currently facing?
- What is your opinion of the SAPS recruitment and selection process?
- How is management contributing to the current situation in the SAPS?

The above questions addressed the research question: What organisational cultural factors in the SAPS contradict the recruitment and selection process?

**Interview guide 4 for new recruits 3 months after their deployment at various police stations for Group one**

Interview Guide 4 was used to follow up on the first interviews of the newly appointed police officers. All ten newly appointed police officers interviewed before were interviewed again 3 months after the first interview. However, the focus was on different aspects. The following set of questions addressed the perceptions of the newly appointed police officers about the culture of the SAPS and their experience of the police environment at the police station and units of deployment. The questions were as follows:

## **Questions related to the perceptions of newly recruited trainees about the behaviour of the older police officers at the different police stations**

- What has been your experience working as a police officer since your recruitment?
- How do you describe the relationship between you and the police officers you found at the station?
- What have you learnt about the behaviour of the police officers at your station so far?
- There is a belief that every station has good and bad cops. What have you observed so far?
- What can you say about the intentions of the police officers when attending to complaints or handling suspects?
- Tell me about the practices you observed among your colleagues that are contrary to what you were taught about the work ethos of the SAPS during your training.
- “Since you qualified as a cop, did you observe any behaviour among colleagues that differs from your beliefs about the culture of SAPS when you were still in the academy?”

The above questions addressed the research question: What are the perceptions of the new recruits about the culture of the SAPS at the station or units of deployment?

The table below indicates the interview questions, research questions and sections in the literature review where the concepts are discussed.

**Table 4.3 Data Gathering Framework**

Guide	Interview Questions	Research Question	Section in Literature Review
1.	<ul style="list-style-type: none"> <li>• How do people around you describe you in both the context of work and at home?</li> <li>• What makes you proud of yourself?</li> <li>• What are the greatest barriers that prevent you from achieving your goals?</li> <li>• What do you consider your greatest achievements?</li> <li>• If you had an alternative career opportunity, would you have joined the SAPS? Why?</li> </ul>	1.4.1 What organisational cultural factors contradict the recruitment and selection processes of the SAPS?	Chapter 2  Section 2.6 (Personality)

<b>Guide</b>	<b>Interview Questions</b>	<b>Research Question</b>	<b>Section in Literature Review</b>
<b>1.</b>	<ul style="list-style-type: none"> <li>• What is your opinion of the SAPS recruitment selection process?</li> <li>• There is a popular belief in the public domain that there is a lot of corruption in the recruitment process of the SAPS. Share your opinion on this popular belief.</li> </ul>	1.4.2 What are the newly recruited trainees' perceptions about the SAPS culture during training at the academies?	Chapter 2  Section 2.3. (Recruitment)  Section 2.4. (Selection)  Section 2.5. (Psychological Assessments)

<b>Guide</b>	<b>Interview Questions</b>	<b>Research Question</b>	<b>Section in Literature Review</b>
<b>2.</b>	<ul style="list-style-type: none"> <li>• How do people around you describe you both in the work and home context?</li> <li>• What makes you proud of yourself?</li> </ul>	1.4.5 What are the common personality attributes of police officers who do not	Chapter 2  Section 2.6 (Personality)

	<ul style="list-style-type: none"><li>• What do you consider your most outstanding achievements?</li><li>• If you had an alternative employment opportunity, would you have a police officer?</li></ul>	engage in corruption?	
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Guide	Interview Questions	Research Question	Section in Literature Review
2.	<ul style="list-style-type: none"> <li>• What is your opinion of the SAPS recruitment selection process?</li> <li>• What do you think is the problem that leads to so many police officers being charged with unethical behaviour?</li> </ul>	1.4.1 What organisational cultural factors contradict the recruitment and selection processes of the SAPS?	<p>Chapter 2</p> <p>Section 2.3. (Recruitment)</p> <p>Section 2.4. (Selection)</p> <p>Section 2.5. (Psychological Assessments)</p>

Guide	Interview Questions	Research Question	Section in Literature Review
3.	<ul style="list-style-type: none"> <li>• How do people around you describe you both in the work and home context?</li> <li>• What makes you proud of yourself?</li> <li>• What are the greatest barriers that prevent you from achieving your goals?</li> <li>• If you had an alternative employment opportunity, would you have become a police officer?</li> <li>• What were the allegations against you?</li> </ul>	1.4.4 What are the common personality attributes of police officers who engage in corrupt activities?	<p>Section 2.6 (Personality)</p> <p>Section 2.9 (Corruptibility of individuals)</p>

Guide	Interview Questions	Research Question	Section in Literature Review
3.	<p>How were the disciplinary proceedings handled?</p> <p>What is the most significant challenge the SAPS is currently facing?</p> <p>What is your opinion of the SAPS recruitment and selection process?</p> <p>How is management contributing to the current situation in the SAPS?</p>	1.4.1 What organisational cultural factors contradict the recruitment and selection processes of the SAPS?	<p>Chapter 2</p> <p>Section 2.7 (Ethics and ethical behaviour)</p> <p>Section 2.8.2 (Corruption in the SAPS)</p>

Guide	Interview Questions	Research Question	Section in Literature Review
4.	<ul style="list-style-type: none"> <li>• How do you describe the relationship between you and the police officers you found at the station?</li> <li>• There is a belief that every station has good and bad cops. What have you observed so far?</li> <li>• Tell me about the practices you observed among your colleagues that are contrary to what you were taught about the work ethos of the SAPS during your training.</li> <li>• “Since you qualified as a cop, did you observe any behaviour among colleagues that differed from your beliefs about the culture of SAPs when you were still in college?”</li> </ul>	<p>1.4.1 What organisational cultural factors contradict the recruitment and selection processes of the SAPS?</p> <p>1.4.3 What are the perceptions of the newly recruited trainees about the culture of the SAPS six months after placement at various stations or units of the SAPS?</p>	<p>Chapter 1</p> <p>Section 1.1 The need for research on corruption in policing.</p> <p>Chapter 2</p> <p>Section 2.7 (Ethics and ethical behaviour)</p> <p>Section 2.8.2 (Corruption in the SAPS)</p> <p>Section 2.9 (Corruptibility of individuals).</p>

**Source:** Compiled by the researcher

## **4.8 Interpretive Data Analysis**

Interpretivists are interested in understanding how people interrelate, think, and form ideas about their world (Thomas, 2013). Thomas (2013) further mentioned that to understand people. The researcher must immerse in the research context of his or her interest by having in-depth engagements with the people. Objectivity is not the main goal; in fact, the researcher used his own understanding to help interpret the views and behaviour of others. The critical endeavour of interpretivists is to understand the subjective world of human experience and not to lose the originality and integrity of the phenomenon being studied (Cohen, Manion and Morrison, 2011)

The most significant aspect of interpretive data analysis is positioning oneself to interpret from empathic understanding. Data is interpreted by describing characteristics and processes, transactions, and contexts that form part of the phenomenon under investigation. It is interpreted in a language that is familiar with the phenomenon. This thick description of the phenomenon demands that the researcher stay as close as possible to the data (Terre'Blanche et al., 2011).

Interpretive data analysis implies a thorough analysis of a phenomenon's dimensions in the foreground and background context and the part-whole aspects of that phenomenon. The researcher strived to develop a compelling account of the phenomenon studied and applied it to the context. Such analysis reveals new perspectives on the phenomenon studied. (Terre 'Blanche, et al. 2011).

### **4.8.1 Steps in interpretive data analysis**

Terre 'Blanche et al., (2011) identified different approaches to interpretive analysis, such as phenomenology, grounded theory, and thematic content analysis. Miller and Crabtree (1992) argue that interpretive analytic styles vary from quasi-statistical to immersion/crystallisation styles. Quasi-statistical styles involve mechanically using predetermined categories and codes applied to the data to yield quantifiable indices. Immersion/crystallisation styles, on the other hand, involve becoming thoroughly familiar with a phenomenon, carefully reflecting on it, and then writing an interpretation by relying on one's intuitive grasp of what is going on rather than on any particular analytic techniques.

### **Step 1: Familiarisation and immersion**

The researcher developed ideas and hypotheses about the phenomenon under study during data collection. As a result, by the time data collection is completed, the researcher has already developed some understanding of the meaning of the data. The researcher then familiarises with all the material, working with texts, field notes and interview transcripts. The researcher read through the material repeatedly, making notes and brainstorming. In the end, an understanding of which interpretations are supported by the data and which ones are not supported by the data was built.

### **Step 2: Inducing themes**

Induction is the bottom-up approach to making inferences about the phenomenon under study. This is the opposite of a top-down approach, where the researcher would use ready-made categories and simply look for instances fitting the categories. While there are no “hard-and-fast” rules about data organisation, the following steps were applied:

- Firstly, the researcher used the language of the interviewees to label the categories.
- Secondly, the researcher moved beyond just summarising content and thinking regarding processes, functions, tensions, and contradictions.
- Third, the researcher tried to find an optimal level of complexity because having only two or three themes is probably not enough to do anything interesting with the data.
- Fourth, the researcher did not settle for one system too quickly and
- Finally, the researcher focused on the phenomenon under study.

### **Step 3: Coding**

The researcher developed themes by coding the data to ensure that different data sections are marked as relevant to one or more themes. Phrases, sentences or paragraphs were coded according to their containing material that pertains to the themes under consideration.

The content of the text that referred to a discrete idea, explanation, or event, and any textual “bit” that referred to more than one code, was labelled with more than one code if it referred to more than one theme. The researcher used coloured marker pens to highlight pieces of text relating to each other marked with the same colour.

#### **Step 4: Elaboration**

During the collection of material for interpretive analysis, one experiences events or the things people say in linear, chronological order. The researcher was immersed in field notes, and the material was again viewed in a linear sequence. The induction of themes and coding assisted the researcher in breaking up the sequence, and the events or remarks far away from one another were now brought closer together. This gave the researcher a fresh view of the data and allowed for careful comparison of sections of text that appear to belong together. The researcher explored themes more closely, intending to capture the finer nuances of meaning not captured during the initial coding system. This created an opportunity to revise the coding system in small and drastic ways. The purpose was not to come up with the one correct way of structuring the material but to keep trying to find various ways of structuring it until the researcher was confident of giving a good account of what was happening in the data.

#### **Step 5: interpretation and checking**

The researcher produced a written account of the phenomenon, went through the interpretation, improved on the weak points and reported on the influence of personal involvement in the study.

### **4.9 Ensuring Rigour**

As in all qualitative studies, trustworthiness, credibility, transferability, dependability and confirmability were observed in this study, as discussed below.

- **Trustworthiness:** This is one of the most significant aspects of qualitative research (Creswell et al., 2007).

- For participants and readers alike to view the findings of any research as compelling and serious, it is influenced by the study's trustworthiness. To establish trustworthiness, the researcher engaged the participants according to the ethical principles of acceptable standards of qualitative research, namely voluntary participation, informed consent, anonymity, confidentiality, potential for harm and result communication. Participants were only questioned about the objectives of the study.
- All responses to questions were carefully studied to develop a comprehensive understanding of the participants' perceptions.
- **Credibility:** To ensure credibility in my study, I built trust by honouring the following principles: **Anonymity** - not collecting identifying information and not linking responses with individuals. To ensure anonymity in this study, participants were assured confidentiality and their names were withheld. They were identified through numbers during analysis, numbered from participants 1 to 20 according to the research participation sequence. **Honesty** refers to reporting methods, procedures, and results that are not fabricated. In this research, procedures and methods followed in this study are recorded, and during the interview sessions, the participant's responses were recorded, and data was transcribed word for word to avoid fabrication. **Openness** refers to ensuring the availability of data, processes, and study results to interested persons. The procedures followed, and the results of this study would be made available through proper channels.
- **Transferability:** According to Creswell (2014), transferability occurs when the study results demonstrate processes that are commonly understandable to other researchers and do not undermine the social world. While this is a uniquely South African study, the findings are expected to apply to other contexts within the law enforcement cluster, such as Metro Police Departments and Traffic Police Department. Care was taken to explain that, as far as possible, the findings pertain to the context of the South African Police Service.
- **Dependability** refers to the possibility of arriving at the same conclusion should a similar research process be repeated.

- All aspects of the research were fully described. For example, the methodology, sample characteristics, the data collection process, and data analysis. The participants' responses were recorded, and field notes were made on observations to enhance credibility. As a result, this study may be replicated if similar methodologies are applied.
- **Confirmability:** Confirmability refers to the ability of the researcher to remain neutral throughout the study.
- While admitting that absolute objectivity is not possible in qualitative research, I was constantly aware of my own positionality and reflexivity and exercised care to avoid my biases and anecdotal information do not contaminating the research process. I adopted the bracketing method, as mentioned in Denscombe (2007), which means preventing one's personal experiences from interfering with the answers provided by the research participants. I allowed the participants to share their experiences without leading them to the answers I hoped to obtain.

#### **4.10 Ethical Considerations**

Creswell (2007) mentioned that all individuals involved in research must understand the research process's general principles. The researcher must adhere to the ethical principles and guidelines of research. The researcher obtained ethical clearance from the ethics committee of the University of South Africa. Participants were also informed about the voluntariness of participation and that they may withdraw from the process at any time without explaining themselves to the researcher.

Participants in this study were given an informed consent letter for participation beforehand. Before the commencement of the interview, the researcher further explained the contents of the letter, the purpose of the research, and adherence to the principles of autonomy; all participants signed justice and non-maleficence. Adams (2013) explained the three primary ethical principles of research as follows:

**Autonomy:** The researcher explained in detail the purpose of this study to the participants, that this is a low-risk study expected to cause no serious harm to the participants, and the significance of protecting autonomy so that they are empowered to make informed decisions whether to participate or not. They were also allowed to ask questions before the commencement of the interviews to clear any misunderstanding that may have been there.

**Beneficence:** Participants were assured that the information provided will only be used for this study, and if there may be a need to use the information for any other purpose, it will be discussed with the participant, and that can only happen if the participant so wishes.

**Justice:** The participants in this study were informed that participation is voluntary, and should they decide at any point that they do not want to continue with the interviews, they are welcome to stop and indicate their change of mind. As a sign of voluntary participation, I handed over the consent form and asked them to sign it to confirm that they understood what was asked and expected from them. Only then were the interviews allowed to commence.

#### **4.11 Conclusion**

The recruitment and selection process is integral to any organisation's success. However, the organisation's success depends not only on bringing suitable candidates into the system. Other significant factors must be considered to ensure the organisation's success. These include management styles, wages, the environment and command and control. It is expected that the findings of this research will illuminate organisational and personality factors that maintain corruption and unethical behaviour in the SAPS. The findings of this study will be used to influence policy in the recruitment and selection process, as well as anti-corruption strategies and oversight of the processes in policing contexts.

## **CHAPTER 5**

### **DATA PRESENTATION, INTERPRETATION AND FINDINGS**

The previous chapter explained the research process undertaken in the study. Data was collected through unstructured interviews, which were conducted face-to-face. Chapter Two presented the literature reviewed to support the arguments and agreements by other scholars concerning the area of research covered by this study. This chapter analyses research data to answer the research questions outlined in the methodology chapter. This study used a qualitative research approach, and the participants' verbatim quotes were used to demonstrate how the participants experienced the phenomenon. Data collection measures used in this study follows next.

#### **5.1 Data Collection Measures**

Unstructured interviews see (Appendix A) were used to collect data from the participants with enough experience, skills and expertise in the field to answer the questions. The researcher conducted face-to-face interviews with the new recruits, current serving members and former members of the SAPS, whose contribution has been invaluable in assisting the researcher in achieving the aims and objectives of this study. The SAPS is a much broader organisation consisting of more than ten divisions, each with its unique responsibility.

Although the Divisions report to the National Commissioner, they all have their Divisional Commissioners responsible for managing each Division. The SAPS has over one hundred and seventy thousand (170,000) members. All the divisions of the SAPS were relevant to this study; however, only members who met the participation criteria were recruited for this study. The total number of new recruits deployed at various SAPS police stations was about ten thousand (10,000). Five (5) males and five (5) females were interviewed at various police stations. Five long-serving members of the SAPS with exemplary records of ethical behaviour from various Divisions of the SAPS were also interviewed, and one (1) former member is currently on a pension after serving the organisation for 36 years. Two (2) former members

dismissed for corruption and two (2) serving members dismissed for corruption and reinstated on appeal by the SAPS were also interviewed. Interview questions dealt with personality-related questions first and later with organisational-related questions. The following are questions related to personality factors and examples of the participants' narratives observed by the researcher during interviews.

## **5.2 Personality Factors (NR)**

Personality factors in this thesis refer to an individual's persistent qualities and include variables such as openness, agreeableness, neuroticism and locus of control.

### **5.2.1 Third-party character description**

Third-party character description refers to an individual's character as observed by significant others.

#### **1q.1 How do people who know you well describe you both in the work and home context?**

The question above was meant to collect information from the participants about how significant others within their circle understood them. This question aimed to help the researcher understand the participants' character as evaluated by the people they spent time with.

Most participants from Group 1 indicated that people who knew them well described them as being socially acceptable and of upright morality, using words like cool, humble, loyal and honest. Most of the big five personality traits fell within agreeableness because they demonstrated some degree of altruism, kindness, trust and affection, which meant they were more inclined to assist other people and found peace in doing just that. There is also an element of humility as some demonstrate

the ability to acknowledge their limitations and imperfections. The following are examples of participants' narratives that illustrate the above observation:

**Respondent 1 (NR Male, age 28, 11 months service)**

*People around me they find me as one of the most coolest guys because I know how to work around with different personalities, I know some people have difficulties, and have different thoughts so is very important for me to understand what they are saying, I cannot always dispute, refuse or argue with whatsoever they are saying so what I normally do is listen to whatsoever they are saying and if I don't like it I'll just retaliate on my own but normally I'm the person who is friendly and easy to approach and well disciplined.*

**Respondent 3 (NR Male, age 31, 11 months service)**

*They know me as a very humble guy and straight forward guy, I am a person who is approachable and who can get along with everyone.  
I do make time for other people but I also respect my own time and generally people say that I am a good person.*

**Respondent 6 (NR Male, age 27, 11 months service)**

*Yeah I am a very loyal, but honesty depends on what the next person want to hear from me. I have been very loyal to the things that I wanted to achieve in life and that confirms my loyalty. I remain loyal to my commitments until I achieve the target.*

## 5.2.2 Self-appraisal

### lq. 2. Which of your personal qualities makes you most proud of yourself?

This question also aimed to establish the character of the participants. Most of the participants indicated that they are goal-orientated, and they see commitment to the goals they set for themselves as the main qualities that make them proud of themselves. Their self-concept seems more congruent as they align it to realistic and achievable goals they have set for themselves. They also demonstrate some excellent levels of self-efficacy and a sense of believing in their abilities to execute the tasks towards the goals they set for themselves. This persistent attitude and commitment to the set goals result from self-affirmation, which activates brain systems related to self-concept and reward and is reinforced by future orientation. There is also a sense of hope and optimism about the future in the SAPS, and a need for social acceptance is high in self-evaluation traits. They also demonstrated an element of being goal-orientated as they fix their eyes on their goals and ensure they achieve as planned. Below are some narratives from the participants as observed by the researcher:

#### **Respondent 8 (NR Female, age 33, 11 months service)**

*Achieving something or completing something that I have started it really makes me proud of myself if I complete something I started. Completing the SAPS basic training so I am proud of that especially because it was difficult for me and I did not think I will complete. Basically with me is about achieving and I achieved many things in life that makes me proud.*

#### **Respondent 7 (NR Female, age 31, 11 months service)**

*Like I lost my mother when I was still very young and from there I used to get comments from people saying I won't make it in life without the support of my mother,*

*and then this thing used to cross my mind whenever things were not going well and I sometimes believed that may be it is true, but I never stopped, but what really makes me proud is that I never stopped believing in myself and I am proud of myself because now I can see that I am going somewhere.*

**Respondent 6 (NR Male, age 27, 11 months service)**

*Everything that I really wanted I managed to achieve in life, I have this belief that when I really want something it will happen someday. So everything I dreamt of from completing my matric going to the University completing my degree, getting opportunity for the internship and securing an employment in the SAPS. You know SA.PS is aligned to my degree and I am very hopeful that the future is looking good.*

**lq.3 What are your greatest personal limitations that make it difficult to achieve your goals?**

This question aimed to determine if the participants had a sense of self-awareness. Some participants demonstrated a sense of self-awareness, mentioning that they were aware of their limitations and were always challenged to develop a more balanced self-evaluation. Some identified high levels of altruism as a limitation, indicating that the need to go the extra mile to assist others sometimes becomes too much on them to the extent that their personal goals suffer. Some demonstrated some form of being goal-orientated by indicating that they are satisfied with their achievements in life so far and a will to achieve more through hard work and dedication. The researcher observed that some participants displayed some form of optimistic bias as they were so highly motivated that they were unaware of their character limitations. Some of the responses from the participants are provided below:

**Respondent 1 (NR Male, age 28, 11 months service)**

*Personal obstacles, I have a weakness to help people even though sometimes may cause fire ahead, some people you may help them not knowing they are having other intensions, for instance you will help someone who wants to register at school and later in the year I will ask that person how did they do academically? That person will not respond for no reason and you will like you bothering them. Sometimes I care too much and forget about myself.*

**Respondent 2 (NR Female, age 34, 11 months service)**

*I am proud of myself I am somewhere in life, I wanted to grow in the field of marketing bur things did not work out for me in that environment; hence I decided to join the SAPS and see what it has for me. I think where I am now as a police officer I have achieved a lot so I can simply say I do not see any obstacles. I love schooling if I get an opportunity to study I will grab it. If I can get a bursary I will definitely register law.*

**Respondent 3 (NR Male, age 31, 11 months service)**

*If I fail to get things going my way I feel very much disappointed and I blame myself for not working hard enough or not being able to plan well ahead and this waste my time.*

**Respondent 4 (NR Female, age 26, 11 months service)**

*Hey, I do not think I have any limitations. I do not have a child or anything that may prevent me from doing anything I want. I have self-confidence, and I believe I can achieve anything.*

### **5.2.3 Career aspirations at entry in the SAPS**

#### **1q.4. If you had an alternative career opportunity, would you have joined the SAPS? Why?**

This question aimed to establish whether the participants joined the SAPS out of love for the organisation or if they applied because they could not find employment elsewhere. Further, to establish how valuable a career in the SAPS is to the participants. Most participants indicated they joined the SAPS because they wanted to be police officials, while some indicated that they joined it because they wanted to be employed.

Those who indicated that they joined the SAPS because they wanted employment further mentioned that as they started working there, they became aware of different career opportunities in the SAPS and have since developed a love for the SAPS and cannot exchange their careers in the SAPS for anything.

The most significant factor here is that some participants joined the SAPS because they wanted employment, and others joined it out of love for the organisation. Some narratives from the participants, as observed by the researcher, are as follows:

#### **Respondent 1 (NR Male, age 28, 11 months service)**

*To be honest if I had an alternative I was not going to join the SAPS, the reason being the Sector is considered as one of the under-paid Sectors, If there was another Sector that was paying more than SAPS and where I see that I will be able to put more of my expertise, I would have joined that particular organisation. Never the less, SAPS is a good organisation I'm glad I joined SAPS.*

**Respondent 3 (NR Male, age 31, 11 months service)**

*Yes, I will still choose the SAPS. During the recruitment selection process I was working but I always told myself that my opportunity will come to me one day to join the SAPS.*

*It was not a difficult decision to make when the opportunity came I resigned from the company I was working for and went to the SAPS college even though we being given a stipend way low compared to what I was getting from the company I was working for.*

**Respondent 4 (NR Female, age 26, 11 months service)**

*Yes, it has been a long time I loved becoming a police officer. I cannot say it is my dream or what but I love being a police officer especially working with people.*

**Respondent 6 (NR Male, age 27, 11 months service)**

*Mmm, I think I will still choose the SAPS for the following reason, I do not want to sound like a coward but I see opportunity for growth in the SAPS. I know there are a lot of good things in private sector but here I see lifetime opportunities for growth.*

**Respondent 7 (NR Female, age 32, 11 months service)**

*I always wanted to be part of justice process, hence I also registered my diploma in law, so it is what I wanted.*

The first four questions addressed the new recruits' personality factors immediately after completing their basic training at different SAPS academies. In terms of the big five personality traits, most of them fell within agreeableness. They demonstrated some degree of altruism, kindness, trust and affection, which meant they were more inclined to assist other people and find peace. They also demonstrate some good levels of self-efficacy, and a sense of believing in their abilities to execute the tasks towards the goals they set for themselves.

This persistent attitude and commitment to the set goals result from self-affirmation, which activates brain systems related to self-concept and reward and is reinforced by future orientation. The researcher observed that some participants displayed some form of optimistic bias as they were so highly motivated that they were unaware of their character limitations.

Some participants joined the SAPS because they wanted employment, and others joined it out of love for the organisation. Personality factors for (CMEB) are discussed below.

### **5.3 Personality Factors (CMEB)**

Personality factors in this thesis refer to an individual's persistent qualities and include variables such as openness, agreeableness, neuroticism and locus of control.

#### **5.3.1 Third-party character description**

Third-party character description refers to an individual's character as observed by significant others.

##### **1q.1. How do people who know you well describe you, both in the work and home context?**

This question was meant to collect information from the participants about how other people within their circle understand them. Six (6) SAPS members with more than ten years of service and exemplary ethical behaviour (never charged for any contravention) were used as a benchmark for acceptable behaviour. Conscientiousness and agreeableness personality traits are high in this group of participants. They are more optimistic and have chosen their career path carefully within the SAPS, settled in support environments which are not operational, like Division Human Resource Development and Human Resource Management.

They also indicated some high levels of altruism due to the need to assist others. They used words like self-discipline, dedication, commitment, and humility. They also see themselves as mentors, coaches and motivators. They view all these factors as significant aspects of their survival within their environment. Below are some of the responses from the participants:

**Respondent 16 (CMEB Male, age 50, 22 years' service)**

*People regard me as a humble person who is naturally a leader and very flexible person who likes prayer and going to church when I am not on duty as a police officer. I am a very committed member of the SAPS. When I am at work I take on suspects like I will do when I am in church praying.*

**Respondent 17 (CMEB Male, age 49, 22 years' service)**

*They regard me as a disciplined and dedicated person who is always willing to go an extra mile in assisting others who might be having challenges in as far as our police duties are concerned. Most people come to me for advice and coaching is concerned about work related or life in general.*

**Respondent 19 (CMEB Male, age 52, 23 years' service)**

*They regard me as a person who is dedicated to his work and always willing to go an extra mile. They regard me as a motivator, inspire, a mentor and a coach with vast of experience in the training environment, where they always come for assistance in cases where they get stuck with some of the detective training-related matters.*

**Respondent 20 (CMEB Male, age 65, 36 years' service)**

*As a person who is born a leader, a motivator, a mentor and a self-disciplined, respectful and exemplary person.*

During the interviews, the researcher observed a sense of pride and self-awareness among these participants. They also demonstrated some form of empathic concern over the SAPS due to the organisation's current situation, which is unsatisfactory. They are mainly worried about the fact that SAPS is unable to fulfil its mandate of ensuring a safe and secure environment according to the expectations of the society at large.

### **5.3.2 Self-appraisal**

#### **lq. 2. Which of your personal qualities make you most proud of yourself?**

This question aimed to collect information about the characters of the participants, as described by the participants. Most of the participants in Group 2 mentioned adding value to other people's lives as an important factor which makes them feel complete (altruism).

This group demonstrated high levels of agreeableness by indicating that they feel proud of themselves when they have done something that brings a smile to the next person's face. There is also a form of being goal-orientated in that some feel proud of their achievements.

Some also demonstrated a sense of purpose in that they never lost focus on the things they wanted in life, and their achievements support that. This is consistent with participants in group 2, who were never charged for contravention of the SAPS regulations for over ten years. Below are some of the responses from the participants:

#### **Respondent 16 (CMEB Male, age 50, 22 years' service)**

*Eish, when I look back I feel I should have done better, but generally, I find peace in being able to motivate my colleagues, I always strive to become the best person I could be.*

**Respondent 17 (CMEB Male, age 49, 22 years' service)**

*I always feel very proud when I have assisted someone, and that person comes back to say thank you.*

**Respondent 18 (CMEB Female, age 48, 18 years' service)**

*I always feel very happy when I look at the police officers I have trained serving the community out there, knowing they are my product.*

**Respondent 20 (CMEB Male, age 65, 36 years' service)**

*Understanding oneself, I am successful in most of my personal goals, through hard work. I have a happy family with two big houses, one in Polokwane and one in Pretoria.*

*I have four children, three of them graduated from tertiary Institutions, and last one still in high school. All these really makes me feel very good.*

**lq.3. What are your greatest personal limitations that make it difficult to achieve your goals?**

This question aimed to determine if the participants are aware of their limitations and if they have plans to improve on their limitations. Again, this question probed the characters of the participants.

Most of them demonstrated a sense of being in control of their lives and having the ability to understand their weaknesses. They indicated that they developed programmes of action to address their weaknesses for a balanced life. Some are highly optimistic and believe they can reach whatever goals they may have in life. They are proud of their achievements, demonstrating some form of goal-directedness and self-efficacy. Some examples of the narratives from the participants, as observed by the researcher, are as follows:

**Respondent 18 (CMEB Female, age 48, 18 years' service)**

*I think I am a fighter because if there is something that I really want in life I get it, it may not be at a time I set for myself but trust me the things I really wanted in life I have. So to be precise I do not see any obstacles in my life.*

**5.3.3 Career aspirations at entry into the SAPS**

**1q.4. If you had an alternative career opportunity, would you have joined the SAPS? Why?**

This question aimed to establish whether the participants joined the SAPS out of love for the organisation or were there just because they could not find employment elsewhere. Further, the job in the SAPS checks how valuable the job is for the participants.

Most participants indicated that they would not have joined the SAPS if they had an alternative job opportunity; only one indicated that she would have still chosen SAPS.

The most significant factor here is that one participant joined the SAPS out of love for the organisation; all other participants did not love to be in the SAPS, and their qualifications also support this as most of them are teachers by profession. Although most of the participants indicated that they would not have chosen the SAPS as their career organisation, it is significant to note that they indicated that they would not leave SAPS for anything. This could be due to the loyalty to the organisation that came to their rescue when they desperately needed employment. Another notable factor is that all the participants in this group are police officers who served for over ten (10) years in the SAPS, free from any transgressions. They demonstrated some good levels of career maturity, which usually occurs when the knowledge required in the stages of career development is achieved as per the transition in age. This also demonstrated some form of Person-organization fit whereby the participants' beliefs fit in with the organisation's mission, values and ethics. Below are some of the responses from the participants.

**Respondent 16 (CMEB Male, age 50, 22 years' service)**

*I never thought I will last this long in the police, I think this was just a calling. I would not have done anything better than this, and I thank God for the guidance and the opportunity to serve my country at this level. I did not think of it, it just happened that when I was looking for an employment, SAPS opened the door for me and I just loved everything I became and I am still doing it with passion. I love what I am doing, is good to be a police officer.*

**Respondent 20 (CMEB Male, age 65, 36 years' service)**

*No, I could not have joined the SAPS; I would not have chosen to work night shifts and also to work over the weekends, and to carry a fire-arm and so forth.*

Most participants demonstrated conscientiousness and agreeableness personality. They are more optimistic and have chosen their career path carefully within the SAPS, settled in support environments like Division Human Resource Development and Human Resource Management. They also indicated some high levels of altruism due to the need to assist others. They used words like self-discipline, dedication, commitment, and humility. They also see themselves as mentors, coaches and motivators. This group demonstrated high levels of agreeableness, indicating they felt proud of themselves when they did something that brought a smile to the next person's face. There is also a form of being goal-orientated in that some feel proud of their achievements. There is also an element of optimism, as some participants indicated that they did not see any limitations because they always find a way to get to the goals they set for themselves. Below are some narratives from the participants as observed by the researcher:

**5.4 Personality Factors (MGT)**

Personality factors in this thesis refer to an individual's persistent qualities and include variables such as openness, agreeableness, neuroticism and locus of control.

#### **5.4.1 Third-party character appraisal**

Third-party character description refers to an individual's character as observed by significant others.

##### **lq.1. How do people who know you well describe you both in work and home contexts?**

This question was meant to collect information from the participants about how other people within their circle understand them. Two former members and two serving members of the SAPS were dismissed for contravention of regulations. Two were reinstated after appeal. They all indicated high levels of agreeableness in their personalities, using words like good people, peace lovers, trustworthy, respectful, and friendly. There is also a high level of altruism as they indicate their willingness to help others in need. It is significant to note that all the participants in this group were dismissed from the SAPS at some point for various transgressions. However, they indicated the same levels of agreeableness and altruism on the question related to third-party appraisal as with Group 1 and Group 2 participants. There is a notable element of projection in all four participants in this group because they want to protect their egos by blaming others for their mistakes. Below are the responses from the participants.

##### **Respondent 11 (MGT Male, age 52, 22 years service)**

*People around me see me as someone who loves peace, a community servant, and a developer. They trust me with their problems, they normally come to me for assistance, and I assist where I can, and it is also something that I like doing, assisting people.*

##### **Respondent 12 (MGT Male, age 52, 22 years service)**

*Aah, I would say they describe me as a hard worker who is always willing to help people and then someone who is always helping children especially in sports.*

**Respondent 13 (MGT Male, age 52, 22 years service)**

*I am naturally a good person who is in most instances assigned leadership roles, like at church school governing bodies and so forth. I command a lot of respect from people who know me. I also respect people and always willing to go extra mile to help someone without any expectations.*

**Respondent 14 (MGT Male, age 52, 22 years' service)**

*People who know me understand me as a good person and very friendly. I am known by the name Mmata, which is a nickname given to me by the people because of the humour in me I talk and engage everyone I meet. I am a role model in the community where I come from. Generally, I am known to be a very good person that's all I can say.*

**5.4.2 Self-appraisal**

**Iq.2. Which of your personal qualities make you most proud of yourself?**

This question aimed to collect information about the characters of the participants and how they see themselves. The participants in Group 3 mentioned adding value to other people's lives as an important factor that makes them feel complete, like high levels of agreeableness, especially altruism, kindness, and trustworthiness. They use words like I feel complete if I help someone to realise their dreams, I feel good if someone comes to me for assistance and they get help and leave with a smile. It is significant to note that all the participants in this group responded more than all other participants in this study. There is also an element of projection, which the researcher has observed here.

All the participants in this group projected themselves as innocent and blamed others for what happened to them, which may be to protect their egos. Below are the responses from the participants.

**Respondent 11 (MGT Male, age 52, 22 years service)**

*You know what when people come to me for assistance when and they leave they have a smile on they face really makes me proud, be it a member of the community or a family member I take pride on the ability to make a difference and a contribution into their lives.*

**Respondent 12 (MGT Male, age 52, 22 years service)**

*Ehh, I am a good person, I am a good father, I am a good husband to my wife, I always teach the young ones to conduct themselves in a good way and to respect their elders. I try my best to intervene in situations of children engaging in drug and other substance abuse. I group children in my community and talk to them about these issue, using my experience from the SAPS.*

**Respondent 13 (MGT Male, age 52, 22 years service)**

*I am one person who does not bow to problems, I always rise above the challenges that I come across in life. I see problems as challenges which I must overcome and that helps me to stay free from depression.*

**Respondent 14 (MGT Male, age 52, 22 years service)**

*When I help someone to realize his dreams. I motivate people, and I believe in team work because I have learnt that no man is an island. We need each other to survive in this world. I have mentored a lot of people as a police officer, and most of them have achieved great things in life some are now station commanders and leaders in different environment, and that makes me very proud.*

**lq.3. What are your greatest personal limitations that make it difficult to achieve your goals?**

This question aimed to determine if the participants were aware of their limitations. Some participants demonstrated a sense of self-awareness by indicating that they know the things that derail them and are working hard to change their situation to lead a balanced life. High levels of altruism are pointed out as an obstacle as the participant focuses more on helping others while his businesses are left unattended. There is also an element of optimism, as one indicated that he does not see any limitations because he always finds a way to reach the goals he set for himself. There is also an element of goal-directedness as the participants indicate that they always find a way to achieve the goals they set for themselves. There is also an element of aggression characterised by the inability to control one's emotions, especially anger, as indicated by one participant who indicated that especially if he knows that he is right, he cannot control his anger- against the person challenging his narrative. Examples of their responses, as observed by the researcher, are provided as follows:

**Respondent 11 (MGT Male, age 52, 22 years service)**

*Eh, this thing of assisting other people, like I have indicated to you that when I got into trouble with the SAPS I was from offering assistance to my colleague's wife and this led to my dismissal in the SAPS, so sometimes I get so swamped up in assisting other people while my life remains stagnant.*

**Respondent 12 (MGT Male, age 52, 22 years service)**

*Yeah, ehh, when I am angry especially when I know that it is true, I am not able to control myself, especially when I know I am right and what I am saying is true, even at work; this is one of the things that broke me.*

*If I know that what I am fighting for is the truth I become very angry, that I regard as my number one obstacle or weakness.*

**Respondent 13 (MGT Male, age 52, 22 years service)**

*My personal obstacle is an environment that does not allow growth. In South Africa today you need to know someone or be known to someone to grow. That is a bad situation for the country at large.*

**Respondent 14 (MGT Male, age 52, 22 years service)**

*I don't think there is something that I can point to as an obstacle because I always find a way to achieve whatever the goal I set for myself. I may struggle to get there, but eventually I make sure.*

**5.4.3 Career aspirations at entry into the SAPS**

**lq.4. If you had an alternative career opportunity, would you have joined the SAPS? Why?**

This question aimed to establish whether the participants joined the SAPS out of love for the organisation or if they were there just because they could not find employment elsewhere. Further, the purpose is to check how valuable employment in the SAPS is to the participants. Most participants indicated that they joined the SAPS because they loved the organisation. Only one indicated that he joined the SAPS because he wanted employment. Below are some of the responses from the participants.

**Respondent 12 (MGT Male, age 52, 22 years service)**

*Yes, I would not have chosen the SAPS; I like working with people. I would have chosen working for the Department of Health where I could be helping people not working in the SAPS, where I am working with people who are against the law.*

**Respondent 13 (MGT Male, age 52, 22 years service)**

*Yes, I loved the SAPS it has always been one of my dream jobs. I always wanted to be in the environment of law enforcement or teaching as my second option.*

*I applied in the army before I was enlisted in the SAPS but I was not lucky in the SANDF then I tried the police and that is where my life started. While in the police I realized that I can still be a teacher and a police officer at the same time. So I applied to work as an instructor to fulfill the passion of sharing knowledge. I really enjoyed myself working in the police because I was doing what I really liked.*

**Respondent 14 (MGT Male, age 52, 22 years service)**

*Definitely, I will still choose the SAPS today it is the job that I always loved when I was young. I think one of the reasons is because I am a very strict person and law and order is something close to my heart. The only problem I have with SAPS is that it has still not transformed. There is so much that must still be done to make sure the organization is transformed.*

All participants demonstrated high levels of agreeableness by using words like good people, peace lovers, trustworthy, respectful, and friendly. There is also a high level of altruism, which indicates their willingness to help others in need. It is significant to note that all the participants in this group were dismissed from the SAPS at some point for various transgressions. There is a notable element of projection in this group's four participants. They demonstrated a need to protect their egos by blaming colleagues in the SAPS for their dismissals. They all claimed to be innocent of the

charges that led to their dismissals. Some participants demonstrated a sense of self-awareness by indicating that they know what derailed them and are working hard to change their situation to lead a balanced life.

High levels of altruism are pointed out as an obstacle as the participant focuses more on helping others while his businesses are left unattended. There is also an element of optimism, as one indicated that he does not see any limitations because he always finds a way to reach the goals he set for himself. Organisational factors contributing to corruption in the SAPS are explored next.

## **5.5 Organisational Factors (NR)**

Organisational factors in this thesis refer to all those elements that influence how the organisation operates and how everyone in that organisation behaves. It is important to understand the organisational factors in this study to establish whether they provide opportunities for corruption or not.

### **5.5.1 Perceived risks and advantages**

Perceived risks and advantages refer to the actual risks and advantages the participants perceive about the SAPS.

#### **lq.1. What was your opinion of the SAPS before joining them?**

This question aimed to establish the participants' opinions about the SAPS before they became members to determine if there had been any change in their opinion. Some of the participants indicated that they understood the police as aggressive people who are brutal and dangerous. Participant 6 indicated that from a distance, his opinion about the SAPS was that the police are rude and lazy to do their work, but now that the participant is part of the SAPS, he realised that most of the police are trying their best to assist the communities. Some participants demonstrated some form of cognitive dissonance, as there was a notable conflict between personal

and organisational values. Some responses from the participants, as observed by the researcher, are as follows:

**Respondent 6 (NR Male, age 27, 11 months service)**

*I see a lot of difference when I was outside I saw the police as people who are rude and not that helpful.*

*I saw police officers as people who are reluctant to assist, but now is me who must assist and I see that all officers here are trying their best to help the people. So I see myself as a helpful police officer.*

**Respondent 10 (NR Male, age 28, 11 months service)**

*All I knew was that police officers are rude. I still see the same thing, like where I come from is private sector; we work according to targets you must work hard to reach the target, respect the client show some willingness to help. Here, I do not see that there when you see the customer, you run to them and ask how do I help and you are there with them throughout. That willingness to assist the client is not there, and that respect for the customer is not there, I know it differs from person to person, but that is the biggest difference I have noticed so far. Here, a client is here, and the person who is supposed to help is busy on the phone. Some they can even go as far as raising their voices against the client, it does not work like that in the private sector. You can be dismissed before the sunset.*

**5.5.2 Risks and advantages**

**1q.2. How have you experienced working for the SAPS since you became a member? Indicate both negative and positive experiences.**

This question aimed to establish the participants' experiences working in the SAPS. Participant 1 indicated that it is good working in the SAPS. However, there is much corruption, which, according to the participant, is fuelled by police officials being underpaid. This demonstrated some form of cognitive dissonance because there are

conflicting perceptions about the SAPS; it is viewed as good but has uncomfortable characteristics. Further, the participant indicated that the government does not take care of the police officers as they are, in most instances, overwhelmed by their work without much support from the management, and they are killed.

This indicated some sense of vulnerability in the participants and some form of a cry for help from the government. There was also a call to the management of the SAPS to ensure that they appoint people based on their abilities and qualifications to do the job. There is also a call for support from the management of the SAPS with all the necessary equipment to perform their duties and general moral support. Some responses from the participants are provided below.

**Respondent 1 (NR Male, age 28, 11 months service)**

*The experience of SAPS currently, it is a good organisation even though within the Sector there is a lot of corruption and other factors such as being underpaid, but it is still a good organisation. My experience about SAPS is that we think the government or management they don't empower police officers, a lot of police officers are overwhelmed by their duties because they do not get much support, reason being police are being killed like flies, so the government needs to do something just to ensure that police officers are protected by putting more measures or implementations on the wellbeing of police officers and also to ensure that police officials they enjoy their tasks by empowering them through ranks or promotions because there are lot of guys that are having higher positions but if you can check or do background check, some of them are having those positions but do not have relevant qualification to occupy such position but they are on that high positions because of the years they served in the organisation so I think that those are some of the challenges SAPS is facing but if there were to give the opportunities based on the Human Resources policies, I think there can be a lot that can be done and the Sector can be much better.*

### **5.5.3 Corruption in recruitment**

**1q.3 There is a popular belief in the public domain that there is a lot of corruption in the recruitment process of the SAPS. Share your opinion on this popular belief or any experiences you may have had with this perception.**

This question aimed to establish if the participants knew of any wrongdoing within the SAPS recruitment process. All respondents indicated that they heard about trainees at the academies not having gone through the recruitment process. Some went further to indicate that there were some people they could see who were not fit during the recruitment process, but surprisingly, they went through all the selection processes and were appointed. They all distanced themselves from having first-hand information about the matter.

This is most probably because police officials, especially during training, are always warned to guard against what they say, especially during investigations. Although I explained to them that the interviews I conducted were meant for my study at the University of South Africa and their participation was confidential, they still did not seem completely free to disclose all they knew about the matter. Some of them indicated that they were personally interviewed by the people from the head office who were investigating the matter. Participant 6 indicated that the academy sent another trainee home because his name was not on the list, and he could not get the stipend like the other trainees (corruption). The researcher observed that the participants were very cautious when talking about the issue of corruption, especially in the recruitment process, especially when I tried to get first-hand information about what they experienced themselves. This may be because they do not want to get involved in the allegations or investigations, but generally, they indicate that so many questionable things are happening. This may be due to the training they received in the SAPS; members are constantly warned not to talk about the things that may get them into trouble. As newly appointed members, they will probably try to apply for it to protect their employment.

The examples they provided are that some of the trainees struggled a lot in class, and the question is, how did such a person make it when they knew intelligent people with good qualifications, but who could not succeed in being enlisted? Some responses of the participants are provided below.

**Respondent 1 (NR Male, age 28, 11 months service)**

*In terms of that, I think the people from Human Resource Development (HRD) have contributed, or they have a hand on this one because there were some of the guys that I can see they were not fit, but they went through all selection processes. You can see when we are doing medical test, some of the guy's BMIs were very bad. Actually, it was higher than the requirement for them to go through the selection stages. Some of them might have paid someone at the admin just to ensure that they make it, but to put it simple, the management and the people who were doing medical tests are corrupt.*

*There was one specific guy who was chased out because he did not qualify or did not pass his medical test, but he went through all the stages, and after three months, he was chased out, and it was not fair because it was not his fault. The thorough check on the admin people must be conducted because some of them know the ethical policies, but sometimes their behaviour is unethical.*

**Respondent 6 (NR Male, age 28, 11 months service)**

*I cannot say I know about that one, but there was a time when we were at the college people from, I do not know their office came to the college, and they interviewed us about that issue, but I do not know what they found, especially people from North West Cape Town and Gauteng. I remember there was this other guy who was sent home because when we were getting our stipends, he did not get because his names were not on the list, and he was since sent home, and he never returned. That shows there is some truth in the allegations.*

### **Respondent 7 (NR Male, age 28, 11 months service)**

*There was an investigation that was carried out when we were there at the college because some people came to interview us in relation to that.*

Some of the participants indicated that they understood the police as aggressive people who are brutal and dangerous. Participant 6 indicated that from a distance, his opinion about the SAPS was that the police are rude and lazy to do their work, but now that the participant is part of the SAPS, he realised that most of the police are trying their best to assist the communities. One of the participants indicated some form of cognitive dissonance as there was a notable conflict between personal and organisational values. Questions addressing organisational factors for (CMEB) follows:

#### **5.6 Organisational Factors (CMEB)**

Organisational factors in this thesis refer to all those elements that influence how the organisation operates and how everyone in that organisation behaves.

It is important to understand the organisational factors in this study to establish whether they provide opportunities for corruption or not.

##### **5.6.1 Alleged corruption in recruitment**

###### **lq.1. What is your opinion of the SAPS recruitment selection process?**

This question aimed to establish the participants' opinions concerning the SAPS recruitment process. Most participants indicated that the recruitment policy is good, but the challenge is that no ethically principled persons would manage the process with integrity, transparency and fairness. This is supported by the literature reviewed in this study, which indicated that over three hundred trainees' applications were not

found in all the applications received by the SAPS during the investigation of the 2022 intake.

Respondent 20 indicated that the recruitment policy is irrelevant, pointing out that it targets frustrated job seekers who failed to secure employment where they wanted to work, then they run to the SAPS only for employment and nothing else. This view is supported by the responses from most participants in this study who went to institutions of higher learning to study the degrees and diplomas related to the careers they desired to follow. Most of them could not secure employment within their desired environments, so they turned to the SAPS for rescue.

One of the respondents also mentioned that most of the trainees currently recruited in the SAPS are relatives and friends of the senior managers. Physical fitness tests are also identified as useless and detrimental to the SAPS because you may eliminate competent people on the basis that they are not fit at the time of conducting the test, but that does not mean that the person who was not fit that day cannot be fit after a month if he is put on a fitness programme. He also indicated that over 90% of the recruited trainees are children of senior officers of the SAPS, which is somewhat exaggerated. However, the responses from all the participants in this study (Group 1 to Group 3) regarding recruitment and selection processes are the same. They all reported some form of corruption in the recruitment and selection process of the SAPS. SAPS is a target for people who want to use it to further their criminal activities.

Sometimes, they will do whatever it takes to ensure that their children or their friends get space on the recruitment list to ensure that they can use that person who would be a police officer to commit further. Some also indicated that people come to the SAPS with good qualifications and are treated the same way as those with matric only, and they are given the same opportunities to be promoted to the next rank. In some instances, the one with matric is given preference over the one with qualifications. All these kinds of things create frustration in the people who worked hard to obtain qualifications, and in some instances, they become discouraged and they become likely to fall into the trap of corruption because they have done

everything in their power to ensure that they get the best in life and SAPS frustrate them.

The responses from the (NR) are very shallow compared to those from the other two groups, which are more in-depth, demonstrating that they are more knowledgeable about what they are saying and are in charge of the situation. Below are some responses from the participants as observed by the researcher:

**Respondent 15 (CMEB Male, age 52, 22 years service)**

*Recruitment selection process is infested with gross corruption. Only the people who have the means of manipulating the system are able to make it to the final list of employment in the SAPS. People who are honestly looking for employment with passion and who do not have any means of paying bribes are left out.*

**Respondent 17 (CMEB Male, age 49, 22 years service)**

*The recruitment process seems to be very good, but my experience as a trainer the trainees that we get at the academies leave us with many questions than answers. We often get trainees who are ill-disciplined and at times those that are not fit and healthy to undergo the rigorous training of the SAPS. This points back to the recruitment process whereby we asking ourselves if indeed the people we usually get at the academies did really meet the requirements for enlistment in the SAPS.*

*There are also a lot of rumours about people buying their way into the organisation through corruption. I am therefore of the opinion that stricter measures must be taken during recruitment process to ensure that there is zero corruption.*

**Respondent 18 (CMEB Male, age 48, 18 years service)**

*The recruitment process on paper seems to be very good but based on my experience as an examiner the type of trainees that usually make it to the academies leave much to be desired.*

*The academies often get the trainees that must be assessed several times about the same thing before they become competent in most learning areas. The question is did really this people meet the requirements in the first place?*

**Respondent 19 (CMEB Male, age 52, 22 years of service)**

*It is supposed to be good. The current state of recruitment and selection is so disturbing. The screening of the recruits that was done perfectly in the past is currently compromised. As a trainer in the SAPS academy, I have witnessed trainees who were arrested and wanted suspects in the academy. The recent incident was a situation where trainees were required to write statements in an investigation of corruption because they were called to training without having gone through the recruitment process of the SAPS. There were allegations of the learners having bought their way into the police. With these kinds of allegations, it becomes clear that there is going to be a problem when it comes to policing. The SAPS is going to be infested with the people who should not be in the police criminals masquerading as police officers.*

**Respondent 20 (CMEB Male, age 65, 36 years of service)**

*It is irrelevant, SAPS is not a learning organization, they recruit wrong people in the organisation, they recruit frustrated job seekers who could not secure anything elsewhere and for the sake of being able to put bread on the table they accept the offer from the SAPS.*

*The recruitment strategy does not explain career path of the organization and all the necessary information that indicate how long is one going to remain on the same*

*rank and what one must do to ensure that he graduate to the next rank or salary notch.*

*So all these details are very important for the prospective applicants so that they all know beforehand what they are getting themselves into. Some people come to the SAPS with good qualifications and they are treated the same way as the people with matric only, and they are given the same opportunities of being promoted to the next rank, in some instances the one with matric is given preference over the one with qualifications, all these kind of things create frustration in the people who worked hard to obtain qualifications and in some instances they become discouraged and they become likely to fall in the trap of corruption because they have done everything in their power to ensure that they get the best in life and SAPS just frustrate them. Physical fitness tests are all useless because you may eliminate very capable people on the basis that they are not fit at the time of conducting the test, but that does not mean that the person who was not fit that day cannot be fit after a month if he is put on a fitness programme. Over 90% of the recruited trainees are the children of senior officers of the SAPS, how do you trust the recruitment selection process? If the process is handled fairly and most of the children of the police officers succeed over the children who are not from families of police officers, then that renders the process unfair because the applicants from police families are advantaged over poor families. Driving license is one of the requirements for one to be enlisted but in most instances the people employed because of that cannot even move a vehicle from one point to the next, then what purpose does it serve?*

*The police must not recruit people because they are fit, people should be made fit by the kind of training they receive during training they become fit for the purpose. The trainees come to the college qualified above the trainers and the commanders then who is teaching who in these academies.*

*Looking at the standard set by the SAPS when it comes fire-arm training it is clear that not all the trainees would be declared competent at the end of training, but amazingly they all become competent, this include in academy they set the standard but they do not stick to their standard they always compromise their standard to ensure that everybody goes through, how is this helping the country is not understandable.*

## **5.6.2 Factors influencing corruption in the SAPS**

### **1q.2. What problem leads to so many police officers being charged with unethical behaviour and corruption?**

This question aimed to establish if the participants were aware of any common factors contributing to the high levels of corruption in the SAPS. Participant 16 indicated that corruption has been normalised in South Africa, meaning that it is not only rife in the police but in all public and private sectors in general. Participant 20 indicated that lack of understanding of the dynamics of policing and improper training, including nepotism and improper placements, are the main factors driving corruption in the SAPS. Some participants indicated that police officers are not paid much, but they must understand that, live within their salary brackets, and not compete with people working in well-paying environments such as mines. Patronage, which results from the actions of influential people within the SAPS, also demotivates the workforce because the placement of police officers is not informed by the ability or knowledge but by the interests of the persons responsible for the placements. There is a lack of resources to sustain the lifestyle that people who are employed are accustomed to in society. Relative deprivation, which is feeling deprived of something deserved, usually leads to social change and social movement, which may be what we see in the SAPS. Below are some responses from the participants.

#### **Respondent 15 (CMEB Male, age 52, 22 years service)**

*Failure to accept their circumstances, I mean police officials must accept that they are police officials and not try to live like people who are working in other environments which are highly paying. Police officials are not paid a lot which means that people working as police officials must understand that they are not rich and not*

*compete with people working in other environment. If they do not accept their situation they going to use other unlawful means like taking bribes and extortion to augment their salaries to match those of people working in better-paying environments*

**Respondent 16 (CMEB Male, age 50, 22 years service)**

*As a society we have normalized corruption, we need to look at it from both directions, the same community that is complaining about the police being corrupt are the same people who are very quick to give out money to buy their freedom when it is facing them and it is good in that instant. So if the society does not give money to the police, the police will not be corrupt. So the people who are complaining especially because that exchange of money does not normally take place in front of everybody but in spaces where there is only the corruptor and the corruptee, they are likely to have paid for corruption. The moral fibre of South Africans at large has eroded such that it is difficult to find a person who can be able to stand and say no in my name.*

**Respondent 20 (CMEB Male, age 65, 36 years service)**

*There are many reasons, lack of understanding of the organisation. First, it was a police force governed by rules and regulations which oppressed black people. Now, black people are in power, but most of them lack understanding and are put in positions of power because they are in a way connected to the people who are in power. These frustrate most police officers and they end up losing their focus and find themselves engaging in corruption.*

*Currently police officers are not adequately trained and developed to be able to handle the pressure that comes with the responsibility of a police officer. The placement of police officers is also not informed by the ability or knowledge, but by the interests of the persons responsible for the placements. Corruption due to ignorance also plays part, low salaries in the SAPS, wrong competitions with their age groups from other organisations that pay better salaries to their employees, like mines and so forth.*

### **5.6.3 Challenges faced by the SAPS**

#### **lq.3. What do you think is the biggest problem that encourages corruption?**

This question aimed to establish if the participants are aware of any factors within their environment that may be perpetuating corruption. Participant 16 mentioned that one of the problems he witnessed was that a person who was recruited as a police trainee, according to the promotion policy, was supposed to remain on the constable rank for over ten years. Only then he or she may become a Sergeant (Level 6 police rank), but the people who are recruited for administration through the Public Service Act (PSA) would become Captains (Level 8 police rank) in less than ten years of service in the police. One of the goals of policy formulation is to create social cohesion. The minute the policy appears to be in favour or advantageous to one group of people over the other, there is the possibility of social disparity. Equitable access to available resources reduces disparities in wealth and income and generally gives people a sense that they are engaged in a common enterprise, facing shared challenges, and are members of the same community. This means that more senior managers of the SAPS would soon come from the administration side without understanding the dynamics of SAPS operations, while those recruited through the SAPS Act remain frustrated at the bottom of the SAPS ranks. Some participants pointed out that promotions are a problem as people are not promoted because of performance or qualifications but based on loyalty to individuals with power and nepotism. The responses of some participants are provided below.

#### **Respondent 16 (CMEB Male, age 50, 22 years of service)**

*The SAPS must be overhauled I think everything is wrong in this organisation. There are so many female police officers who walk around the malls not wearing their*

*headgear. A clerk who is employed as an admin clerk can be promoted to the rank of a captain in just six years, but a constable who goes to police college can only become a sergeant after working as a constable for over ten years, which means he can only qualify to become a captain after 14 years, which is a disaster and a morale breaker to those who goes to the college.*

*These things must be fixed, and usually, the people who go through this PSA route are those closer to the management. There must be a balance and not favour some and disadvantage some. There must also be a succession plan, and there must a deputy station commander who will be responsible in the absence of the commander. There is a problem with the police; they are good at portraying the situation in the SAPS as good even when things are falling apart. They are not giving the true reflection of what is going in the SAPS. To be honest, SAPS is falling apart, and the addition of warm bodies, as the minister has alluded, is not going to help. First things first, there must be a proper control and, management and supervision of members.*

**Respondent 15 (CMEB Male, age 52, 22 years of service)**

*Promotions in the SAPS are based on loyalty and not on performance. This means that people get the posts they do not deserve, and they are not going to be able to perform, and those who are performing they get demoralised and stop working hard. Employing people who are looking for the job but who do not have the passion for the job. People in high positions feel that they are an authority unto themselves, and there is a lot of corruption. Nepotism is so rife in the SAPS and is eroding the moral fibre of the SAPS.*

Most participants indicated that the SAPS's promotion policy is a problem because it does not provide equal opportunities to all its members. Members from the administration side are given an advantage over the members who start as trainees from the SAPS colleges, which causes frustration among the members from SAPS colleges as they remain rooted in the lower levels of the organisation. Nepotism and promotions given to members depending on loyalty to senior managers rather than

on merits are identified as problems. Organisational factors contributing to corruption, as identified by (MGT) are the following.

## **5.7 Organisational Factors (MGT)**

Organisational factors in this thesis refer to all those elements that influence how the organisation operates and how everyone in that organisation behaves. It is important to understand the organisational factors in this study to establish whether they provide opportunities for corruption or not.

### **5.7.1 The transgressions that led to the dismissal**

#### **lq 1. What were the allegations against you?**

This question aimed to establish the reason for the dismissal of the participants from the SAPS. All the participants indicated the charges that were brought against them through which they were dismissed from the SAPS. The charges ranged from corruption, theft, dealing in dagga and owning a taxi without permission. It is against the SAPS regulations for a police officer to own a taxi. So, all police officers from families that own taxis should know they must not inherit their family businesses unless prepared to leave the SAPS. The other three allegations are transgressions which cannot be tolerated. Below are some of the responses from the participants.

#### **Respondent 11 (MGT Male, age 52, 22 years of service)**

*The allegations were that I took money from the suspect who committed a crime, and I did not arrest the suspect.*

#### **Respondent 12 (MGT Male, age 52, 22 years service)**

*Theft, yeah, that is the allegation that I have stolen from the SAPS. It was theft that happened at a place where I was working, very sad, cartridges, printing cartridges*

*which are used to print the firearm licenses. It is something special because they are ordered from overseas, they are specifically for the licensing it is not something that you can go to any stationary shop and buy, and it is also very expensive.*

*I mean usually, those cartridges are used by the people who know them, they are something special if it can be found by this people who are in the internet shops.*

**Respondent 13 (MGT Male, age 52, 22 years of service)**

*Dealing in dagga. Eish, bad things happened. I took my car for service on that day, and I went back to my station for the day's work, towards knocking off time I asked for a lift from one of the colleagues and I asked him to drop me off at the place where my car was being serviced to collect my car. About 900 meters from the station, we were stopped by the police, and the car was searched and found to be having dagga inside the boot. I knew nothing about it, but because I was in that car, I was also arrested, and through disciplinary hearing I was also dismissed along with the owner of the car.*

**Respondent 14 (MGT Male, age 52, 22 years of service)**

*I was accused of owning a taxi, which I inherited from my parents and to me it was never a secret that I own it I would even be hired by my station to transport them when they go to functions and so forth.*

*I do not understand how that is a problem. When my parents died, and I am the last born child in the family, I automatically inherit all their belongings according to our culture. So I was charged for that, and eventually, I was dismissed in 2019.*

## **5.7.2 Disciplinary Proceedings**

### **lq.1. How were the disciplinary processes handled?**

This question aimed to establish how the participants experienced the SAPS disciplinary process regarding fairness. All the participants were dissatisfied with how the SAPS handled the disciplinary hearings. They complain about the process they refer to as expeditious, which they believe does not meet the requirements of fairness in terms of the law.

The expeditious process is a disciplinary process in the SAPS aimed at expediting the disciplinary hearing in cases of serious transgressions.

Only senior managers from the rank of a brigadier (level 13) can be appointed as presiding officers for an expeditious process. The responses of the participants are provided below.

#### **Respondent 12 (MGT Male, age 52, 22 years of service)**

*According to me, I did not go to a hearing. They took my case and put it on expeditious process. There was never a normal seating with my representatives where my case was heard, and the presiding officer calls the witnesses to present evidence, and he judge the case based on hearing both sides of the story. If there are allegations against you there must be a proper seating where you are allowed to present evidence to challenge the allegations. Expeditious process is a process which is aimed at dismissing members of the SAPS without following the proper hearing process as prescribed in the public sector.*

*It is another level of hearing where the people who are subjected to the process are dismissed in principle even before the hearing commences. The presiding officer does not even give you the opportunity to state your case.*

*Even the investigating officers appointed for this process they do not do proper investigations because it does not matter everyone knows that you are dismissed*

*before the seating. I was accused of theft, but I was never arrested and tried in a criminal court for theft, so this should indicate to you that there is no substance in these allegations because if it is true, a case must be registered at the nearest police station, and I must be arrested and charged in a criminal court for theft. This process is very unconstitutional and is used by management to dismiss those who do not see things from their ankle, and if it is not challenged, it is crippling the organization because if the commander does not like you, they can easily cook something to get rid of such members. Usually, the brigadiers they are the ones who are tasked with these processes. There was no evidence of their claim because what they said it is evidence was a CCTV footage which showed me in the morning entering the office and, in the afternoon, leaving the office on the day in question, but it was not clear, and I did not have anything in my possession except my small bag that I carry every day to the office.*

**Respondent 13 (MGT Male, age 52, 22 years of service)**

*You don't want to know; it was shocking and very unfair. The presiding officer came to the hearing with pre-determined outcome. He knew he was going to dismiss us no matter what, and we could also see that it was just a formality, but the decision was taken outside the seating.*

**Respondent 14 (MGT Male, age 52, 22 years of service)**

*Eish, yeah that was the worst I have ever seen. This was the most unprofessional process I came across in the SAPS. It is like they tried us somewhere and they only came to inform us about the decision which was to fire all of us. Okay I am working in Limpopo do not be surprised when I say I am working in Limpopo it is because I am back at work from the beginning of February 2023. There were about 28 of us in Limpopo Province those who were charged for their involvement in the taxi industry. We were tried together as if the merits of our cases are the same three of us resigned and 25 were dismissed in a single hearing process, although we were charged in*

*different times and dates. We were charged with a serious misconduct, and the aim was just to dismiss all those who owned taxis, irrespective of their circumstances. One of the officers, who is also back at work as we speak, was tried before by his station for the same misconduct, but he was tried again and this time, he was dismissed with the rest of the group. I am saying this just to highlight the fact that important facts were not considered during the process simply because the aim was to dismiss the people and nothing else. The law does not allow that a person be punished more than once for the same charge, but they did not take that into consideration. There is this thing in the SAPS called expeditious process during the disciplinary processes. This process is usually handled by the senior managers as the presiding officers, and it does not go according to the laws of the country, which emphasizes the significance of fair trial. One of the 25 members who was dismissed was only left with two months to retirement by the time we were dismissed, and he was dismissed with us. The most interesting issue is that he is part of the people who won the case during arbitration.*

*As a result, the SAPS must also pay him all the monies until the implementation date of the order, which is 01-02-2023.*

*This means that he must be paid for three years after his retirement period. Who is the biggest loser here? The biggest loser is the SAPS, as the organisation and people who are responsible for these losses do not account for their actions at the end of the day.*

*From 25 members who were dismissed, 17 of them those who are members of POPCRU have returned to work without losing any benefits as the order say, so the remaining number, which is represented by SAPU they, are still in the process they are most likely also coming back in the SAPS which means 25 members of the SAPS received all their benefits while they were working on their businesses at home because some senior had vested interests in the matter.*

### **5.7.3 General challenges in the SAPS**

#### **1q.2. What are the most significant challenges currently faced by the SAPS?**

This question aimed to establish if the participants knew of any challenges threatening the organisation's well-being. All participants indicated that the organisation is under siege because there is a lot of corruption and nepotism in the SAPS regarding promotions and appointments. According to the participants, capabilities and qualifications are not considered that much in the SAPS when it comes to appointments and promotions, which is killing the organisation. These people who are parachuted to top positions become the ones to make decisions to drive the organisation forward. Because of a lack of understanding of the dynamics of policing, they make wrong decisions. If that is not enough, there will be no consequence management because the same management wrongfully appointed those people. Below are some responses from the participants.

#### **Respondent 12 (MGT Male, age 52, 22 years of service)**

*Management of the SAPS is failing SAPS because people with proper qualifications are not given posts if they apply, in favour of those who are connected. Nepotism is rife, and there is no oversight when it comes to that.*

*The SAPS is losing a lot of money when it comes to people who are unlawfully dismissed and there are no consequences for the people who took those decisions.*

#### **Respondent 13**

*There are factions in the SAPS and this is killing the organisation because there are capable people in the SAPS but they are not given the opportunity to lead the organization to the right direction because they are not connected to the people with*

*power. On the other hand, those who are loyal to the people with power are promoted to the senior positions even if they do not have what it takes to be there.*

**lq.3. What is your opinion of the SAPS recruitment and selection process?**

This question aimed to check the quality of the SAPS recruitment process and establish if the whole process can produce the desired results for the organisation. This means producing good-quality police officers who can uphold and enforce the law without fear or favour. Some participants indicated that there is no problem with the policy. The problem is the people responsible for the policy's implementation; they manipulate the system, and because there is no oversight on the process, they can easily get what they want. The participants also indicated that most of the senior managers of the SAPS do not even bother taking their children to Universities or Colleges because they know they are guaranteed positions in the SAPS. The responses of the participants are provided below.

**Respondent 11 (MGT Male, age 52, 22 years of service)**

*The recruitment policy is good, but it is manipulated and there is no oversight on that.*

*People who work with recruitment are able to decide without following the process who is coming in and who is not coming in before the process start.*

*If you can check the relatives of all the people working in the recruitment are employees of the service including the relatives and friends of senior managers. When all their relatives and family members are in, they go to the extent of selling the opportunities for money. That is the problem that I have seen in the SAPS.*

**Respondent 12 (MGT Male, age 52, 22 years of service)**

*No, I think they are using the system that is not fair, my problem is when you look at most senior managers of the SAPS their children, niece, cousins, nephews, brothers*

*and sisters are also working in the SAPS. If you can go further and check how they came in the SAPS their appointments are questionable. That is why I think there is a room that allows for improper handling of the appointments.*

**Respondent 13 (MGT Male, age 52, 22 years of service)**

*Recruitment and selection were never a clean process from a long time ago. Check the children and family members of all the senior managers of the SAPS. They do not struggle to find jobs or even bother to go to Universities or Colleges. They are sure they going to work for the SAPS, and they are also parachuted to better positions.*

**5.7.4 Leadership**

**lq.4. How is management contributing to the current situation in the SAPS?**

This question aimed to establish if the participants are aware of any common factors contributing to the current situation in the SAPS. All participants pointed out improper appointments as a serious problem that needs urgent attention if SAPS seriously enforces and upholds the law in South Africa. Some responses are provided below.

**Respondent 11 (MGT Male, age 52, 22 years of service)**

*I have already mentioned that there are people who are brought in by their relatives in the SAPS, these people sometimes they do not really want to be in SAPS, they desire to be in these well-paying jobs that could be able to give them a lavish lifestyle and so forth, and SAPS is only paying enough to sustain yourself especially when you are on the lower ranks. This lead to especially people who do not really value their jobs to engage in corruption to augment what they are getting in the SAPS, and this is destroying the organisation.*

*This is also perpetuated by the high levels of unemployment in the country because everyone runs for any kind of job available in the market.*

### **Respondent 12**

*Management of the SAPS is failing SAPS because people with proper qualifications are not given posts if they apply, in favour of those who are connected. Nepotism is rife, and there is no oversight when it comes to that. The SAPS is losing a lot of money when it comes to people who are unlawfully dismissed, and there are no consequences for the people who came to that decision.*

### **Respondent 13 (MGT Male, age 52, 22 years of service)**

*There is no oversight, there is no proper control, and this is a problem which starts from the appointment of managers. People are not appointed on merits but through connections, and this alone has brought the service down to its knees. The biggest problem is bringing politically connected people in the service as senior managers when they know nothing about the SAPS.*

All the participants indicated that the people's character in leadership is the problem leading to the current situation in the SAPS. Improper appointments, nepotism, and lack of oversight have also been identified as problems that destroy the morale of the SAPS members working on the ground. Once demoralised, they become open to unlawful persuasions, including corruption. Organisational factors contributing to corruption in the SAPS are discussed next.

**5.8 Organisational Factors (NR) three (3) Months after their deployment at various Police Stations**

**5.8.1 Acceptance-rejection**

**l.q.1. How do you describe the relationship between you and the police officers you found at the station?**

These questions aimed to collect information from the new recruits about their first-hand policing experience at the police stations after working there for over three (3) months. All participants indicated that they were accepted without problems and are being nurtured by veteran police officers to become experienced officers soon. Some responses of the participants are provided below.

**Respondent 5 (NR Male, age 29, 16 months service)**

*It is such a wonderful experience to work as a police officer, you get the opportunity to help people who cannot help themselves.*

**Respondent 3 (NR Male, age 31, 16 months service)**

*Most of them were very helpful because they were all higher in rank than me, but there are those everybody warned us to be careful around them.*

**5.8.2 Moral principles and values**

**lq.2. What have you learnt about the behaviour of the police officers at your station so far?**

This question aimed to establish the kind of behaviours the trainees observed from the veteran police officers at the station. Most of them indicated that they sometimes see suspicious moves but cannot tell exactly what is happening because usually if it is corrupt activity, it is conducted so that no one sees what is happening.

They also indicated that there are police officials who treat everyone with respect, as enshrined in Chapter 2 of the Constitution of the Republic of South Africa.

**Respondent 6 (NR Male, age 27, 16 months service)**

*Some members behave very well and respect the fundamental rights of every individual, while others do not.*

**lq.3. There is a belief that every station has good cops and bad cops. What have you observed so far?**

This question aimed to establish the kinds of behaviour trainees observed among the veteran police officers at the station.

Trainees indicated that there are good police officers, but there are more bad police officers who are always looking to get something out of every policing situation.

In this case, the participants indicated that there are police officials who, for example, engage in corrupt transactions with the community members, especially when there is a transgression on the part of the community members who, if found driving under the influence of alcohol, they resort to offering money to the police official so that he can close one eye and not effect an arrest or the police official asks some money from the person to do the same.

**Respondent 8 (NR Female, age 33, 16 months service)**

*The good cops are outnumbered by the bad ones; in a shift of 10 members, you will find that only four members are the ones who are willing to serve their clients without expecting anything or favour from them.*

### **5.8.3 Ethics**

#### **lq.4. What can you say about the intentions of the police officers when attending to complaints or handling suspects?**

This question aimed to establish the nature of intentions as observed by the trainees on the police when they attend to the suspects. Most of them do not feel comfortable with this type of questions but they indicated that they observed some questionable interactions between the police and the members of the public.

#### **Respondent 8 (NR Male, age 33, 16 months service)**

*Some members behave very well and respect the fundamental rights of every individual, while others do not.*

#### **lq.5. Tell me about the practices that you observed among your colleagues that are contrary to what you were taught at the college about the ethos of the SAPS during your training.**

This question aimed to establish if there is any behaviour displayed by the police officers which is not in line with what was taught at the college.

Most of them indicated that they are still trying to understand what policing is and how the theory they studied at the college connects to actual policing, but most of the things they observed differ from what has been taught at the College.

#### **Respondent 5 (NR Male, age 29, 16 months service)**

*The manner in which we treat victims, witnesses and suspects differs with the training we received. People do their own things not according to the book.*

#### **5.8.4 Application of the principles and values of policing**

**lq.6. Since you qualified as a police officer, did you observe any behaviour amongst your colleagues that differed from your beliefs about the culture of the SAPS when you were still at the college?**

This question aimed to establish if what the trainees observed at the station differed from what they expected to see when they were still at the college. Some participants indicated that things were not done according to the book as they were taught at the college. In this case, they indicated, for example, that according to the book, the suspect must be informed about his Constitutional rights during arrest, during detention and every time he is booked out for questioning and further investigation. However, it is not how things are done out there. If the suspect is informed about his constitutional rights once, that is enough. Some responses are as follows:

#### **Respondent 3 (NR Male, age 31, 16 months service)**

*A lot is happening that contradicts what is happening or being taught at training and the police station environment.*

*E.g. Sometimes, the police officers do things in a different way; like when informing the arrested person about his rights, they will just say I told you about your rights when I arrested you, so sign here instead of reading it out to the suspect again. Some of the officers are always looking for something out when they assist the victims or deal with the suspects, like if you give me something like money I can make things easy for you while in detention.*

## **5.9 Summary of the Findings**

### **5.9.1 Personality factors**

The participants from all 3 Groups in this study demonstrated high levels of agreeableness, conscientiousness and openness and were goal-orientated. Unsurprisingly, there are similarities in the participants' responses to questions related to personality. All of them are police officers who underwent the same psychometric assessments for appointment in the SAPS. Although many years have passed since recruitment, it has been found that the personality remains the same throughout a lifetime. This is supported by the study conducted by Wilks (2009), which found that personality remains stable over a lifetime.

Another notable factor is that most Group 1 (NR) participants indicated that they have been applying many times before being appointed. Each time they applied, they would write the psychometric assessments but would not be called for the next rounds. This suggests that they were not successful on psychometric assessments. So they tried repeatedly until they made it to the next rounds and finally to the appointment list.

This means applicants who do not meet the personality requirements to join the police can write the same assessments repeatedly until they become successful or the age factor disqualifies them. This defeats the purpose of recruiting the most suitable candidates, and this must be reconsidered.

It was also reported in this study that there are police officers who are appointed without going through the psychometric assessments in the SAPS, namely those who are pushed through by the people responsible for recruitment and selection and those who join the SAPS as administrators and later they are appointed as police officers. The reality is that these two groups of police officers enter the system without going through the psychometric assessments and it is not known how big the group is. It is also not known if these two groups were going to succeed if they were to undergo the psychometric assessments, so it is possible that they are amongst the police officers who usually behave in a manner that shocks everybody. This points to the culture of inconsistency in policy application in the SAPS.

These discrepancies between policy and practice could be the foundation of fluidity in behaviour in the organisation.

### **5.9.2 Comparison between Group 2 (CMEB) and Group 3 (MGT)**

The reason for excluding Group 1 (NR) in this comparison is that it comprises on newly appointed trainees who do not have much knowledge of organisation at this stage. Although their experiences may add some value, I believed that it was less important for comparison with the two groups. Most participants in Group 2 (CMEB) indicated that they joined the police because they wanted employment and that is supported by the qualifications, they possessed by the time they were recruited. None of them had any policing related qualification during recruitment. On the other hand, most participants in Group 3 (MGT) indicated that they joined the police because they had passion for the SAPS.

One of the participants in Group 3 (MGT) demonstrate that passion by indicating that when he was appointed as a new recruit in the SAPS, he resigned from a permanent teaching position with full salary, only to earn a stipend while training at the SAPS college. He also indicated that he could have also worked as an Agricultural technician because of the qualification he has from the University of Limpopo. This demonstrated real passion for the SAPS.

Most participants from Group 2 (CMEB) joined the SAPS because they needed employment, but they obtained a minimum of B-tech Degree in policing after their recruitment in the SAPS above the qualifications they had on recruitment. Two members from Group 3 (MGT) obtained a degree and a diploma in policing after recruitment and the other two remained with the qualifications they possessed during recruitment. The passion that Group 3 (MGT) indicated is not much supported by their actions after joining the SAPS they did not study much to empower themselves with policing qualifications, it is also not supported by their behaviour specifically the behaviour that led to their dismissals.

The participants from Group 2 (CMEB) indicated that they joined the SAPS only for employment but developed love for the organisation as they started to understand the organisation and that is supported by the levels of education they obtained in policing related qualifications. Most participants from group 2 (CMEB) have a minimum of a B-Tech Degree in policing above the different qualifications they had during recruitment. Participants in group 2 (CMEB) demonstrated some high levels of conscientiousness, openness and goal-orientated compared to the participants from Group 3 (MGT).

### **5.9.3 Organisational factors**

It is significant to note that people come to the SAPS shaped by the norms and values of the society where they come from. When they join the SAPS, they find that SAPS also has its own norms and values of the organisation which they must conform to. In South Africa today corruption has been normalised, if you are a passenger in a taxi you are not surprised to see the driver rolling some notes in his hand whenever he is stopped by the police. All participants agree that there is corruption in the SAPS including in recruitment and selection environment. Participants from Group 2 (CMEB) and Group 3 (MGT) also agree that improper appointments and nepotism are causing havoc in the SAPS. Some participants point out that lack of principled leadership is also a problem in the SAPS because a person appointed to lead must be exemplary to the people he or she is leading.

Some participants indicated that the promotion policy gives an advantage to PSA personnel working in the SAPS over the members who join as new recruits who start at the police training academies. Inconsistencies in disciplinary processes are also contributing to the challenges faced by the organisation. All participants from Group 3 (MGT) complain about the expeditious process used in disciplinary proceedings as unfair and inconsistent with the Constitution of the Republic of South Africa. They indicated that managers use this process to purge those not in agreement with their management style, while promotion policy is manipulated to reward loyalty and friendship at the expense of deserving and hard-working members of the SAPS.

Some of the participants from group 2 (CMEB) blame corruption on the organisation's members who want to live a luxurious lifestyle while knowing that they are police officers and their salaries will not afford that. Some blame nepotism based on promotions, which leads to frustration among members.

There is a considerable form of disillusionment amongst the participants, especially those with qualifications that seem not to be working for them regarding promotions. It was also established in this study that there are police officers who are appointed without going through the psychometric assessments in the SAPS, namely those who are pushed through by the people responsible for recruitment and selection of those who join the SAPS as administrators. Later, they are appointed as police officers, and those appointed in the SAPS are at levels other than entry level.

The reality is that these groups of police officers enter the system without going through the psychometric assessments, so their personality is never tested through the psychometric tests, and they can reach any level or rank quicker than those who start as trainees in the SAPS. This means that at some point, the top managers of the SAPS would come from a group of police officers whose personalities were never tested.

If psychometric assessments are an integral part of the SAPS recruitment policy, all potential employees must be subjected to psychometric assessments before they are employed in terms of the SAPS Act. This includes Public Service Act members working in the SAPS as administrators and people from outside SAPS who join the SAPS at other levels than trainees.

## **5.10 Personality and Organisational Factors**

The golden thread through the reports by the CMEBs, MGTs and the NRs in the last six months is that the SAPS is a "Personality Cult" of senior officers. Senior officers have such unbridled power that they can do what they like in the organisation.

They can hire, promote and fire as they please. Therefore, the corruption in the public domain from ordinary members may be a “rebellion” of some sort in the organisation where the top people behave like they are running a tuck shop. The study is significant and a revelation in many ways.

### **5.11. Conclusion**

There seem to be various factors that influence corruption in the SAPS. Personality cannot be ruled out as a contributing factor to the high levels of corruption in the SAPS, even though the literature reviewed in this study found that personality remains the same over a lifetime. It also became clear from the literature reviewed and interviews conducted in this study that personality traits do not have much influence on corruption in the SAPS. Organisational factors create opportunities for corruption, and a person's ethical values and principles.

Eradication of corruption is critical for the continuous existence of the SAPS and its ability to discharge its mandate in the Republic of South Africa. It is significant to also take note that corruption is not always initiated by the members of the SAPS, sometimes the people who find themselves on the wrong side of the law are the ones who find it easy to offer bribes to the officers in order to get away with their sins. While it is significant to fight corruption from within the organisation through continuous ethical training and principled leadership, it is equally important to educate the community at large about the dangers of paying bribes to the officers. This chapter has presented the findings of this study, the next chapter is set to make a scientific sense of the findings made in this chapter.

## **CHAPTER 6**

### **DISCUSSION**

This study aimed to uncover the factors that account for the discrepancies between the recruitment and selection process, ethical behaviour and corruption at a statutory national policing institution, the South African Police Services. The objective was to investigate personality and organisational factors that account for the prevalence of unethical behaviour and corruption among institution members. As a result of the findings of this study presented in Chapter 5, this Discussion chapter integrates the theoretical framework presented in Chapter 2, the key findings and literature reviewed in Chapter 3 with the aim and objectives of the study as outlined in Chapter 1.

Chapter 2 positioned this study within a broader spectrum of research that rests between recruitment and selection process, ethical behaviour and corruption in a safety and security institution. The chapter found that the theoretical arguments behind human development focused interactions among various levels of functioning, from the genetic, physiological, and neurological to the behavioural, social, and environmental. These factors remain the driving force behind an individual's success or failure throughout life. Human development is a permanent exchange among these factors and the more the individual grows, the more influence and control the individual has over these interactions.

Human developmental theorists attribute the driving force behind development to proximal processes that stimulate, regular interactions over extended periods with humans, objects, or symbols, which promote psychological, biological, and social development. Parents influence and shape their children through parenting styles and encouraging and discouraging certain behaviours and activities to their children. These interactions play a significant role on the individual decision to engage in corrupt activities or not.

Chapter 2 also linked Rational Choice Theory to the individual decision to engage in corrupt activities. The chapter found that prevailing presumption at the time an individual choice must be made is that individuals react rationally, the theory provides a systematic way to study the motivations and decisions of the individual responses in a variety of settings. This allowed development of models and predictions of about

individual behaviour in various settings, from economical science to political science. One of the main weaknesses of this theory is the presumption that individuals have perfect knowledge and that they always act in their own best interest. Individuals often have insufficient knowledge and may not always act in their own best interest. This means that the predictions made by Rational Choice Theory may not always match the behaviour of individuals in real-world settings.

The second Chapter further linked the prevalence of corruption to Schein's theory of organisational culture. The Chapter found that organisational culture is a significant component of organisations' identity, performance and perpetuation, which is influenced by various factors. Once acts of corruption are normalised within the organisation, it becomes embedded and lived on one of the layers of culture, the artifacts constituted at the visible shallow top, basic values hidden within higher awareness levels, and basic assumptions rooted in the deepest invisible levels of the organisation and most difficult to comprehend.

Corruption undermines the democratic values of a country, destroys hope, negatively impacts service delivery and job creation, and can potentially destroy public trust in government and investor confidence in the country. Researchers like, Fomunjong (2013) and Manyaka and Nkuna (2014) mentioned that corruption is a social problem and is harmful to the development of societies. Since it is a societal problem, different academic fields, like psychology, sociology, political science and economics, must contribute to the table to fight this scourge.

Researchers have conducted studies on topics related to recruitment and selection processes in law enforcement. Notably, previous research focused on the requirements for selecting applicants comparing various police agencies. Researchers also studied the causes and consequences of corruption, none investigated the discrepancies between recruitment and selection process, ethical behaviour and corruption. In this research focus was on the discrepancies between recruitment and selection process, ethical behaviour and corruption in the SAPS.

Some of the big five personality traits: openness, conscientiousness, empathy, agreeableness, and neuroticism have been found to be demonstrated by the participants in this study. Fagbenro et al., (2019) conducted study to determine which personality traits are prone to corruption. In their study they found that extroversion traits were associated with a positive attitude to corruption. Participants with extroversion traits did not demonstrate positive attitude towards corruption in this study. Fagbenro et al., (2019) also found that there was a positive relationship between openness to experience and attitude towards corruption, meaning that increase in openness to experience leads to increase in attitude toward corruption. This finding does not correlate with the findings of this study. In this study the participants who demonstrated openness displayed negative attitude towards corruption.

Fagbenro et al., (2019) further found that there was significant negative relationship between conscientiousness and attitude towards corruption, meaning that increase in conscientiousness leads to decrease in attitude towards corruption. This study also found that conscientious participants demonstrated negative attitude towards corruption. Fagbenro et al., (2019) found that individuals who have agreeableness traits are more prone to agree with others on corrupt activities thereby making them to have a positive attitude toward corruption. While this study found positive attitude towards corruption from participants in Group 3 (MGT) and negative attitude towards corruption from participants in Group 1 (NR) and Group 2 (CMEB). According to Fagbenro et al., (2019) conscientious traits are important protective factors against corrupt activities. This study also found negative attitude towards corruption from conscientious participants. Fagbenro et al., (2019) further found that there was significant positive relationship between neuroticism and attitude towards corruption; this means that increase in neuroticism lead to increase in attitude toward corruption. This finding is also supported by this study whereby participants from Group 3 (MGT), demonstrated behaviour associated with neuroticism and they displayed positive attitude towards corruption. A discussion of participants' experiences and perceptions relating to personality and corruption are shared next.

## **6.1 Personality and Corruption: Group 1 (NR), Group 2 (CMEB) and Group 3 (MGT)**

This section discusses the findings concerning participants' subjective reports of their own character concerning policing work.

### **6.1.1 Honesty, relatability, humility and agreeableness**

The study found that the participants in all three groups appraised themselves following the expectations of the policing profession as stipulated in SAPS advertisements for new recruits. This may have been driven by the increased unemployment rate in South Africa, which could compel individuals to be eager to compete for the few opportunities available in the job market. Wilmot and Ones (2022) describe agreeableness as one of the big five personality dimensions common in people who are honest, considerate, kind, and friendly. Individuals who rate highly on agreeableness value social connections find it easy to get along with others and avoid conflict because they find it very unsettling. In addition, they are more willing to set their own interests aside to accommodate others.

To secure employment, job seekers, like the participants in this study, tend to appraise themselves in line with the requirements of the prospective employer so that they can meet the requirements for entry into available job opportunities. This finding aligns with the previous research conducted by Hayden (2000), which indicated that the pressure on job seekers to secure employment often drives them to tailor-make their self-presentation to meet the expectations of potential employers, thereby enhancing their competitiveness for available opportunities.

This study found that the responses from some participants from Group 1 (NR) about choosing police as an employer are inconsistent with the reality in South Africa, where university graduates tend to pursue "office" employment rather than "manual" work, as active policing tends to be. Some participants indicated that they joined the police because they wanted to become police officials, while their tertiary qualifications were not consistent with police work. For example, most participants from Group 1 (NR) had varied degrees such as Bachelor of Science in Forestry, Computer Science and

Biomedical Sciences; Bachelor of Commerce in Marketing; and Honours degrees in various Social Science disciplines, including teaching. South Africa has had a Bachelor of Policing Science at several universities since the 1980s. It begs the question of why these applicants did not pursue a Bachelor of Policing Science if they were that passionate about policing.

This finding suggests that many applicants to the policing profession could be motivated by the desperation of unemployment rather than their passion for policing. This finding further begs whether such applicants are not prone to engage in corrupt activities should opportunities for corruption present themselves in future.

Setshedi (2008) indicated that in cases where psychological assessments are used to predict future behaviour, the interpretation of assessment scores must be carried out carefully, considering different factors, including the level of education, the quality of the school, language, culture, and socio-economic status of a person. In the case of police recruits, assessment instruments and procedures are expected to be designed to detect the potential for deception and dishonesty in the future.

Participants from Group 3 (MGT) also responded to the interview questions as expected of a good police official. Despite their dismissal from the police due to the allegations levelled against them, they still perceived themselves as good people with high levels of integrity. The researcher observed that in an attempt to assert themselves as agreeable and trustworthy, the participants resorted to the defence mechanism of projection, which, according to Hurry et al., (1976), is a mental process whereby individuals attribute their mistakes to others. According to Hurry et al.,(1976, p75), the concept of projection was introduced to psychology by the Austrian psychoanalyst Sigmund Freud (1856–1939), who borrowed the word projection from neurology, where it referred to the “inherent capacity of neurons to transmit stimuli from one level of the nervous system to another”. Costa (2017) defined projection as a defence mechanism whereby unacceptable psychological impulses and traits in oneself are attributed to other people. This occurs when an individual try to cope with psychological conflict caused by undesired impulses by attributing these impulses to others.

The conduct of the participants in Group 3 (MGT) is consistent with that of individuals with Anti-Social Personality Disorder (ASPD). Individuals diagnosed with antisocial personality disorder frequently contravene regulations, exhibit deceitfulness, aggression, impulsivity, and lack regret, along with various other characteristics indicative of general irresponsibility. Nevertheless, the individuals in this group cannot be classified as having ASPD, as, like any personality disorder, the identified patterns must be consistent.

The Diagnostic and Statistical Manual of Mental Disorders (5th ed., text rev.; DSM-5-TR [3]) defines Anti-Social Personality Disorder as characterised by a persistent pattern of behaviour that disregards the rights and concerns of others. Erratic episodes of impulsivity and egocentrism do not meet the criteria for diagnosis and typically suggest a more temporary concern (Arble, 2024). This indicates that psychological assessments conducted during recruitment failed to identify anti-social traits that could predict future involvement in dishonest activities.

### **6.1.2 Goal-orientation and self-efficacy**

Most participants from all the 3 Groups indicated that being goal-oriented and self-efficacy are characteristics they are proud to have. Self-efficacy was introduced to psychology by Albert Bandura (1977), who defined it as a person's particular beliefs determining how well one can execute a plan of action in each situation. Participants further reported conscientiousness as one of their character traits. Conscientiousness was defined by Roberts et al., (2009) as the natural tendency to follow socially acceptable norms for impulse control, to be goal-directed, and to be able to delay gratification.

People in South Africa are highly motivated to be productive, to the point of seeking employment outside the field in which they are qualified. This indicates that the higher education system and industry (for example, policing in the context of this thesis) should embrace the concept of trans-disciplinarity as proposed by Reeder (2009). Reeder (2009) proposed that knowledge production had to transition from Mode-1 to Mode-2 thinking. Mode-1 thinking is the approach to knowledge production that occurs in university contexts.

Mode-2 thinking, on the other hand, is knowledge production that occurs outside the traditional university boundaries to the context of application. Reeder (2009) uses the term 'trans-disciplinary' to explain the context-of-application approach to knowledge production necessitated by the world of work. The prefix 'trans' in *transdisciplinary* indicates that knowledge is not necessarily confined to the boundaries of a pre-existing discipline but transgresses boundaries.

This finding indicated that South African graduates are already 'trans-disciplinary' when they seek employment. This is an occurrence that employers could use to their advantage. For example, the applicant with a BSc (Forestry) could be instrumental in the development of policing policies and strategies to combat organised crime in the smuggling of pangolins and other endangered species. This would be an example of what Reeder (2009:27) described as "inclusive and responsive science: a type of knowledge production that starts from real life problems and aims to devise solutions in collaboration with multiple stakeholders".

Participants from Group 3 (MGT) asserted their ability to attain the goals they set for themselves regardless of the circumstances. Individuals exhibiting antisocial traits achieve their desires irrespective of circumstances that do not permit them. They fail to interpret context and adjust their behaviour accordingly, except when they see personal advantage. They had a deficiency in emotional intelligence, as they could not regulate their emotions according to the requirements of the specific situations in which they found themselves. They failed to understand that their dismissal from the police demonstrated an inability to succeed, as it was not their goal to leave the SAPS.

The psychological assessments employed by the police on these participants did not yield the desired results in predicting future hazards. Persons exhibiting aggression are not suitable for roles as police officers, particularly within a democratic framework that adopted community policing as a crime-fighting approach. Psychological assessments must identify deficiencies in emotional intelligence, a crucial attribute for police officials given the demands of law enforcement duties. Police professionals who are deficient in emotional intelligence risk making errors that may result in costly litigations for the police. This finding suggests that police officers susceptible to corruption exhibit impulsivity and act intuitively rather than employing rational thought.

This indicates that psychological assessment techniques must be developed to detect the attribute of impulsivity, allowing for the exclusion of applicants exhibiting that feature.

### **6.1.3 Optimistic bias**

Most participants believe that because they possess qualifications, their future looks bright in the police. “This is an indicator of what Sharol (2011) described as optimistic bias”.It is, however, most likely that even though the participants possessed qualifications, they may not grow as quickly as they envisaged in the police. Sharol (2011) described optimistic bias as overestimating the likelihood of positive events and underestimating the likelihood of negative events. Optimistic bias leads most people to believe things will work well for them, even if rationality indicates that challenges are inevitable (Nikolopoulou, 2023).

The participants may be discouraged and frustrated by the slow upward movement of the police. This may lead to them losing hope and falling into the corruption trap. This implies that senior management must be cognisant of the generational profile of the young people joining the police service. These are young people who came of age during democracy and may not fit in well in an organisation with autocratic origins. This implies that existing human resource policies must be reviewed and, where necessary, modified to accommodate young, highly qualified, and innovative people.

The HR policies that were designed in the days of apartheid may not be conducive to the retention of the kind of talent that is coming into the police department currently. The participants from all three Groups in this study were mainly Generation Y (born in the 1970s – 1990s), whom Tonsing and Myburg (2006:91) depict as “The pampered generation [...] who grew up with high tech toys and so they are high maintenance and high performance [...] If they do not like the job, they are willing to change their career as fast as they changed their subjects at university.

This fact is a major frustration, and cost, to employers who must find better ways to retain and recruit these talented young employees". So, the challenge for the police department is that its HR policies were developed during the Silent Generation (born 1925 – 1942) era, and they must accommodate Generation Y and possibly Millennials (born in the 2000s). SAPS should understand that the Generation they are currently recruiting is a different Generation, and policies must be adjusted to accommodate the times.

#### **6.1.4 Personality and circumstances**

Most participants from all three groups could have taken the available employment opportunity because of the circumstances they found themselves in, hoping something better would come as time progressed.

So, the police may be used as a stepping stone while they wait for job opportunities consistent with their qualifications. Should the opportunities present themselves, these participants could resign from the police and take up the best opportunities available. A study conducted by Churchill, Ginting and Wicaksono (2023) identified factors that contribute to employees staying or leaving the organisation such as age generational differences, gender, length of work, marital status, job satisfaction, compensation satisfaction, qualifications and organisational culture. Churchill et al., (2023) found that employers who fail to create a conducive environment and compensate their qualified employees well, may lose those employees to their competitors.

Contrary to Churchill et al's (2023) findings, not all the employees with tertiary academic qualifications reported intentions to leave the police. Participants in Group 2 (CMEB) who were predominantly qualified teachers and had been working in the police for over 15 years, indicated that they were happy to be in the police. Group 2 (CMEB) participants joined the police without genuinely wanting to be the police officials. Their qualifications significantly influence these police officers to make sensible decisions when faced with opportunities for corruption. Teachers are an extension of parents in any culture and are accountable for creating their destiny.

Consequently, these police officials may mentor and coach the newly appointed members. One does not need to love policing to do well as a police official—their love for the job developed as they were employed in policing. What stands out among these participants is their level of qualifications, as most possess degrees and above.

There are police officials who have the capabilities to help the organisation achieve its mandate within the police, but they are not used optimally to help improve the image of the police. The management of the SAPS should be aware of the qualifications of the personnel inside the SAPS. Some people with qualifications could be instrumental in helping the organisation out of its current situation, but they are often not used in an environment where they can add the necessary value to the organisation. For example, a person with a law degree working as a crowd controller in the police is not used optimally. The SAPS must take advantage of the situation and put these kinds of people in an environment where the organisation would benefit.

Participants in Group 3 (MGT) indicated that they joined the police service because of their passion for policing. The history of policing in South Africa demonstrates that police officers were susceptible to exploitation due to the inherent characteristics of policing during the apartheid era. Watson (1999) asserts that police officials in apartheid South Africa were required to execute commands as a disciplined, paramilitary entity without questioning, even when their conditions of service and public image were sometimes almost intolerable. They had to function in a despised institution that had the mandate to uphold a fascist system of government. The apartheid police exhibited extreme brutality, particularly towards black people. This resulted in a poor perception of the police among the populace. This could explain why people with an anti-social personality organisation would have been attracted to careers in policing.

The respondents in Group 3 (MGT) expressed that they joined the police out of passion for policing despite the persistent contentious issues regarding working conditions, notably compensation and career advancement. Notably, the people who willingly joined the police were found guilty of transgressing the police regulations. When questioned about the circumstances of their expulsion from the police, they asserted that their colleagues framed them.

This is consistent with antisocial personalities' tendency to use the defence mechanism of externalisation, which takes the form of blaming others for misfortunes that befall them (Millon, 1981).

## **6.2 Organisational Factors and Corruption: Group 1 (NR), Group 2 (CMEB) and Group 3 (MGT)**

Organisational factors in this thesis denote the characteristics which influence the way the organisation functions operationally and the behaviour of the employees. This study aimed to comprehend organisational variables inside the SAPS that may influence or create opportunities for corruption among police officials. Corruption is described as the exploitation of public power for personal benefit, encompassing criminal activities such as bribery, extortion, fraud, nepotism, graft, facilitation payments, embezzlement, record falsification, kickbacks, and influence-peddling (Agale-kolgo, 2018). Gault (2017) highlighted that corruption flourishes among individuals and organisations when the decision to engage in corrupt activities is made and the behaviour is generated. As a result, understanding corruption as a social problem provides an opportunity to understand the factors, the group of individuals involved and psychological elements that motivate and bring forth behaviours that lead to corruption.

### **6.2.1 Perceptions of corruption in promotions and appointments in the police**

Group 2 (CMEB) and Group 3 (MGT) respondents believed promotions should be awarded to deserving members following approved HR criteria and processes. Group 2 (CMEB) and Group 3 (MGT) participants expressed a necessity for appropriate appointments and promotions based on competence and qualifications. This view is in agreement with findings by Tanya (2015) who proposed that the employer has the final say on all recruitment and promotion decisions; however, to steer away from reputation destroying litigations it is in the best interest of the employer to comply with the recruitment and promotion policies of the organisation.

Improper appointment and promotion procedures result in the appointment or promotion of individuals incapable of exercising appropriate discretion and fulfilling the diverse responsibilities necessary (Mbhele 2021). This pertains to the operational responsibilities of the police and the personal welfare of the members. All the participants expressed this concern. Burger (2021) corroborates this by indicating that irregular and opaque appointments of unsuitable individuals in senior positions significantly perpetuate the challenges inside the SAPS. An illustrative case involves three Generals from Limpopo who conspired to alter interview scores to benefit an associate, resulting in the complainant's dismissal from the SAPS upon raising the issue. Although the information regarding the three Generals is in the public domain, it appears that the SAPS did not initiate internal investigations or disciplinary proceedings, as one of the Generals above remains an active member of the organisation. If disciplinary actions had been implemented, they would have followed the expedited process, and the hearing would have been concluded long ago. Allam (2017) asserted that disgruntled employees cannot exert sufficient energy for task execution, exhibit negativity towards their work, fail to cooperate and collaborate effectively, and withhold information from others due to a deficiency of trust. This illustrates a critical situation within any organisation and necessitates immediate intervention from management.

## **6.2.2 Perceptions of corruption in recruitment of new recruits in the SAPS**

The participants in this study reported identical degrees of corruption and methodologies in the recruitment process. They stated that recruitment officers manipulate the policy to serve their selfish motives. The term 'selfish motives' refers to manipulating the final recruitment list to favour those connected to them through corruption and nepotism. An investigation by the SAPS revealed that more than 300 trainees in the SAPS academies for the 2022 intake were not among the over 500,000 applicants for police placement. This was corroborated by a newspaper report by Whittles (2022), who interviewed one of the victims, claiming to have paid at least five thousand rand for placement in the SAPS.

A recruitment officer of the SAPS in Gauteng was allegedly accused of assuring victims that if they made a payment of five thousand to her account, they would be excluded from the normal SAPS recruitment process, guaranteeing their inclusion on the final list of candidates for the college. In the interviews, one victim stated that upon realising they were excluded from the group attending college, they began to request a refund of the money paid to the officer (Whittles 2022). Some of the participants in this study may have engaged in corrupt practices, hence their reluctance to deeply engage in corruption-related matters, fearing potential repercussions. It may also result from the training within the SAPS, which instructs trainees to refrain from making statements that could be used against them in the future.

### **6.2.3 Leadership incompetence Group 2 (CMEB) and Group 3 (MGT)**

The participants from Groups 2 and 3 reported that corruption has been normalised in South Africa, as it is prevalent not only within the police but throughout the public and private sectors. Participants identified nepotism and improper appointments within the police as significant challenges. Newham (2018) noted that a former head of Crime Intelligence, having been inappropriately appointed, proceeded to make two hundred and fifty (250) improper appointments, including twenty-three (23) friends and family members without policing experience and fifteen (15) individuals with criminal records. A former National Commissioner of the SAPS, who faced allegations of corruption, is reported to have made fifty-five (55) inappropriate appointments (Newham, 2018). More challenges for the police could arise due to appointing individuals to managerial positions without the necessary qualifications and expertise, precluding their potential to comprehend the organisation's dynamics. They are expected to evolve into proficient managers capable of advancing the organisation and executing the mandate stipulated in the *Constitution of the Republic of South Africa*. The unsettling research findings by Newham (2018) have notably failed to elicit any interest from senior police officials. This inaction of the senior police bureaucracy may lend weight to perceptions of higher office complicity in corruption. The impact of perceived unfairness within an organisation is that employees become motivated to overcome the injustices as they violate the organisation's ethical standards.

This could inflict detrimental harm on personnel, potentially adversely affecting the organisation. In the literature on injustice, Qin and Zhang (2022) observed that perceived unfairness inside an organisation might lead to mental diseases and adversely affect employee well-being. When employees see unfairness inside the organisation, their propensity to engage in constructive behaviours diminishes, perhaps resulting in protest actions to advocate for their rights. This perception might elevate individual stress levels, lead to reluctance to collaborate with colleagues, or even prompt resignation from their positions. This may result in a dysfunctional organisation (Qin and Zhang, 2022).

At the time of concluding this thesis, the President of South Africa had appointed the Madlanga Commission of Enquiry to investigate corruption in policing in South Africa. Information provided by witnesses to the Madlanga Commission corroborated the findings of this study on the prevalence of corruption in the higher echelons of the SAPS and two Metropolitan Police Departments (ENCA, May 2026; SABC News, May 2026; Newzroom Africa, May 2026). One general was dismissed while few other senior officers were either on suspension or served with notices of intention to suspend them.

#### **6.2.4 Promotion policy and the challenges in the SAPS: Group 2 (CMEB) and Group 3 (MGT)**

The promotion policy is a significant source of discontent among police personnel. The participants from Group 2 (CMEB and Group 3 (MGT) assert that the promotion policy favours individuals who entered the police under the Public Service Act 103 of 1994 compared to those who joined under the SAPS Act 68 of 1995 (detailed explanation provided below). The participants expressed dissatisfaction with the police promotion policy, which they believe disadvantages them relative to members employed under the PSA.

The participants stated that the promotion policy requires revision since it presently favours individuals who entered the police as Public Service Act members (administrators and secretaries) over those who joined as SAPS Act members. Individuals who enlist as SAPS members remain in the same rank (Constable), the

entry-level position at salary level 5, for almost 10 years before attaining promotion to the subsequent rank of Sergeant (salary level 6).

Individuals in the PSA can apply for the subsequent tier, PSA salary level 7, after completing 2 years at salary level 5. The number of police managers originating from PSA, including lateral appointments, will rise significantly. These individuals were initially designated for administrative functions; upon their promotion to police ranks, they assume new responsibilities, often unfamiliar to them, requiring management of general police operations, including operational matters. In many cases, they underperform due to insufficient operational experience. It would not be unexpected if police management ran out of strategies to address operational issues in the future.

This finding implies that the current “policy segregation” within the SAPS no longer benefits policing in South Africa. The conditions necessitating appointments under the PSA (including lateral appointments) and the SAPS Act are no longer relevant; thus, the recruitment policy based on these statutes requires re-evaluation. Participants indicated the existence of “two SAPSs” divided by the policy generated from legislation employees associate with: the PSA and the SAPS Act. The findings of this study indicate that the “unofficial self-segregation” of SAPS members is the primary catalyst for corruption within the SAPS. The self-segregation among members fosters corruption, as operational members harbour resentment because of opportunities that rightfully belong to them but are instead allocated to PSA members who lack a comprehensive understanding of the complexities of police operational responsibilities.

It appears that operational members get tempted to engage in corrupt activities that emerge in the course of their duties. They go rogue as a way of asserting their identity as the “real” police members. This indicates that as South African society evolves, the SAPS does not adapt its policy framework to align with the changes in society.

### **6.3 Group 1 (NR) Experiences at the Police Station level**

Upon concluding the academic phase, the new recruits are dispatched from the various SAPS academies to police stations, where they commence their careers as

police officials. At the police stations, they begin to comprehend the operational duties of the SAPS. Observations based on recruits' experiences are reported below.

### **6.3.1 Unethical conduct and the police Group 1 (NR)**

The findings of this study revealed that corruption among the police is pervasive. Corrupt police officials are known, and all personnel at the station are aware of those officers who consistently seek opportunities to extort money from community members who have violated the law. This attitude of not reporting a fellow member for unethical behaviour has a corrosive effect on the code of conduct of the SAPS and contributes heavily to the current state of affairs in the organisation. The recruits were welcomed by their senior police officers, who were consistently eager to assist them in adapting to their new positions as law enforcement officials. They were inducted and warned to work diligently without fear or favour.

### **6.3.2 Suspicious transactions between police officials and community: Group 1 (NR)**

Group 1 (NR) participants indicated that corruption has become institutionalised among police stations and has permeated society. Law enforcement officers operate a parallel police service that protects criminals and their leaders. They neglect to carry out their obligations as provided for in Section 205 (3) of the Constitution of the Republic of South Africa because they are on the payrolls of the criminals. Criminals are increasingly feeling secure, which emboldens their illicit actions, while law-abiding citizens exist in a state of anxiety over crime. The SAPS report on disciplinary (2021) indicates that around 5,708 police officers were identified as having violated the law during the financial year 2020/2021, out of a total of 170,389 SAPS members. More than 10 percentage of the allegations pertained to corruption. This necessitates the attention and intervention of top police management and the government.

### **6.3.3 Good police officials and bad police officials: Group 1 (NR)**

Participants indicated that some police officers diligently strive to serve the community, while others seek to augment their income by seeking bribes from individuals who have transgressed the law.

Akpa (2024) states that effective crime fighting necessitates collaboration between law enforcement officers and the community to fulfil policing objectives. When law enforcement officers become overly aligned with criminals, the community becomes increasingly susceptible to criminal victimization due to the police's neglect of their duties and their protection of criminal interests.

### **6.3.4 Theoretical knowledge and practical application at the police station: Group 1 (NR)**

New recruits expressed that they were still endeavouring to comprehend police work. They expressed difficulty translating their academic knowledge into practical applications within the realm of police. Wrenn & Wrenn (2009) emphasized the necessity for learners in professional programs to apply the theoretical knowledge acquired in classroom instruction to practical situations. Wrenn & Wrenn (2009) indicated that learners' difficulties in transferring from theory to practice arise from teachers' failure to combine the two effectively. The training quality provided to the recruits failed to blend theory and practice effectively. This hindered the recruits' ability to seamlessly shift from theoretical knowledge acquired at the academy to practical implementation. This study did not examine the quality of training provided to the recruits; nonetheless, the substantial number of trainees enrolled for this intake suggests that the quality may not have met the intended standard.

### **6.3.5 Notable ignorance of protocols at the station level: Group 1 (NR)**

New recruits observed that stations operate differently from the instruction recruits received at the colleges. The police officers at the station have grown complacent and

no longer adhere strictly to their protocols. They have devised their own strategies for managing issues throughout their jobs. This may be one reason cases are lost in court; for instance, a police officer must present a search warrant when seeking to search the premises under Section 21 of the Criminal Procedure Act 51 of 1977.

If a police officer chooses to execute a search on the premises in violation of the section above, he risks having the obtained evidence excluded from court, which may lead to civil litigation against the police. This finding is supported by Rogers (2016) who mentioned that complacency affects the more experienced law officer because of routine mentality and not the younger officers because training is still ingrained in their minds. However, this study found that not only experienced police officers are affected, younger officers are also affected by complacency because they learn from their senior officers how police duties are carried out and not vice versa. The police mandate is drawn from the Constitution of the Republic of South Africa. The SAPS Act 68 of 1995 and other statutory frameworks dictate the conduct of policing in the Republic of South Africa. Any deviation from legal requirements is intolerable and may result in trial losses and potential civil actions against law enforcement.

### **6.3.6 Corruption in the police and reluctance to report**

New recruits reported observing dubious transactions between the police and community, which they suspect to be corruption. The recruits appear to have directly observed instances of corruption, although they are reluctant to disclose their experiences in a way that could render them accountable for their statements. This is supported by Kutnjak Ivkovi and Sauerman (2012) who alluded that there is reluctance on the part of police officers to report their colleagues' misconduct in the law enforcement institutions, often called "code of silence". Police developed organisational trait, through the fusion of solidarity, loyalty, and mutual trust among themselves. In instances where loyalty to the group clashes with accountability to the society and legal convictions, the code of silence often prevails (Kutnjak Ivkovi et al., 2012).

It was indicated earlier in this study that most police culture is acquired during academy training. Trainees also learn how to respond to inquiries from lawyers or investigators. They are taught to exercise caution in their responses, particularly during investigations. They are discouraged from making unsolicited statements and avoid sharing information that could lead to future complications.

## **6.4 Summary**

### **6.4.1 Personality factors and corruption**

The behaviour of antisocial personality disorder was displayed by the participants who were found guilty of violating SAPS regulations (MGT group). This could be explained by the following:

1. The psychological assessments the SAPS used did not identify antisocial behaviour from these candidates.
2. The anger harboured by participants toward the SAPS for dismissing them may have caused these characteristics of antisocial traits to surface.
3. Psychological assessments lose their predictive value if administered to the same subjects repeatedly without any change, as test takers would benefit from what psychometrics calls the 'practice effect'.

Of significance is that the psychological assessments used by the SAPS did not detect antisocial behaviour from these participants during inception in the SAPS. People who modify their behaviour to fit a specific context can maintain that modification whenever circumstances allow them to do so. The high and increasing unemployment rate in South Africa compels individuals to compromise their integrity and adapt to the expectations of potential employers in their pursuit of employment. This finding aligns with Wilks (2009), who discovered that the struggle for survival necessitates humans to evolve and adjust to new challenges influenced by environmental elements such as threats and opportunities throughout life.

Prospective recruits in the SAPS undergo psychological recruitment assessments multiple times before being appointed. Such situations could undermine the accuracy of psychological assessments. The assessment participant may adapt to meet the specified criteria, particularly since the SAPS does not alter the types and methods of

assessments. This indicates that assessment takers experience a "practice effect" as they repeatedly take the same assessments.

The literature reviewed in this study indicated that an individual's personality remains constant throughout their lives. The stability of personality is reported by Wilks's (2009) study, which indicated that personality remains stable throughout one's lifetime. Personality changes may be ascribed to maturation and character adaptability.

## **6.4.2 Organisational factors and corruption**

### **6.4.2.1 Policies and corruption in the police**

#### **a) Promotion Policy**

This study found that the police recruitment and selection policy is of high quality and aligns with worldwide standards; nonetheless, the execution of the process appears susceptible to manipulation. The absence of quality oversight in the recruitment and selection process allows for manipulation of the entire process. The subjective perception of unfairness is particularly prominent among Group 2 (CMEB) and Group 3 (MGT) participants about promotions and appointments.

Smith (2014) defines relative deprivation as a social psychology term that posits a subjective state influencing emotions, cognitions, and behaviour. Relative deprivation elucidates social behaviour, indicating that when individuals compare themselves to others and groups at any given moment, they are more inclined to see a lack of deserved opportunities, which can subsequently incite feelings of anger and resentment. The participants reported having fewer promotional chances than PSA members within the organisation. Individuals often experience a sense of relative deprivation about material possessions, like financial resources vehicles, or intangible assets like social prestige and respect.

Relative deprivation extends beyond material possessions to encompass the denial of rights and justice (Smith 2014). The perception of experiencing one's group as unfairly treated usually incites societal change and movements.

Ultimately, promoting those with lesser qualifications and experience to leadership roles over those who are more qualified and experienced can result in detrimental effects, including diminished employee morale, reduced productivity, and missed opportunities. Qualifications, competencies, abilities, knowledge, and experience are essential prerequisites for promotions that foster effective governance. A disregard for qualifications and competence in the workplace frustrates and demotivates employees, particularly those who have diligently earned their credentials and consistently strive to contribute to the organisation.

#### **b) Disciplinary regulation 5.4**

The SAPS Disciplinary Regulation (Regulation 5.4) mandates an expedited disciplinary hearing process, typically presided over by an individual of Brigadier rank or higher. Group 3 (MGT) members indicated that they were terminated from the SAPS via a swift disciplinary hearing process. Participants assert that this disciplinary hearing process aims to terminate members of the SAPS accused of regulatory violations, circumventing the standard procedure that affords individuals a fair opportunity to present their case during a formal hearing.

This process is susceptible to exploitation by those in authority to eliminate dissenters. An illustrative case involves three Generals from Limpopo who conspired to alter interview scores; when the victim raised a complaint regarding this issue, he was subsequently expelled from the SAPS. Participants asserted that disciplinary processes are contingent upon the individual charged, resulting in a lack of consistency; two individuals may commit identical infractions, yet their disciplinary hearings are unlikely to yield the same outcomes, particularly if those in control favour one. This method is susceptible to manipulation by those in authority, as it lacks a conventional hearing procedure in which the presiding officer considers both perspectives and the accused is afforded a fair opportunity to present their case. The absence of oversight is addressed below.

#### **6.4.2.2 Lack of oversight**

Participants from all three groups asserted that corruption exists in the police recruitment process, a claim corroborated by Magakoe (2023), who reported that forensic investigations revealed that 300 trainees at the police academies were not included among the 523,666 police trainee applications. The 300 trainees did not apply to become police officers, nor did they undergo physical, psychological, or medical evaluations; yet they ultimately found themselves at various police academies, likely due to corruption. Psychometric assessments are globally standardised for police placements to ensure the selection of the most suitable candidates, as this profession necessitates specific qualities for effective performance as a police officer. The subsequent discussion pertains to ethical behaviour and leadership.

#### **6.4.2.3 Lack of ethical and principled leadership**

Through participants' reports, this study revealed that senior managers of the SAPS possess excessive authority and autonomy to overlook organisational policies, managing the institution as if it were their personal enterprise due to lack of oversight. Despite a Promotion Policy, senior managers possess the authority to promote loyal subordinates and terminate those with dissenting opinions, maintaining the status quo within the SAPS. Burger (2021) also indicated that the issues within the SAPS are significantly impacted by irregular and opaque appointment practices that favour unsuitable individuals in senior positions.

As the SAPS Promotion Policy states, individual officials should be advanced based on merit, and there must be supervision of promotion panels that conduct interviews for advancement purposes. Union representatives may again serve as observers during the interview sessions. Members of a promotion panel who endorse a candidate appeal the rule contrary to the panel's advice. Panel members, especially the chairperson, must be held accountable, and consequence management must be enforced. Despite these policy guidelines, the organisational culture in the SAPS enables senior managers to go rogue and contradict policy. The subsequent discussion pertains to the absence of consequence management.

#### **6.4.2.4 Lack of consequence management**

There is a lack of consequence management, particularly for individuals whose decisions result in substantial financial losses for the organisation, such as the decision to terminate 25 personnel of the SAPS in Limpopo due to alleged involvement in the taxi industry. The members were dismissed in a single hearing, as though all the merits of the cases were identical. The court found favour of the members upon appeal, resulting in the reinstatement of 17 individuals without the forfeiture of any benefits. This incurred millions in costs for the State, which could have been avoided with due diligence. Ultimately, no individual is held responsible for the losses incurred by the State.

The three Generals dared to undertake these measures since they knew there would be no repercussions for their behaviour. The aggrieved officer pursued the matter more vigorously than anticipated, increasing the likelihood of justice being served. The court is likely to rule in favour of the officer, mandating the SAPS to compensate him for the position he was refused with the remaining years until his pension or to reinstate him with all benefits, with the SAPS bearing the costs. The SAPS disburses millions, yet there are no repercussions for individuals responsible for these expensive judgments. Mauro (1997) indicated that a significant portion of public corruption is linked to governmental economic interventions; thus, policies focused on liberalisation, stabilisation, deregulation, and privatisation can substantially diminish prospects for corruption.

The participants in this study indicated occurrences of corruption and mismanagement inside the SAPS, which may be considered rumours as investigations have not substantiated them. Pendleton (1998) noted that a rumour entails disseminating information that lacks verification from a credible source. It is a statement or belief disseminated from individual to individual, typically through oral communication, without presenting reliable standards of evidence (Pendleton, 1998).

This necessitates that SAPS management advance the allegations by undertaking additional investigations to ascertain the credibility of the information supplied by the respondents in this study.

Like the State Capture investigated by the State Capture Commission led by Judge Raymond Zondo in South Africa, initial rumours were substantiated through investigation, confirming that the State had been captured. This study is noteworthy and enlightening in numerous aspects.

## **6.5 Recommendations**

Based on the findings of this study, I present the following recommendations:

### **6.5.1 Recruitment and selection**

Recruitment and selection function should be removed from the HR Section of the SAPS and outsourced to HR specialists manned by professionals and psychologists outside the SAPS. These professionals would be bound by the ethical codes of their respective professions. This will ensure recruitment and selection personnel will not be influenced by the top echelons whom the findings of this study suggest have a toxic influence on ethical standards in the SAPS.

### **6.5.2 Policy clarity**

Employing individuals in the SAPS under the PSA has resulted in forming two distinct SAPSs. During recruitment, the SAPS may specify the number of clerical positions available and the number of technicians, mechanics, and others. Subsequently, recruits will be designated to occupy the indicated posts, permitted to undergo the recruitment procedure of the SAPS and requisite training, and, after that, assigned to empty positions. All members of the SAPS will be unified with equitable prospects for advancement. When the SAPS need individuals with teaching qualifications, they should internally publicize and promote those possessing such qualifications within the organisation. It undermines employee morale when individuals who possess primary teaching qualifications are sourced from primary schools, while there are people with teaching degrees in the police who are overlooked for such positions. Implementing a singular promotion policy for personnel will enhance team cohesion and facilitate the integration of the police, eliminating the distinction between the PSA (including lateral appointments) and the police inside one organisation.

### **6.5.3 Psychometric assessments opportunities**

The number of opportunities given to one person to write psychometric assessments should be limited to one person because if the person's personality does not meet the requirements of the police today, it will not change the following year.

The only thing possible is that the person may learn to appraise himself or herself to meet the prospective employer's requirements, which poses a risk to the organisation.

### **6.5.4 Mentors and coaches for new recruits**

Police officers with the attributes observed in participants from Group 2 (CMEB) should be recognised and utilised as mentors and coaches for new recruits to facilitate their adaptation to the policing environment.

### **6.5.5 Exceptions to psychometric assessments**

All prospective SAPS Act members, including former administrators and individuals appointed at levels above entry-level (Constables), must undergo psychometric testing.

### **6.5.6 Prioritised oversight on promotions and appointments**

Enhance scrutiny of the panels responsible for promotions and appointments to prevent senior management from favouring their preferred candidates over those who merit the advancement.

### **6.5.7 Inconsistencies of promotion policy on PSA and SAPS Act members**

Examine the promotion policy and rectify the inconsistencies favouring PSA members over those employed by the SAPS Act.

### **6.5.8 Promotions to deserving members**

Individuals possessing qualifications, competency skills, knowledge, and experience should be prioritised for promotions in the workplace, thereby motivating other members to enhance their qualifications.

### **6.5.9 Effective planning for recruitment and training**

There must be ongoing assessments and controls on the number of police officers trained in South Africa each financial year, enabling the Divisions of Human Resource Management and Human Resource Development to effectively plan the recruitment and training of new members.

### **6.5.10 Support programmes for newly appointed police officers**

The psychological services of the SAPS should provide support programs to assist newly appointed police officers in acclimating to their roles and comprehending their responsibilities as newly appointed Constables. These programs may serve as supplementary training to the Basic Police Development Learning Programme, aiming to prepare new police officers with information and survival skills pertinent to safety, security, and personal budget management.

### **6.5.11 Police officials lost to corruption**

Continuous efforts must be made to protect the newly appointed members against external and internal pressures often generated by the Safety and Security environment. A continuous recruitment drive is futile if we continue to suffer significant losses of police officials to corruption and fatalities inflicted by criminals.

### **6.5.12 Law enforcement body cameras**

The procurement of law enforcement body cameras, which police officials must wear during their duty, should be prioritized if the SAPS is earnest about eradicating corruption within the police force. The law enforcement body cameras will be monitored in the operational centre, ensuring that all actions of police officials on the street are scrutinized, with any suspect behaviour addressed promptly. This will dissuade law enforcement officials from collecting bribes from individuals who violate the law.

### **6.5.13 Continuous integrity evaluations**

Psychological assessment to determine integrity and suitability should not end during recruitment and selection. Policy should require continuous security vetting for

members in service to determine their integrity. The recommendation is that officers be vetted biennially while regular members are vetted quinquennially.

#### **6.5.14 Government and the Civil Society**

Government and the civil society to come up with programmes to educate the public about the dangers of giving money to officials in exchange for favours. This is criminality and it carries with it jail time if one is found guilty.

### **6.6 CONCLUSION: CENTRAL ARGUMENT FROM THE FINDINGS**

This study concludes with the final argument that no personality type could be described as “corruption-prone” or “corruptible” in the SAPS. What is notable, however, is that participants from Group 3 (MGT), that is, police officers with histories of corruption and ill-discipline, displayed behaviour consistent with what psychopathology literature terms the “antisocial personality”. Participants in all three groups reported perceptions of their seniors as corrupt, thus enabling an organisational culture in which corruption thrived. There is a notion of corrupt senior executives whose detrimental judgements impact organisational integrity by destroying the members' morale. The organisation faces an issue of policy inconsistency, as workers appointed under two legislations, namely the SAPS Act and the PSA Act, are managed differently in terms of promotability, which creates a culture of discontent. This state of affairs creates a culture of disunity and ‘self-segregation’ among employees and a lack of a cohesive policy direction, which enables and exacerbates corruption within the organisation. Failure to manage the organisation on one uniform policy is a significant shortcoming that fails to build a strong organisational culture. Instead, the policy-segregated organisation that the SAPS functions as enables rogue behaviour among senior officers who exploit the policy incoherence to their own ends.

The golden thread in the reports from the CMEBs, MGTs, and NRs over the six months during which data was gathered is that the SAPS is a "Personality Cult" centred around top officers. Senior officers possess such unchecked authority that they can act as they choose within the organisation, thus undermining official policy by which organisational functions should be directed. Senior officers have arrogated to

themselves absolute and unbridled authority to hire, promote, and terminate at their whim without any consequences.

Consequently, the corruption exhibited by members in the public sphere may represent a form of "rebellion" against an organisation that, through the caprice of senior leadership, has failed to gain the respect of rank-and-file members.

Eradicating corruption in the type of organisation described by participants in this study will not be easy as the highest echelons, perceived to be corrupt, have set the institutional norms by which the organisation functions. This study identified the necessity to combat corruption vigorously. Combating corruption at lower organisational tiers by apprehending junior officers for soliciting bribes from citizens committing minor infractions while senior officials engage in corrupt practices involving substantial sums of money will not produce favourable outcomes, particularly in a safety and security context.

To eradicate corruption within the SAPS, the initiative must commence with management, who must be the first to successfully complete the integrity evaluation before disseminating it to subordinate levels of the organisation. Community members require education since they appear to lack an understanding that offering money to a law enforcement officer to evade accountability is a criminal offence. Raising public awareness that this conduct is an offence by both the officer receiving it and the community person providing it may reduce such behaviours.

Molyneaux (2023) pointed out that corruption among state officials, including the police, is a significant crime garnering considerable attention in numerous countries, perhaps due to its direct or indirect impact on economic development. Ordinary individuals regard the police as a source of protection against various crimes, including corruption. It is troubling when people entrusted with the authority to safeguard the populace become law violators. The South African Constitution mandates the SAPS to prevent, combat, and investigate crime within the country. Citizens place their trust in the SAPS for safeguarding. Despite implementing methods and programs to eradicate corruption, it persists in wreaking devastation across numerous government departments, including the SAPS. Despite adhering to

established protocols as a researcher to fulfil the aims of this study, certain limits have emerged. Below, I outline some of these constraints.

### **6.7 Limitations of the Study**

A few drawbacks have limited this study. I aimed to access each participant's personal file to examine their personality scores from the recruiting selection process in the SAPS and compare these with their responses to the personality questions provided by the researcher in this study. The information was not accessible for this research, as it is categorised as confidential and necessitates specific arrangements and consent from numerous stakeholders within SAPS management before its release. This study concentrated on the disparities in the recruitment and selection process, ethical conduct, and corruption within the South African Police Service, excluding other Safety and Security entities such as Metro Police, Traffic Police and Correctional Services, which could have enhanced the study's value and facilitated comparative analysis across various contexts. This study relied on the experiences and perceptions of the law enforcement officers which has the potential of bias that may affect the reliability of the results. The diversity of the law enforcement agencies may limit the generalisation of the results.

### **6.8 Recommendations for Further Research**

During this study, a question arose on whether the psychological assessments are still accurate in producing the desired results after the assessment taker has been allowed to write the assessment more than once before being recommended. This study did not cover that area, so the question remains unanswered, allowing other researchers to investigate further. This study also paved the way for further exploration by other researchers of other Safety and Security institutions like Metro Police, Traffic Police and Correctional Service about factors that promote criminality and corruption. Nonetheless, the results of this study may be extrapolated to other contexts similar to the SAPS.

A study that covers all nine provinces of South Africa needs to be conducted to establish police officials' perceptions regarding the recruitment and selection processes currently employed in the SAPS. Future researchers may investigate

further what needs to be done to improve the morality of police officials and to ensure they do not fall into the trap of corruption.

Researchers should encourage ethicality within institutions, and it must be seen as a critical component of any organisation, especially if it is linked to its outcomes.

Lastly, this study could be repeated using the new recruits with identical personality scores during recruitment. Study the environment in which they are going to be placed. Allow them to be placed at various police stations and monitor their performance to establish their level of integrity after a given period. This may help us to understand the organisational factors that provide a fertile ground for corruption.

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**APPENDIX A: INTERVIEW SCHEDULES**

PARTICIPANT NO: \_\_\_\_\_

My name is VM Letsoalo, I am a doctoral student at the University of South Africa, (Student no: 31965644) currently busy with my research study (The title of my research study is: Discrepancies between recruitment selection process, ethical behavior and corruption in the SAPS). I request your permission to answer the questions below and if you agree please sign for me the consent form Appendix B. For any inquiries regarding this study you may send me an email to the following address: Vicmogale@gmail.com

**INTERVIEW QUESTIONS FOR THE NEW RECRUITS AT THE ACADEMY**

- 1. How old are you?-----  
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-----
- 2. What is your highest qualification? -----  
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- 3. How do people around you describe you? -----  
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- 4. If you saw an unknown person’s purse falling from his pocket, what would you do when you were young? -----  
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- 5. What are the things that makes you proud of yourself?-----  
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6. What are your greatest personal obstacles?-----

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7. What do you consider your greatest accomplishments?-----

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8. If you had an alternative, would you have joined the SAPS?-----

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9. What are your perception of the SAPS?-----

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10. What is your experience of the SAPS now?-----

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11. How do you perceive the SAPS recruitment and selection process? -----

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12. There is a belief that a number of trainees did not go through the process that the rest of the trainees went through what can you say about that? -----

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13. What can be done to improve the situation? -----  
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PARTICIPANT NO: \_\_\_\_\_

My name is VM Letsoalo, I am a doctoral student at the University of South Africa, (Student no: 31965644) currently busy with my research study (The title of my research study is: Discrepancies between recruitment selection process, ethical behavior and corruption in the SAPS). I request your permission to answer the questions below and if you agree please sign for me the consent form Appendix B. For any inquiries regarding this study you may send me an email to the following address: Vicmogale@gmail.com

INTERVIEW QUESTIONS FOR THE LONG SERVING MEMBERS WITH EXEMPLARY RECORD OF ETHICAL BEHAVIOUR

1. How old are you?-----  
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2. What is your highest qualification? -----  
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3. How long have you been working in the SAPS?-----  
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4. How do people around you describe you? -----  
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5. What makes you proud of yourself?-----

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6. What do you consider your greatest accomplishment? -----

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7. You were never charged for any contravention in SAPS, What is your secret?-----

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8. What do you think is the problem that lead to so many police for officers being charged for unethical behaviour?-----

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9. If you had an alternative, would you have joined the SAPS?-----

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10. What do you think is the most significant issue currently the SAPS currently facing?---

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11. How do you perceive the SAPS recruitment and selection process?-----

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12. What can be done to improve the situation?-----

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PARTICIPANT NO: \_\_\_\_\_

My name is VM Letsoalo, I am a doctoral student at the University of South Africa, (Student no: 31965644) currently busy with my research study (The title of my research study is: Discrepancies between recruitment selection process, ethical behavior and corruption in the SAPS). I request your permission to answer the questions below and if you agree please sign for me the consent form Appendix B. For any inquiries regarding this study you may send me an email to the following address: Vicmogale@gmail.com

INTERVIEW QUESTIONS FOR THE CURRENT OR FORMER MEMBERS WITH HISTORY OF UNETHICAL BEHAVIOUR OR CORRUPTION

1. How old are you?-----

-----  
-----

2. What is your highest qualification? -----

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3. How do people around you describe you? -----

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4. What makes you proud of yourself?-----  
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  5. What is your greatest personal obstacles?-----  
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  6. If you had an alternative, would you have joined the SAPS?-----  
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  7. What were the allegations against you?-----  
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  8. How were the disciplinary proceedings handled?-----  
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  9. What do you think is the most significant issue the SAPS is currently facing?-----  
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  10. How do you perceive the SAPS recruitment and selection process?-----  
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11. How is management contributing to the current situation in SAPS?-----

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12. What can be done to improve the situation? -----

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PARTICIPANT NO: \_\_\_\_\_

My name is VM Letsoalo, I am a doctoral student at the University of South Africa, (Student no: 31965644) currently busy with my research study (The title of my research study is: Discrepancies between recruitment selection process, ethical behavior and corruption in the SAPS). I request your permission to answer the questions below and if you agree please sign for me the consent form Appendix B. For any inquiries regarding this study you may send me an email to the following address: Vicmogale@gmail.com

INTERVIEW QUESTIONS FOR THE RECRUITS AT THEIR PLACES OF DEPLOYMENT

1. How long have you been working as a police officer? -----

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2. How do you describe the relationship between you and the police officers you found at the station?-----  
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3. What have you learnt about the behaviour of the police officers at your station so far?  
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4. There is a belief that every police station has good cops and bad cops, what have you observed so far? -----  
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5. What can you say about the intentions of your fellow police officers when attending the complaints and handling suspects? -----  
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6. What can be done to improve the situation? -----  
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**APPENDIX B: CONSENT FORM**

**CONSENT TO PARTICIPATE IN THIS STUDY**

**Research title: Discrepancies between recruitment selection process, ethical behaviour and corruption in the SAPS**

**Researcher: Letsoalo VM**

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

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

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

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

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

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

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

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

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

Researcher's Name & Surname...VM Letsoalo.....(please print)

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

**Appendix C: Permission to conduct research in the SAPS**



Privaatsak Private Bag X94	Pretoria 0001	Faks No. Fax No.	(012) 393 4333
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Your reference/U verwysing:

My reference/My verwysing: 3/34/2

Enquiries/Navrae: Lt Col (Dr) Smit  
AC Thenga  
(012) 393 4333  
Email: [ThengaS@saps.gov.za](mailto:ThengaS@saps.gov.za)

THE HEAD: RESEARCH  
SOUTH AFRICAN POLICE SERVICE  
PRETORIA  
0001

APPROVED

VM Letsoalo  
UNIVERSITY OF SOUTH AFRICA

**RE: PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE:  
UNIVERSITY OF SOUTH AFRICA: DOCTORATE DEGREE: DISCREPANCIES BETWEEN  
RECRUITMENT SELECTION PROCESS, ETHICAL BEHAVIOUR AND CORRUPTION IN  
THE SAFETY AND SECURITY INSTITUTION: A PSYCHOLOGICAL STUDY:  
RESEARCHER: VM LETSOALO**

1. The above subject matter refers.
2. You are hereby granted approval for your research study on the above-mentioned topic in terms of National Instruction 4 of 2022.
3. Further arrangements regarding the research study may be made with the following offices:

The Provincial Commissioner: Gauteng:

- **Contact Person:** Colonel Govender
- **Contact Details:** (011) 547 9129
- **Email address:** [GovenderDN@saps.gov.za](mailto:GovenderDN@saps.gov.za)
- **Contact Person:** Captain Nevumbani
- **Contact Details:** (011) 547 9189
- **Email Address:** [nevumbaniv@saps.gov.za](mailto:nevumbaniv@saps.gov.za)

The Provincial Commissioner: Limpopo:

- **Contact Person:** Brig Mphahlele Ngoveni
- **Contact Details:** (015) 290 6250/6097
- **Contact Person:** Col B Tau
- **Contact Details:** 015 290 6090/071 602 0396
- **Email Address:** [TauBetty@saps.gov.za](mailto:TauBetty@saps.gov.za)

**RE: PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE:  
UNIVERSITY OF SOUTH AFRICA: DOCTORATE DEGREE: DISCREPANCIES BETWEEN  
RECRUITMENT SELECTION PROCESS, ETHICAL BEHAVIOUR AND CORRUPTION IN  
THE SAFETY AND SECURITY INSTITUTION: A PSYCHOLOGICAL STUDY:  
RESEARCHER: VM LETSOALO**

The Divisional Commissioner: Human Resource Development:

- **Contact Person:** Colonel KL Matjeke
- **Contact Details:** (012) 375 9647
- **Email Address:** [MatjekeK@saps.gov.za](mailto:MatjekeK@saps.gov.za)

4. Kindly adhere to paragraph 8 of our attached letter signed on **2022-12-02** with the same abovementioned reference number.



**DR PR VUMA**

**MAJOR GENERAL**

**THE HEAD: RESEARCH**

**Date:** 2023-03-01



South African Police Service

Suid-Afrikaanse Polisie Diens

Private Bag X 9428 Polokwane 0700

Fax No: 015 230 1023

Reference 2/1/2/1 (202300002)

THE DEPUTY PROVINCIAL COMMISSIONER  
SOUTH AFRICAN POLICE SERVICE  
SUPPORT SERVICES  
LIMPOPO PROVINCE

Enquiries Col Tau  
Lt Col Mamabolo

Telephone 015 290 6090/6115

E-Mail LIM:Prov-Head Strategic  
Management

Lt Col VM Letsoalo  
Human Resource Development  
Pretoria  
0001

**PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE: UNIVERSITY OF SOUTH AFRICA: DOCTORATE DEGREE: DISCREPANCIES BETWEEN RECRUITMENT SELECTION PROCESS, ETHICAL BEHAVIOUR AND CORRUPTION IN THE SAFETY AND SECURITY INSTITUTION: A PSYCHOLOGICAL STUDY: RESEARCHER: VM LETSOALO**

Authority to conduct the above research Limpopo Province is hereby granted.

Crucial aspects to be followed are as follows:-

- The research will be done at your own cost;
- The research will be conducted without any disruption of official duties;
- The information provided to the researcher by the SAPS to be treated strictly as confidential as possible;
- Participation in the interviews to be done voluntarily so;
- SAPS expect you to donate an annotated copy of the research done for service improvement.

Hoping you will find everything in order.

MAJOR GENERAL  
DEPUTY PROVINCIAL COMMISSIONER: SUPPORT SERVICES  
LIMPOPO PROVINCE  
HC MORAKALADI

Date: 2023/02/08

SUID-AFRIKAANSE POLISIEDIENS



SOUTH AFRICAN POLICE SERVICE

Private Bag / Privaatsak X 57, BRAAMFONTEIN, 2017

Reference Voorwysing	3/34/2(202200104)
Enquiries Navrae	Col Peters Const Mokgetsi
Telephone Telefoon	(011) 547 9130
Fax number Faksnommer	(011) 547- 9189

THE OFFICE OF THE PROVINCIAL HEAD  
ORGANISATIONAL DEVELOPMENT  
AND STRATEGIC MANAGEMENT

**GAUTENG**

- A. The Provincial Head  
S A Police Service  
Legal and Policy Services  
**GAUTENG**
- B. The Deputy Provincial Commissioner  
S A Police Service  
Support Services  
**GAUTENG**
- C. The Provincial Commissioner  
S A Police Service  
**GAUTENG**

**PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE:  
UNIVERSITY OF SOUTH AFRICA: DOCTORATE DEGREE: DISCREPANCIES BETWEEN  
RECRUITMENT SELECTION PROCESS, ETHICAL BEHAVIOUR AND CORRUPTION IN  
THE SAFETY AND SECURITY INSTITUTION: A PSYCHOLOGICAL STUDY:  
RESEARCHER: VM LETSOALO**

- A-B: For your recommendation  
C: For approval

1. Attached herewith is an application of VM Letsoalo to conduct research on the above mentioned topic, within the South African Police Service.
2. The application has been evaluated by Provincial Strategic Management (Research) as per attached Annexure and found to be in compliance with National Instruction 4 of 2022: Requests to conduct research in the SAPS.
3. In the opinion of Strategic Management (Research), the research study will be beneficial to the Service as it aims to determine whether there are organisational factors that account for the discrepancies between the rigorous recruitment selection processes in the SAPS and the levels of corruption by police officers.
4. The researcher will conduct the study without disrupting the duties of members of the Service. Prior arrangements will be made with the commander of the applicable business unit.

10.

**PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE:  
UNIVERSITY OF SOUTH AFRICA: DOCTORATE DEGREE: DISCREPANCIES BETWEEN  
RECRUITMENT SELECTION PROCESS, ETHICAL BEHAVIOUR AND CORRUPTION IN  
THE SAFETY AND SECURITY INSTITUTION: A PSYCHOLOGICAL STUDY:  
RESEARCHER: VM LETSOALO**

5. The research study will be conducted at the researcher's exclusive cost.
6. In line with National Instruction 4 of 2022, you are afforded the opportunity to comment on the relevance and feasibility of the proposed research within your area of responsibility. Any objections against the research will be noted and you will be requested to clarify and motivate those with the Provincial Head: Organisational Development & Strategic Management.
7. In order to ensure the effective and efficient finalisation of this application you are requested to submit your comments to the Strategic Management office within the allocated time frame.
8. Your cooperation and assistance is appreciated.

Regards



**PROVINCIAL HEAD: ORGANISATIONAL DEVELOPMENT & STRATEGIC  
MANAGEMENT: GAUTENG  
DF BENDER**

**BRIGADIER**

**PROVINCIAL HEAD: ORGANISATIONAL DEVELOPMENT & STRATEGIC  
MANAGEMENT: GAUTENG  
DF BENDER**

Date: 2022-12-21

## ANNEXURE A

PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE:  
 UNIVERSITY OF SOUTH AFRICA: DOCTORATE DEGREE: DISCREPANCIES BETWEEN  
 RECRUITMENT SELECTION PROCESS, ETHICAL BEHAVIOUR AND CORRUPTION IN  
 THE SAFETY AND SECURITY INSTITUTION: A PSYCHOLOGICAL STUDY:  
 RESEARCHER: VM LETSOALO

COMMENTS & RECOMMENDATION: PROVINCIAL STRATEGIC MANAGEMENT:  
 RESEARCH

i	OFFICIAL FILE NO:	3/34/2(202200104)		
	FILE COMPUTER REFERENCE NO:	8461702		
ii	MOTIVATION FOR RESEARCH:	The research will be beneficial to the South African Police Service as it will assist the organisation to realise where there may be a need to tighten the loose ends on their policies.		
	APPLICATION FOUND TO BE COMPLETE:	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/>
	INDEMNITY / UNDERTAKING SIGNED	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/>
	APPLICATION PERUSED BY:	Constable Mokgetsi		
iii.	CONTACT NO:	011 547-9130		
	SIGNATURE:			
	DATE:	2022-12-21		
iv	APPLICATION VERIFIED BY:	Colonel NS Peters		
	APPLICATION RECOMMENDED:	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/>
	CONTACT NO:	011-2747881		
	SIGNATURE:	 Col		
	DATE:	2022-12-21		

**PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE:  
UNIVERSITY OF SOUTH AFRICA: DOCTORATE DEGREE: DISCREPANCIES BETWEEN  
RECRUITMENT SELECTION PROCESS, ETHICAL BEHAVIOUR AND CORRUPTION IN  
THE SAFETY AND SECURITY INSTITUTION: A PSYCHOLOGICAL STUDY:  
RESEARCHER: VM LETSOALO**

**A. RECOMMENDATION BY PROVINCIAL HEAD: LEGAL AND POLICY SERVICES**

*TIME ALLOCATED: 3 days*

<b>COMMENTS WITH REGARDS TO ANY LEGAL OBJECTIONS AGAINST THE RESEARCH WITH ANY ADDITIONAL LIMITATIONS TO RESEARCHER:</b>							
No objections are envisaged.							
_____ BRIGADIER D. B. H. KES ACTING PROVINCIAL HEAD LEGAL SERVICES: GAUTENG							
APPLICATION RECOMMENDED:	<table border="1"> <tr> <td colspan="2">SUID-AFRIKAANSE POLISIEDIENS</td> </tr> <tr> <td>YES</td> <td>NO</td> </tr> <tr> <td colspan="2">                     PROVINSIALE KOMMISSARIS                      REGTEDIENSTE                      GAUTENG                 </td> </tr> </table>	SUID-AFRIKAANSE POLISIEDIENS		YES	NO	PROVINSIALE KOMMISSARIS REGTEDIENSTE GAUTENG	
SUID-AFRIKAANSE POLISIEDIENS							
YES	NO						
PROVINSIALE KOMMISSARIS REGTEDIENSTE GAUTENG							
SIGNATURE:	DATE: 2022-12-30						

**B. RECOMMENDATION BY THE DEPUTY PROVINCIAL COMMISSIONER:  
SUPPORT SERVICES**

*TIME ALLOCATED: 3 days*

<b>COMMENTS WITH REGARDS TO THE RELEVANCE AND FEASIBILITY OF THE RESEARCH WITHIN YOUR ENVIRONMENT</b>			
APPLICATION RECOMMENDED:	YES	<input checked="" type="checkbox"/>	NO
SIGNATURE: <i>E. M. M. M.</i>	DATE: 2023-01-24		



**PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE:  
UNIVERSITY OF SOUTH AFRICA: DOCTORATE DEGREE: DISCREPANCIES BETWEEN  
RECRUITMENT SELECTION PROCESS, ETHICAL BEHAVIOUR AND CORRUPTION IN  
THE SAFETY AND SECURITY INSTITUTION: A PSYCHOLOGICAL STUDY:  
RESEARCHER: VM LETSOALO**

**RESEARCHER: VM LETSOALO**

Permission is hereby granted to the researcher above to conduct research in the SAPS based on the conditions of National Instruction 4 of 2022 (as handed to the researcher) and within the limitations as set out below and in the approved research proposal.

This permission must be accompanied with the signed Indemnity, Undertaking & Declaration and presented to the commander present when the researcher is conducting research.

This permission is valid for a period of thirty-six (36) months after signing.

Any enquiries with regard to this permission must be directed to Col. Peters or Cst. Mokgetsi at [PetersNS@saps.gov.za](mailto:PetersNS@saps.gov.za)/[MokgetsiM@saps.gov.za](mailto:MokgetsiM@saps.gov.za)

**RESEARCH LIMITATIONS / BOUNDARIES:**

**Research Instruments:** Unstructured interviews  
**Target audience/subjects:** 08 Police Officials at Police Stations  
**Geographical target:**

<i>Provincial Components</i>	<i>District :TSHWANE</i>
None	Pretoria Central, Pretoria West, Atteridgeville and Temba SAPS

Access to official document: No

  
**LIEUTENANT GENERAL  
PROVINCIAL COMMISSIONER: GAUTENG  
E MAWELA (SOEG)**  
 DATE: 2028/02/01



Privaatsak/Private Bag X 177

Verwysing/Reference:	25/7/21(72)
Navrae/Enquiries:	Col RP Fakude AC 6 Ndindwa
Telefoon/Telephone:	(012) 334 3797 (012) 407 2111
e-Mail/e-Poe:	<a href="mailto:fkuder@saps.gov.za">fkuder@saps.gov.za</a>

DIVISIONAL COMMISSIONER  
HUMAN RESOURCE DEVELOPMENT  
PRETORIA  
0001

Head  
RESEARCH

**PERMISSION TO CONDUCT RESEARCH IN SAPS: UNIVERSITY OF SOUTH AFRICA:  
DOCTORATE DEGREE: DISCREPANCIES BETWEEN RECRUITMENT SELECTION  
PROCESS, ETHICAL BEHAVIOUR AND CORRUPTION IN THE SAFETY AND SECURITY  
INSTITUTION: A PSYCHOLOGICAL STUDY: RESEARCHER: VM LETSOALO**

1. Letter with reference 3/34/2 dated 2022-12-02 refers.
2. The request for permission to conduct research within Division: Human Resource Development (HRD) **SAPS Academy Moloto** for the above mentioned researcher is hereby approved.
3. The contact person to assist the researcher throughout the research is Colonel KL Matjeke. The SAPS Academy Commander Moloto can be contacted by e-mail at [MatjekeK@saps.gov.za](mailto:MatjekeK@saps.gov.za) or telephonically on 012 735 9647.
4. Your office is kindly requested that a report of the research be forwarded to Division: HRD upon completion of the research as it will assist this office with the necessary application of the remedial steps.

MAJOR GENERAL  
ACTING DIVISIONAL COMMISSIONER: HUMAN RESOURCE DEVELOPMENT  
H CHAUKE

Date:

2023-01-16



Privaatsak/Private Bag X 177

Verwysing/Reference:	25/7/21(71)
Navrae/Enquiries:	Col RP Fakude AC S Ndindwa
Telefoon/Telephone:	(012) 334 3787 (012) 407 2111
e-Mail/e-Pos:	fakuder@saps.gov.za

**DIVISIONAL COMMISSIONER  
HUMAN RESOURCE DEVELOPMENT  
PRETORIA  
0001**

Head  
**RESEARCH**

**PERMISSION TO CONDUCT RESEARCH WITHIN THE SOUTH AFRICAN POLICE SERVICE (SAPS), DIVISION: HUMAN RESOURCE DEVELOPMENT: DISCREPANCIES BETWEEN RECRUITMENT SELECTION PROCESS, ETHICAL BEHAVIOUR AND CORRUPTION IN THE SAFETY AND SECURITY INSTITUTION: A PSYCHOLOGICAL STUDY: RESEARCHER: VM LETSOALO**

1. Letter with reference 3/34/2 dated 2022-12-02 refers.
2. The request for permission to conduct research within Division: Human Resource Development (HRD) for the above-mentioned researcher is hereby approved. However, the requested Academy by the researcher is not available and therefore SAPS Academy **Ulundi is available** for the researcher to conduct research.
3. The contact person to assist the researcher throughout the research is Colonel FL Nkwanyana. The SAPS Academy Commander Ulundi can be contacted via e-mail at **CommanderB@saps.gov.za**, telephonically on 035 879 8939/5 or on Cell No. 082 330 6662.
4. Your office is kindly requested that a report of the research be forwarded to Division: HRD upon completion of the research as it will assist this office with the necessary application of the remedial steps.

**ACTING DIVISIONAL COMMISSIONER: HUMAN RESOURCE DEVELOPMENT  
H CHAUKE**

**MAJOR GENERAL**

Date:

2023-01-06



## Privaatsak/Private Bag X 94

Reference: 3/34/2

Enquiries: Lt Col (Dr) Smit  
AC ThengaTelephone: (012) 393 3444  
082 778 8629Email: [ThengaS@saps.gov.za](mailto:ThengaS@saps.gov.za)  
Address:THE HEAD: RESEARCH  
SOUTH AFRICAN POLICE SERVICE  
PRETORIA  
0001

- A. The Provincial Commissioner  
**GAUTENG**
- B. The Provincial Commissioner  
**LIMPOPO**
- C. The Divisional Commissioner  
**DETECTIVE AND FORENSIC SERVICES**
- D. The Divisional Commissioner  
**HUMAN RESOURCE DEVELOPMENT**

**PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE: UNIVERSITY OF SOUTH AFRICA: DOCTORATE DEGREE: DISCREPANCIES BETWEEN RECRUITMENT SELECTION PROCESS, ETHICAL BEHAVIOUR AND CORRUPTION IN THE SAFETY AND SECURITY INSTITUTION: A PSYCHOLOGICAL STUDY: RESEARCHER: VM LETSOALO**

- A-D.** 1. Regarding the abovementioned heading refers.
2. The researcher, VM Letsoalo, is conducting a study topic/titled: ***"Discrepancies between recruitment selection process, ethical behaviour and corruption in the safety and security institution"*** and requests *permission* to conduct research in the South African Police Service (SAPS).
3. The research proposal was perused by the Component: Research according to the National Instruction 4 of 2022. Therefore, this office recommends that the research study be permitted, subject to the final comments and further arrangements by the office of the Provincial Commissioner: Gauteng, Limpopo and the Divisional Commissioner: Human Resource and Development.

PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE: UNIVERSITY OF SOUTH AFRICA: DOCTORATE DEGREE: DISCREPANCIES BETWEEN RECRUITMENT SELECTION PROCESS, ETHICAL BEHAVIOUR AND CORRUPTION IN THE SAFETY AND SECURITY INSTITUTION: A PSYCHOLOGICAL STUDY: RESEARCHER: VM LETSOALO

4. The aim of the study is "***to determine whether there are organisational factors that account for the discrepancies between the rigorous recruitment selection processes in the SAPS and the levels of corruption by police officers***". Furthermore, the researcher selected to conduct a qualitative research study to collect data from participants by conducting interviews.
5. The researcher, VM Letsoalo, intends to collect by approaching four (4) members from Division: Human Resource Development Head Office, four (4) at Tshwane Academy and two (2) at Moloto Academy. As well as the following the Police Station in Gauteng and Limpopo Province: Gauteng Province; two (2) Pretoria Central, two (2) Pretoria West, two (2) Atteridgeville, and two (2) Themba and in Limpopo Province: two (2) Polokwane SAPS, two (2) Seshego SAPS, two (2) Mankweng SAPS and two (2) Lebowakgomo SAPS in line with the proposed topic/title.
6. This office hereby requests your support on the condition that your office agrees with our recommendations and confirms the proposed official research is viable. Additionally, your office has the authority to set terms and conditions for the researcher to comply with set standards to be followed during the research study process and not harm the SAPS' image.
7. Kind find the relevant documents of the requested application topic/titled "***Discrepancies between recruitment selection process, ethical behaviour and corruption in the safety and security institution***" for your consideration:  
  
**Annexure A:** Application to conduct research;  
**Annexure B:** Signed undertaking;  
**Annexure C:** Research proposal; and  
**Annexure D:** Research approval from University of South Africa.
8. The research will conduct the research at his/her own expense.
- 8.1 The research will conduct the research without the disruption of the duties of the participating members of the Service. **In addition, the researcher must communicate and make prior arrangements with the respective commanders of the participating members of the study.**
- 8.2 The research, VM Letsoalo, should bear in mind that participation in the interviews must be voluntary.
- 8.3 Information will at all times be treated as strictly confidential.

**PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE: UNIVERSITY OF SOUTH AFRICA: DOCTORATE DEGREE: DISCREPANCIES BETWEEN RECRUITMENT SELECTION PROCESS, ETHICAL BEHAVIOUR AND CORRUPTION IN THE SAFETY AND SECURITY INSTITUTION: A PSYCHOLOGICAL STUDY: RESEARCHER: VM LETSOALO**

- 8.4 The researcher, VM Letsoalo, will provide an electronic copy of the final report to the Service.
- 8.5 The research, VM Letsoalo, will ensure that the research report complies with all conditions for the approval of research.
9. Should your office be in agreement with this research request and to facilitate smooth coordination between your office and the researcher, the following information is kindly requested to be forwarded to our office within **18 days** after receipt of this letter.
- **Signed Certificate/Letter:** Confirm the proposed research request is viable;
  - **Contact person:** Rank, Initials and Surname; and
  - **Contact details:** Telephone number and email address.
10. Your cooperation will be highly appreciated.

  
**MAJOR GENERAL**  
**THE HEAD: RESEARCH**  
**DR PR VUMA**

**DATE:** 2017-12-02

**Annexure A: Pro-forma research application****APPLICATION TO CONDUCT RESEARCH IN THE SAPS**

NAME OF RESEARCHER:	
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FOR OFFICIAL USE:	
File ref no:	3/34/2
System ref no:	176/2022/2023
Date file opened:	08 November 2022
Date application received:	08 November 2022

**INSTRUCTIONS TO RESEARCHER**

- Complete all fields relevant to your research.
- Do not change the font or layout of this form.
- This application must be printed, initialled on each page and signed by the researcher.
- NOTE: All information typed in by you must be in italic font.
- The signed application together with supporting documents must be scanned and emailed to the Nodal Point at the Component: Research on Global – **Research Nodal Point**

**1. RESEARCHER DETAILS**

FILE NAME(S):	I etsoalo Victor Mogale
ID/PASSPORT NO.:	7203265646086
RESIDENTIAL ADDRESS:	190 Sophia Street Westview Postal code: 0001
POSTAL ADDRESS:	P/Bag x 177 Hatfield Pretoria Postal code: 0001
WORK ADDRESS:	429 Shorburg Building Hellen Joseph Street
TELEPHONE NUMBERS:	Work: 012 334 3882 Home: N/a Cell: 0725867411

## Appendix: D Unisa ethics approval



### COLLEGE OF HUMAN SCIENCES RESEARCH ETHICS REVIEW COMMITTEE

31 July 2022

Dear Mr Victor Mogale Letsoalo

**Decision:**  
Ethics Approval from 31 July 2022 to  
31 July 2027

NHREC Registration # :  
Rec-240816-052  
CREC Reference # :  
31965644\_CREC\_CHS\_2022

Researcher(s): Name: Mr Victor Mogale Letsoalo  
Contact details: [31965644@mylife.unisa.ac.za](mailto:31965644@mylife.unisa.ac.za)  
Supervisor(s): Name: Dr E.R. Tlou  
Contact details: [012-427 4667](tel:012-427 4667)

**Title: DISCREPANCIES BETWEEN RECRUITMENT SELECTION PROCESS,  
ETHICAL BEHAVIOUR AND CORRUPTION IN THE SAFETY AND SECURITY  
INSTITUTION**

Degree Purpose: PhD

Thank you for the application for research ethics clearance by the Unisa College of Human Science Ethics Committee. Ethics approval is granted for five years.

The *low risk application* was reviewed by College of Human Sciences Research Ethics Committee, in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment.

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the College Ethics Review Committee.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the



University of South Africa  
Pretorius Street, Muckleneuk Ridge, City of Tshwane  
PO Box 392 UNISA, 0003 South Africa  
Telephone: +27 12 429 3111 Facsimile: +27 12 429 4150  
[www.unisa.ac.za](http://www.unisa.ac.za)


confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.

5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data require additional ethics clearance.
7. No fieldwork activities may continue after the expiry date (31 July 2027). Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.


Note:

*The reference number 31965644\_CREC\_CHS\_2022 should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.*

Yours sincerely,

Signature: 

Prof. KB Khan  
CHS Research Ethics Committee Chairperson  
Email: khankb@unisa.ac.za  
Tel: (012) 429 8210

Signature: PP 

Prof K. Masemola  
Executive Dean: CHS  
E-mail: masemk@unisa.ac.za  
Tel: (012) 429 2298



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