

**The perceptions of Crime Intelligence Manager's on the
organisational structure of the Crime Intelligence Division of
the South African Police Service**

By

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CONFIDENTIALITY CLAUSE

2006-12-31

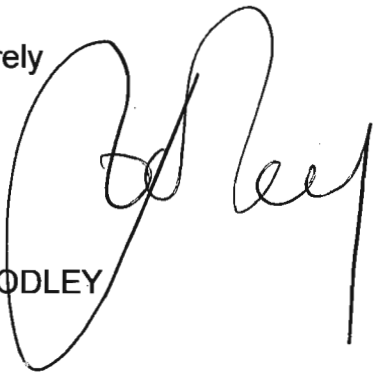
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Due to the strategic importance of this research it would be appreciated if the contents remain confidential and not be circulated for a period of five years.

Sincerely

D MOODLEY

A handwritten signature in black ink, appearing to be 'D. Moodley', written over the printed name 'D MOODLEY'.

DECLARATION

This research has not been previously accepted for any degree and is not being currently considered for any other degree at any other university.

I declare that this Dissertation contains my own work except where specifically acknowledge

Deenadayalin Moodley
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Signed.....

Date.....

116039

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ABSTRACT

The term 'intelligence failure' has been coined in light of the so called '911' terrorist attack on the United States of America. The general view of security experts is that this catastrophe could have been prevented had there been an effective and efficient homeland intelligence structure. This has subsequently led to a major drive to reform the intelligence service in that country. This line of thought is now beginning to manifest in South Africa with regard to the crime situation. In order to combat crime effectively the police must be able to access qualitative expertise, knowledge and an effective intelligence gathering capability, so that any challenge or contingency may be addressed in an appropriate manner. The continual availability of relevant and accurate crime intelligence is a crucial factor in augmenting the effectiveness of the South African Police Service in executing and fulfilling its functions and obligations. This has prompted the researcher to investigate the perceptions that exist around the organizational structure of the police's intelligence capability. The South African Police Services is organized into a number of divisions that have been categorized along the principles of work specialization. A survey based study was undertaken on the SAPS Crime Intelligence Division. The main objective of the research project was to study the perceptions of Crime Intelligence Manager's on the organizational structure of Crime Intelligence with regard to the organizational strategy, authority relationships, co-ordination and control, resource utilization and training and skills development, in respect of the matrix and divisional organizational structure. The units of analysis were the forty three Area Heads of the Crime Intelligence structure that have a countrywide spread. Two research question need to be answered in this project. The first question attempted to determine what are the perceptions of the Area heads with regard to the organizational structure dimensions in respect of the matrix and divisional structure? The second question related to whether there was a relationship between the biographical data and the

organizational structure dimensions? A total of thirty seven respondents comprised the sample. A thirty eight item, questionnaire was used as the research instrument. Category analysis by frequencies and percentages was conducted on the collected data to establish common themes and trends. The results indicated that there is overwhelming support for the divisional organizational structure. The matrix structure was found to be the source of dysfunctions such as role conflict, management confusion and frustration, conflicting authority relationships and poor co-ordination and control processes. The cross tabulation of the biographical data against the organizational structure dimensions and not reveal any significant relationships between them, that could possibly underpin the choice of the divisional organizational structure. The reasons advanced for this by the researcher is largely centered on the homogeneous culture that pervades the organization. This culture has been postulated as the main determinant of the perceptions that are held by the Area heads on most fundamental issues, such as organizational structure. The researcher, nonetheless, recommends that this view be explored further in a future study.

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CHAPTER [1] ONE: INTRODUCTION

1.1 BACKGROUND

In order to combat crime effectively the police must be able to access qualitative expertise, knowledge and an effective intelligence gathering capability, so that any challenge or contingency may be addressed in an appropriate manner. The continual availability of relevant and accurate crime intelligence is a crucial factor in augmenting the effectiveness of the South African Police Service in executing and fulfilling its functions and obligations. The Crime Intelligence Division of the Police was formalized in 1999 to perform this role within the Service. This Division was born out of the Intelligence sections of the eleven policing agencies and a number of non-statutory forces that existed prior to the democracy of 1994. The challenge at the time was to create a singular entity that would espouse the same cultural identity and value system as enshrined in the Constitution of the Republic. This in itself was a daunting task as personnel had to be assimilated into a singular structure that previously harboured divergent perceptions and views of each other. The task was further heightened by the fact that in certain circumstances these personnel were previously engaged in hostile activities towards each other.

1.2 MOTIVATION FOR THE STUDY

The researcher is the Provincial Head of the Police Crime Intelligence Division in the South African Province of Kwazulu Natal with the rank of an Assistant Commissioner or the Civil Service equivalent of a Chief Director. The researcher was appointed to this post approximately four years ago. Very little research is currently available on the police

intelligence environment. Other disciplines within the broader ambit of policing are blessed with quality literature that aims to constantly improve performance and correct imbalances. The same is not true to the arena of police intelligence. The researcher therefore has a vested interest in making a contribution to the body of available knowledge that would make intelligence activities more effective and efficient. The Intelligence Division has a crucial role to play in the fight against crime as the philosophy of both re-active crime detection operations and prevention strategies direct that they should be intelligence driven. A vibrant and dynamic Crime Intelligence structure is therefore needed for the police service to deal effectively with its primary mandate of creating a safe and secure environment for all the people of South Africa.

1.3 STATEMENT OF THE PROBLEMS

As stated in the background to this study, the first major role of senior management, under the stewardship of Commissioner T.C Williams, was to shift the operational focus of the Division from that of political intelligence to one of crime intelligence gathering. To this end, a specific mandate was developed for the Division to focus their activities on the gathering, collation and analysing of intelligence that leads to an actionable policing activity. Over a period of time the Division further organised itself into sub business units [SBU's] that allow for the following important structural constituents of the intelligence cycle: Crime Intelligence Gathering [CIG], Counter Intelligence [CI], Technical Support Services [TSS], a Crime Information Management Centre [CIMC], a Crime Information Analysis Centre [CIAC] and a support capacity. These SBU's were cascaded to the three levels of policing.

The above exposition largely constituted the organizational structure of the Division as an insulated entity. The chain of command placed the structure under the control of the following functionaries:

- At an Area level the structure is commanded by the Area Head who reports to the Deputy Area Commissioner of Operations who in turn reports to the Area Commissioner,
- At a Provincial level the structure is commanded by the Provincial Head who reports to the Deputy Provincial Commissioner responsible for Crime intelligence and Crime Detection, who reports to the Provincial Commissioner,
- Whilst at a National level the structure is headed by the Divisional Commissioner of Crime Intelligence who is sub-ordinated to the Deputy National Commissioner responsible for Crime Intelligence and Crime Detection, who reports to the National Commissioner.

There is no direct line of command and control within the chain from the highest level to the lowest in so far as the Crime Intelligence Division is concerned. The Provincial structure falls under the Provincial Commissioner who is directly accountable to the National Commissioner. There is no formal linkage or co-ordination mechanism between the Provincial and Divisional Commissioner.

The researcher has identified a number of factors that could be responsible for such a situation. These include the general lack of research on the organisational structure of police intelligence entities, the character and personality of senior managers, the perceptions and views on the appropriate roles and functions of police intelligence, the

divisionalized alignment of the corporate entity along both geographic and line functional considerations, etcetera. It would appear as if emphasis was placed largely on the operational focus of the division, at the expense of simultaneously allowing for the growth and development of the formal structure.

The collective experience of the researcher at an operational and management level leads him to believe that the structure is not as effective and efficient as it can be, in supporting the other operational arms of the police, because of the indirect line functional chain of command from the lowest to the highest level. This situation has resulted in the division not maturing sufficiently from an organisational structure point of view.

Frequent adjustments and re-adjustments have to be made according to operational contingencies. The managers responsible for Crime Intelligence Heads at an Area and Provincial level are not always sufficiently familiar with the Intelligence environment. This has the effect that the Division is not a continuous entity from the bottom to the top. The operational plans of the Division are subsequently scattered between forty three Area Commissioners, nine Provincial Commissioners and one Divisional Commissioner. These Plans are supposed to have the same objectives; yet they are not under the control of a single manager. This in itself is a major impediment in ensuring a profitable relationship between inputs versus output.

The structural alignment of the division is the key factor that has been identified by the researcher in the division's apparent limitation in adapting swiftly and appropriately to an ever changing environment.

The researcher is of the opinion that the internal and external contingencies that act on the division must inform the structural configuration.

1.4 OBJECTIVES OF THE STUDY

The main objective is to study the perceptions of Crime Intelligence Manager's on the organisational structure of the Crime Intelligence Division, of the South African Police Service, with regard to the organisational strategy, authority relationships, co-ordination and control, resource utilization and training and skills, in respect of the matrix and divisional organisational structure.

The sub-objectives will be:

- To conduct a comprehensive literature review on the subject area of organisational structure,
- To provide a case study examination of the South African Police Service's Crime Intelligence management environment,
- To examine the influence of the biographical variables on the perceptions of the Crime Intelligence Manager's with regard to organisational structure (Matrix organisational structure and Divisional organisational structure) and
- To make recommendations for structural enhancements.

1.5 RESEARCH DESIGN

The research will involve empirical testing. The study will be a quantitative one. The researcher will follow a communicative approach to the study. The communicative technique entails the questioning of samples in the population to be studied and recording their responses.

This will then entail a formal study whereby an attempt will be made to find answers to the problems that have been identified with the crime intelligence organisational structure, through a statistical research model. In this regard an ex post facto design is proposed where there will be no attempt to manipulate the applicable variables but to report on the actual position of these variables. A cross sectional approach is planned as the most appropriate method to give effect to the project; as the basis of the research does not call for the longitudinal study of changes to the variables. The research environment will consist of field conditions.

1.6 ACCESSING THE RESPONDENTS

The respondents will be accessed by firstly obtaining the permission from the organisation. Preliminary permission has already been obtained from the Divisional Commissioner of police Crime Intelligence during the research proposal stage. It may be necessary to revisit this to confirm its continued validity. The respondents will thereafter be accessed via facsimile, telephone and e-mail, in line with the ethical clearance protocols of the University. It is foreseen that the profile of the researcher, as a crime intelligence manager, will grant him the necessary access.

1.7 ENVISAGED CONTRIBUTION

It is foreseen that this project will aid the organization in making policy decisions with regard to the existing organisational structure. The existing structure is believed to be the source of management dysfunctions; frustration and confusion by first line Intelligence managers. This is mainly attributed by these managers to the system

of dual command. This research project will aim to establish how entrenched these perceptions are. The study will also be beneficial in that there is very little research that has been done on the organizational structure of the South African Police Service and a study of this nature will contribute towards a growing body of knowledge that is specific to the police service.

1.8 CONCLUSION

The dissertation is presented in a number of chapters, which logically develop the issues being addressed in relation to this study.

Chapter 2 reviews literature, which aims at analysing, discussing and describing the literature relating to the theory of organisational structure.

Chapter 3 presents a case study on the crime Intelligence structures in the country. The entity is analysed in terms of its existing organisational structure, core mandate, legal grounding, organisational environmental and operational strategy.

Chapter 4 will elaborate on the research methodology employed in this study. Research questions will be framed. An exposition will be provided on how the fieldwork will be conducted. An extensive overview will also be presented on all matters relating to the survey instrument. An indication will be provided on how the respondents were accessed and what sampling procedure was used to identify these respondents. The Chapter will be concluded with a section on the data collection techniques that were employed.

Chapter 5 will contain the analysis of the data and the results. A demographic profile of the respondents will be included. Frequencies and percentages will be determined. The biographical data will then be cross tabulated with the organisational structure dimensions to determine if there are any relationships in the latter section of this chapter.

Chapter 6 will then discuss the results of this study. This will entail a critical analysis of the literature review and case study, as well as the data.

Chapter 7 states the conclusion of the research, and provides recommendations. The Chapter will include limitations to the study as well as answers to the research questions that were posed.

An **Addenda** section that contains material as annexure to this study will follow on from Chapter 7.

Lastly a **Bibliography** of published material cited in the dissertation will be presented.

The next Chapter will present the literature review.

CHAPTER TWO [2] LITERATURE REVIEW

2.1 INTRODUCTION

Organisations are all around us and involve most aspects of our life. It is generally accepted that most people work within organisations, or interact with employees of organisations, or at the very least consume their products and / or services. Very few people, however, take a deliberate look at organisations with a view to understanding what makes them dynamic or mediocre from a structural point of view; but rather base their perceptions on the 'public face' of the organisation.

This literature review is aimed at examining the different types of organisational structures that are currently embraced by mainstream organisations. This will enable one to better understand the concept. It will also assist one to determine the compatibility of these organisational structures to the specific dimensions of strategy, authority relationships, co-ordination and control, resource utilisation and the levels of training and skills development when applied to the Crime Intelligence Division of the South African Police Service.

The intention of this literature review is to guide and aid the researcher in contextualizing the perceptions that may exist from a scholarly point of view; that is grounded in credible evidence from previous research projects. The researcher has found very little organisational material that is specific to the intelligence capacity of a policing agency. There appears to be a void when it comes to previous research that has been done on the organisational structure of state security agencies in South Africa. The review will therefore be conducted on the basis that all

organisations share qualities and features that are generically applicable from a management point of view. Literature that points to the rationale for the adoption of a particular organisational structure over that of another will be selected for analysis. The emphasis will be on primary structural models that serve as the basic building block of an organisation; or as the basis for more elaborate structural design. The literature will be sorted on the basis of that which is more relevant to the nature of the organisation under study and that which is applicable to the state of development that the Crime Intelligence Division of the South African Police Service currently finds itself in. Consequently structural models that are clearly suited to organic professions like attorneys, doctors and scientists will be largely excluded.

This review will begin by examining the concept of organisational structure to lay the foundation for a more intricate look at specific contributions and views by academics and other practitioners in the field. These practitioners will include primary contributors such as Fayol, Weber, Mooney, Reiley, Gulick, Urwick, Koontz, O'Donnell and Henry Mintzberg. Reference will also be made in the literature to other contributors that emphasized a particular stance or point of view that is in relation to a particular feature, element or dimension of organisational structure.

The study will also review the different types of primary structures or configurations that feature prominently with regard to the subject matter. Emphasis will be placed on the applicability of these configurations with due regard to the advantages and disadvantages

associated to these configurations. A look at these configurations will lay the foundation for analyzing the contingency factors that inform the choice of structure. The elements that underpin the selection of a structure will be reviewed in brief; as a prelude to identifying conditions that must be present to establish the ideal structure of an organisation. The review will round off by summarising the data that was presented against the objectives of the research project.

2.2 THE CONCEPT OF ORGANISATIONAL STRUCTURE

One needs to firstly understand what is meant by an organisation before one dwells on the concept of organisational structure as a whole. Robbins and Decenzo (2003, p.3) defines an organisation as “*a systematic arrangement of people brought together to accomplish some specific purpose*”. A more comprehensive definition is offered by Daft and Steers (1986, p.4) who perceive organisations as “*social entities that are goal directed, that have deliberately structured activity systems with an identifiable boundary*”.

Most other experts in this area also field definitions that are similar to the ones referred to above. The key dimensions of Daft and Steers (1986, p.4) definition of an ‘organisation’ can be de-composed further as: organisations are: (a) social entities: Organisations consists of individuals that collectively form a group of individuals. People form the basic building block of any social system and interact according to accepted norms and value systems. This can also be superimposed into an organisational context, which is (b) goal directed: This refers to the need for the organisation to exist. The organisation and the employees have an interdependency to achieve a particular end, which

has a (c) deliberately structured activity system: This refers to the technology, methodology and knowledge that are used by the organisation to deliver goods or services. In order for this to be achieved they have to divide the overall tasks into sub-tasks and allocate them to separate departments or processes. This division of the work is aimed at achieving maximum levels of efficiency and effectiveness, and finally organisations must have an (d) identifiable boundary: The organisation must be able to clearly distinguish those activities that fall within the scope of the entity and those that do not. Membership is distinct and members normally have some commitment or contract to contribute to the organisation in return for money, prestige or other gain. The organisation exchanges resources with the environment, but it must maintain itself as an entity that is distinct from the environment.

It is against this backdrop that one has to now consider the structure of an organisation. There are different opinions on what determines the structure of an organisation. Burns and Stalker (1961, p.1) is of the view that structure results from technology, others like Lawrence and Lorsch (1967, p.47) are inclined to believe that the structure is shaped by the environmental conditions that an organisation faces; whilst Chandler (1962, p.17) and others are of the belief that structure is the result of the organisations strategies. Nonetheless it is the researcher's opinion that the structure of an organisation can be likened to the skeleton of a person. It is a sort of framework that keeps the constituent parts of an organisation together and galvanises them towards a common goal. Distelweig (2006, p.1) is of the opinion that *'organizational structure refers to the way that an organization arranges*

people and jobs so that its work can be performed and its goals can be met'. He refers to decisions that an organisation is faced with as it develops into a more complex entity with regard to delegation of various tasks. These decisions must be made within the context of procedures that have to be established for assigning responsibility. In Distelweig's (2006, p.1) view, it is these decisions that determine the organisational structure. Henry Mintzberg (1979, p.2) offers a much earlier view than Distelweig (2006, p.1) on what an organisational structure means. He reports that *'the structure of an organisation can be defined simply as sum total of the ways in which it divides its labour into distinct tasks and then achieves co-ordination between them'*. Mintzberg's (1979, p.2) definition has stood the test of time and his definition is largely quoted by successive authors when reference is made to the term 'organisational structure'.

It should then be apparent that all organisations need structure as an enabler to divide their labour and then to co-ordinate the work generated by them. Henry Mintzberg (1979, p.2) indicates further that the structure defines the way in which work will be initially differentiated and how the total effort will be integrated to deliver the organisation's products and or services. Likewise the structure is inevitably the management tool that will formalize the different reporting relationships, determine the appropriate communication channels, determine the task responsibility and then delegate the decision making authority. Writers on the subject, such as Mintzberg (1979, p.2) and Robbins & Judge (2006, p.538), have also found consensus that these dimensions must be present in the structure of an organisation for it to perform effectively.

2.3 THE ELEMENTS OF STRUCTURE

Just as an architect uses certain basic elements to design a building to specific requirements, management must also subscribe to certain elements to design the organisation structure. Experience has taught that if these principles are applied, no matter the size of the entity, the result will be an effective organisation structure. The most important elements of structure have been identified by management authors as follows:

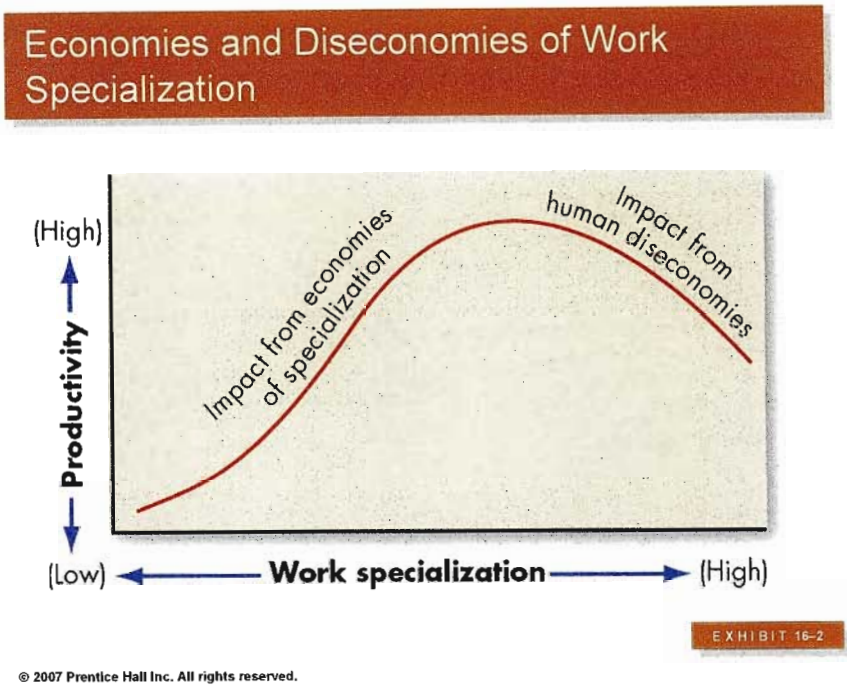
2.3.1 Work Specialisation

Work specialisation offers all workers and managers the opportunity of developing skills that add certainty and accuracy to the work, which will then improve productivity (Plunkett & Attner 1983, p.20). Roger (1975, p. 52) adds that the volume must justify specialisation as well. If the volume is too small, workers may be idle. Work specialisation is defined by Robbins and Decenzo (2003, p.155) as *“a component of organizational structure that involves having each discrete step of a job done by a different individual rather than having one individual do the whole job”*.

The total manufacturing time per product is reduced as a result of a higher level of skill obtained through repetition, which in turn ensures an increase in productivity. The organisation must, however, guard against over specialisation, because it can cause indifference to work and monotony of work which will lead to ineffectiveness (Allen 1964, p.177). The following figure illustrates this point. You will notice that productivity can increase substantially from specialisation, but the monotonous nature of repetitive work can take its toll on the work force

in the form of absenteeism, boredom, and stress etcetera. The Figure indicates that the higher the degree of specialisation the lower the rate of productivity.

FIGURE 2.1: ECONOMIES & DISECONOMIES OF SCALE



SOURCE: ROBBINS & JUDGE (2006, p.157)

Specialisation is also described as the creation of unique posts or units in an organization in order to interact with homogenous segments of the environment (Blau & Schoenherr 1971, p.453). This refers to the division of work to be done into tasks and sub tasks at the same organisational level. This is illustrated by the number of individuals and units at the same level of the organisation. The aim is to create a high level of expertise in a narrow field, for example; detective, crime prevention and crime intelligence units of a police service organisation

that operate on the same task level but are focused on their area of expertise. Sub tasks will refer to further specialisation within, for example, the detective unit; where some investigators would specialise in murder dockets whilst others would focus on rape and so on. Blau and Schoenherr (1967, p.453) found that specialisation increases with organisational size, but at a decreasing rate.

When one takes human limitations into account you can determine that when there is a greater degree of specialisation in work division, then there will be a greater potential for effective performance. It is reported that specialisation through work division offers the organisation great advantages that must be utilised for the survival of the organisation. On the other hand according to Ford and Heaton (1980, p.252) simplification reduces training time and increases the skill of workers. The waste of resources as a result of training time is reduced because fewer activities are performed per worker.

2.3.2 Chain Of Command

Max Weber is one of the earliest authors that considered the chain of command. Weber places emphasis on the hierarchical structure of the organisation. He became widely known for his bureaucratic model (Pugh & Hickson 1997, p.5). Weber's theory of bureaucracy must not be confused by ones perceptions of frustration; that one generally associates with whenever one deals with certain Government departments. Weber (Clegg 1999, p.30) presented bureaucracy as the ideal structural form of an organisation. Weber's view is that, to a large extent, the hierarchy in the organisation reflected the social classes that existed outside the organisation (Clegg 1999, p.30). Weber (Clegg

1999, p.30) wanted to replace this class system with a system based on the power within the organisation; thus a hierarchy from inside rather than outside, with its own chain of command. Pugh & Hickson (1997, p.5), state that Weber's most important contribution to the study of organisations is his work on authority structures. Chain of command is defined by Robbins (2003, p.156) simply as *"the management principle that no person should report to more than one boss"*.

Weber (Clegg 1999, p.30) maintains that the building of the hierarchy had to be based on proficiency and ranks, through the chain of command, and had to be differentiated on the basis of salary and prestige. Weber studied the question of why people obey commands and do as they are told. Weber (Pugh & Hickson 1997, p.5) came to the realisation that one had to distinguish between power (the ability to force people to obey, regardless of their resistance) and authority, where orders are voluntarily obeyed by those receiving them.

In this way, Weber laid the foundations for the formalisation of the concept, 'chain of command'. Miner (1985, p.62) notes that the promotion of teamwork will give the organisation a feeling of unity. Miner (1985, p.62) is of the opinion that the most effective manner of doing this is through unity of command and verbal, rather than written communication. The interests of the workers should be subordinate to the interests of the organisation as a whole (Hodgetts 1975, p.44). The line of authority runs in order of rank from the highest to the lowest level of the chain. A level may only be missed out if it is really necessary and is approved by the superior (Stoner 1982, p.41). People

on all levels should be allowed to make and carry on suggestions. Initiative must also be encouraged among the workforce. Initiative is the ability to think of a plan of action and to carry it out (Stoner 1982, p.41).

2.3.3 Span of Control

The number of organizational levels from which the organisation structure is made is determined by the span of control. The greater the span of control, the fewer levels is needed in the organisation structure to make provision for all activities. Minimum levels ensure that communication channels are as short as possible. In this way potential effectiveness is increased. The largest entity need never have more than six or seven levels in the organisation structure (Dale 1978, p.113). Robbins and Decenzo (2003, p.157) states that the element span of control refers to *“the number of subordinates a manager can direct efficiently and effectively”*.

Henri Fayol was the first person who attempted to systemize management by emphasising the higher levels of control (Pugh & Hickson 1997, p.98). Fayol (Pugh & Hickson, 1997, p.98) attempted to provide a rational model for the top management of an organisation with regard to the span of control. Fayol (Pugh & Hickson 1997 p.99) viewed control as *“seeing that everything occurs in conformity with established rule and expressed command”*. Frederick Winslow Taylor (Pugh & Hickson 1997, p.104) simultaneously worked on the span of control at the lowest levels of the organisation. The work of both these individuals is common in that they propose a sort of ‘one best way’ to manage approach, as a solution to controlling the activities of

employees in a group context. Their work is further similar in that they attempt to develop rational techniques that would help in building the structure and processes that are necessary to control the activities within an organisation.

Taylor (Pugh & Hickson 1997, p.104) was driven by his belief that the key to the efficiency of an organisation lay in eliminating wasteful processes through proper control. Taylor (Pugh & Hickson 1997, p.104) therefore initiated the scientific study of jobs that were present within an organisation. This led to recommendations for simplifying tasks so that training could be specific to them mastering their jobs. Taylor (Pugh & Hickson 1997, p.104) ushered in scientific management principles such as; workers were driven and motivated by financial reward, narrow specialised jobs and the need to simplify jobs to unlock efficiency. Taylor's (Pugh & Hickson 1997, p.104) work primarily concentrated on maximising returns with regard to labour utilisation through appropriate spans of control. Fayol (Pugh & Hickson 1997, p.99) on the other hand concentrated on explaining the workings of the administrative levels of an organization. Fayol (Pugh & Hickson 1997, p.99) advocated that it was possible to develop a set of universally applicable principles that could be used to improve control processes.

At the end of the 1960s an article appeared in the Harvard Business Review which once again propagated Fayol's views on span of control (Mintzberg 1973, p.9). Fayol's approach primarily drew attention to the so-called high ranks of control responsible for the origin, development, decline and fall of the organization as a living organism. As far as Fayol was concerned, control was not necessarily an inborn talent, but rather

a skill which could be learned through an understanding of the underlying principles and theory (Stoner 1982, p.39). According to Fayol (Pugh & Hickson 1997, p.99) there are certain similarities concerning the structures and processes of the organisation. Thus, for example, the structure and the organisation can be approached vertically and horizontally with regard to control processes.

Fayol (Pugh & Hickson 1997, p.99) maintains that the hierarchy is created vertically by the delegation of authority and responsibility from top to bottom. A variety of functions like finance, marketing and production applies on a horizontal level. The formulation aspects of the organisation structure are thus emphasised and it is the task of management to identify the functions necessary for the achievement of the organisation's objective and to group the tasks in such a way that maximum productivity could be achieved at minimum cost (Hellriegel and Slocum 1982, p.55). The number of subordinates who can be controlled effectively by a supervisor is limited. Factors that influence the ideal span of control are the following (Griffin 1984, p.277):

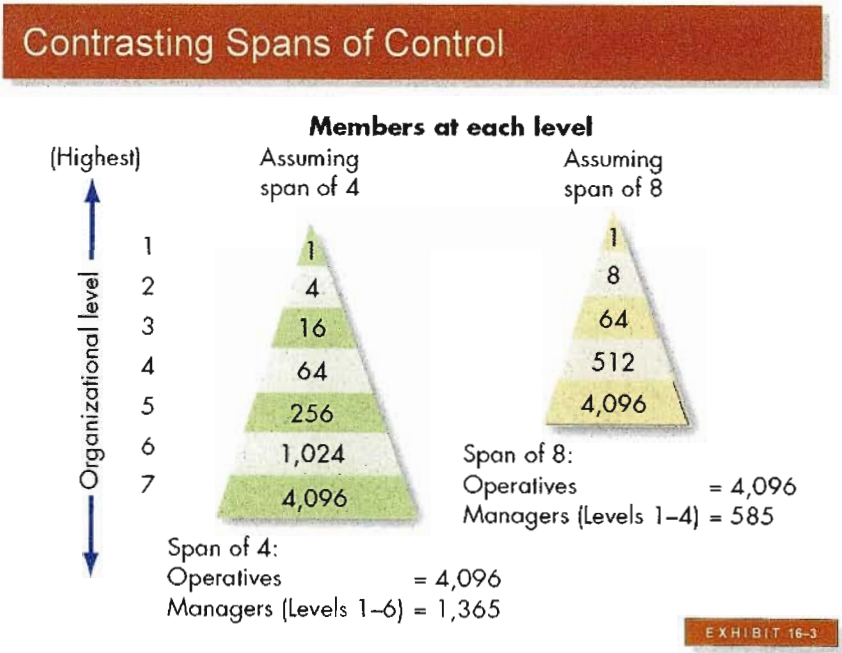
- Competence: A well-trained and qualified supervisor can handle more subordinates. The more competent the supervisor or manager the greater will be the span of control.
- Physical dispersal of subordinates: The further apart subordinates are geographically dispersed, the less the span of control will be.

- The number of non-supervisory tasks included in the manager's job: Lower levels of management and supervision are mainly involved with supervision and can consequently handle a wider span. The more non-supervisory tasks a manager must do, the smaller the span of control will be.
- Interaction: The more interaction there is between subordinates and supervisor, the smaller the span of control will be.
- The degree of standardised procedures: If a comprehensive set of standards largely determines the actions of an employee, a wider span of control can be used. The fewer the standardised procedures, the smaller the span of control will be.
- The similarity of tasks that are supervised: If subordinates do more or less the same task there is a wider span of control. If each subordinate does a unique task there will be a limit to the span of control.
- Frequency of new problems: If new problems occur regularly and they require the support of the supervisor, the span of control will be small. If new problems are the exception rather than the rule, there will be a broader span of control.
- Preferences of supervisors and subordinates: If a supervisor prefers to exercise strict control over subordinates the span of control will

be smaller. Other supervisors may prefer to supervise less directly and thereby widen the span.

The size of the span of control determines the number of hierarchical levels. The more subordinates that can be controlled effectively by one supervisor, the fewer people are necessary to achieve a required result (Allen 1964, p.179). This is explained by the following diagram.

FIGURE: 2.2 – CONTRASTING SPANS OF CONTROL



SOURCE: ROBBINS & JUDGE (2006, p.542)

It is clear from the above diagram that a small span of control results in more hierarchical levels with a steep structure. A large span of control implies a flat structure with far fewer managers than a steep structure.

Further to this' discipline is an important feature of control. It includes obedience, dedication, energy, behaviour and outward marks of respect observed between employer and employee (Hodgetts 1975, p.44). Discipline is particularly important for the element of control. Without it there can be no effective control.

2.3.4 Authority and Responsibility

The researcher is of the view that it is important that responsibilities be assigned to people, but just as important is that corresponding authority accompanies those responsibilities. A responsibility for action is only possible within the limitations of complete authority. A person cannot be held truly responsible for some mishap if the person did not have complete authority in the first place. Sound delegation of authority also demands that authority must be delegated as low as possible in the hierarchy (Griffin 1984, p.279). The decision-making action is thus seated as close as possible to the place of action (Griffin 1984, p.279). Robbins and Decenzo (2003, p.158) states that authority is "*the rights inherent in a managerial position to give orders and expect them to be obeyed*" whilst responsibility is "*an obligation to perform assigned functions*".

The essence of authority is the right to command and the power to enforce obedience (Plunkett & Attner 1983, p.20). Authority must, however, always be accompanied by responsibility (Plunkett & Attner 1983, p.20). The elements of authority and responsibility received a lot of attention in the early to middle stages of the last century. Academics Mooney and Reiley supplemented Fayol's work mainly in the USA.

These academics according to Hodgetts (1975, p.49-) developed a relatively complicated conceptual framework for management that attempted to indicate the causal relationships between the basic organisational principles and authority and responsibility. As far as Mooney and Reiley Hodgetts (1975, p.49) were concerned every organisation, thus any organised human effort, had to be based on formality, which deals with authority and responsibility, which in turn is based on principles. According to Hodgetts (1975, p.49) Mooney and Reiley base their approach on the following four principles:

- Co-ordination principle: namely the orderly arrangement of group effort, in order to make provision for a unity of actions, in the striving for a common object. It must be based on authority, the mutuality of interest doctrine and discipline.
- The scalar principle or chain of command: this principle emphasises the hierarchy and authority in the organisation.
- The functional principle: namely the distinction between different duties by which tasks are organised into departmental units.
- The staff principle: which for the first time presented a clear distinction; between people in an advisory capacity and people with line authority.

The application of Mooney and Reiley's principles led to the development of formal organizational charts, job descriptions and enterprise manuals (Kast & Rosenzweig 1974, p.60). Their work was supplemented by academics Gulick and Urwick who worked together in 1937 on developing papers that related to the science of administration. According to Kast and Rosenzweig (1974, p.59) in

these papers they stressed elements that inter related with authority and responsibility principles such as:

- The adaptation of people to the organizational structure
- The acknowledgement of one top official as the source of authority
- The maintenance of unity of command
- The use of general and specialised personnel
- The formation of departments according to objective, process, people and place
- The delegation and use of the rule of exception
- Equal authority and responsibility together with appropriate spans of management development of formal organisation charts, job descriptions and organisational manuals.

There must be clear lines of authority that runs from the top to the bottom of the organisational structure (Hall 1982, p.137). These vertical lines of authority are essential because they give the vertical divisions of authority and represent the formal right to expect actions from subordinates (Hall 1982, p.137). The line of authority proposes the reporting lines of subordinates. These formal reporting lines represent the formal communication channels. Each employee receives assignments from and reports to only one authority or head. To prevent conflicting instructions and confusion, an employee must receive orders from only one superior (one person, one superior); otherwise it leads to conflicting instructions and confusion of authority (Stoner 1982, p.41). Similarly each group of activities with the same objective should be led by one head and one plan (one head, one plan) (Miner 1985,

p. 62). These principles are singled out as the most important by the classical theoreticians like Fayol, Urwick, Gulick, Mooney and Reiley because it can be implemented successfully as a co-ordination mechanism (Dessler 1980, p.23). These principles are equally applicable to the chain of command. It is also noted that in order to get the most out of subordinates, people in position of authority should be friendly and fair (Miner 1985, p.62).

2.3.5 Centralisation versus Decentralisation

Centralisation is the reduction of subordinates' roles in decision making and decentralisation is the increase of subordinates' roles in this process. A balance must be achieved between centralisation and decentralisation. The manager must retain responsibility, but give subordinates sufficient power to do their work properly (Hodgetts 1975, p.44). Decision making is a key aspect of this structural element. It has been determined that organisations can integrate their activities through the decision making process. This particularly refers to the place in the hierarchy where decisions are made. Decision making can either be centralised, with decision making authority vested in top management, or decentralised, with decision making authority vested in lower level employees. Neghandi and Reimann (1973, p.578) found that the less autonomous an organisation is, the more centralised it tends to be; whilst Moch (1976, p.667) found that decentralised organisations were more innovative and Geeraerts (1984, p.235) determined that owner managed organisations were more centralised than professionally managed organisations. Koontz and O'Donnell contributed to the body of knowledge that inter relates with these elements. Their work has come to be known as the 'contingency

approach' (Robbins, 1980, p.46-49). Koontz and O'Donnell are of the view that there is no 'one best way' to manage (Robbins, 1980, p.46-49). The best way would be determined by the circumstances of the organisation at a specific point in time (Robbins 1980, p.46-49). Koontz and O'Donnell refer to contingency variables to back up their views. These are the variables that are referred to as situational factors that occur repeatedly. In certain circumstances such variables will be active, but in other situations the same factors will be less meaningful.

The relevance of any variable will vary according to the situation (Robbins 1980, p.46-49). Centralisation and de-centralisation is therefore inextricably effected. The following variables proposed by Koontz & O'Donnell are deemed the most important by Robbins (1980, p. 46-49) which must be examined in relation to the effect that it has on influencing centralisation and de-centralisation:

- Size of the Organisation: The number of people involved in the activities of the organisation has a specific influence on management. Decision making becomes more difficult as the organisation becomes bigger and the structures must be adapted accordingly.
- Ambiguity and complexity of task technology: The conversion of inputs into outputs that satisfy the needs can be done with the help of a routine technology like an assembly line or a non-programmed technology. The type of technology employed will determine the type of structure used, the type of decision making protocols that should exist and the type of control mechanisms that should be instituted. The situation will differ from case to case.

- The locality of management: Not all managers have the same ability to influence. The ability of managers does not increase from the lowest to the highest levels, but the effectiveness of each one is determined by the power by which he or she holds according to their position. This may differ from person to person and from organisation to organisation.
- Individual differences of sub-ordinates: Management's choice of motivation techniques, leadership styles and the design of tasks are naturally influenced by the level of education, background, personal attitudes and expectations of sub-ordinates.
- Uncertainty of the environment: The management process is influenced by the uncertainty of the political, technological, socio-cultural and economic variables. What may be applicable in a stable, predictable environment will not be applicable in a rapidly changing, unpredictable environment.

2.3.6 Departmentalisation

The continuous division of work is inextricably linked to the element of specialisation. It has been found that the narrower the work divisions, the more effective the worker. The effectiveness of the worker is enabled by him or her having to concentrate on only a few processes. This gives the worker the ability to master the narrow task load. These divisions do, however, have limits. The division of work cannot occur without it, since the economic law of decreasing returns is valid. There are thus limits within which these advantages can be experienced. Two boundaries are found. Firstly, it is sometimes technically impossible to divide work further. Secondly, the scope of the divided work must be enough in order to keep the worker meaningfully employed and

productive. According to Chandler (1962, p.182), the fewer the tasks per post, the narrower will be the division of work. Thus specialisation is increased and consequently co-ordination and control become more complex (Chandler (1962, p.182). A greater premium is placed on communication, especially where effectiveness is concerned Chandler (1962, p.182). Mintzberg (1979 p. 325) states that departmentalisation is brought about by the amount of diversity that is present in the organisation's markets, products or services. The middle line of the organisation is emphasized where it is regarded as a single integrated system (Mintzberg 1979, p.325). Managers are given control over the strategic and operating decisions of their Divisions. The corporate headquarters have control over the finance and legal environment and set targets for sales and profits (Mintzberg 1979, p.325).

The division of work can only be done successfully if certain requirements are complied with. Even small organisations are so complex that one person cannot cope with everything. Other people are required to do the managerial and technical work of the organisation. Furthermore, the knowledge that one person has is too limited to cover every facet of an organisation's activities. Litterer (1973, p.361) is of the view that the following requirements must be present to ensure stability when departmentalisation is being considered, these are:

- The volume of work must be constant: A temporary increase in work volume does not justify a complete re-division of work and vice versa.

- The availability of willing and able workers must be constant: Work division emphasises the uniqueness of each post. Only the trained worker can really fulfil his task productively.
- The goals of the organisation must be clear: A change in goals may require a total re-division of work.
- The technology used in the organisation must not change too quickly: Too small a division of work makes the organisation slow to adapt. This could narrow vision and thus external change cannot be utilised quickly and timeously, for example in the technology field.

Care should also be taken that the advantages of work division do not limit specialisation later on, because this could hamper the organisation (Griffin 1984, p.279). The division of functions also requires decision making at a high level in the hierarchy because subordinates do not have all the necessary information or ability to make decisions themselves (Griffin 1984, p.279).

2.4 FACTORS THAT EFFECT CHOICE OF STRUCTURE

The following contingency factors have been identified as general or basic variables that affect the choice of structure; by authors on the subject.

2.4.1 Strategy & Structure

It is essential that the organisational strategy is well formulated before there can be any review of the structure. It is the strategy itself that guides the organisation in a particular direction and which may warrant a review of the structure.

The grouping of divided work in line with the organisations functions through its structure must be done in such a way that the best possible advantage is obtained (Steiner 1969, p.156). The strategy and structure must fit and reinforce each other if they are to form an effective partnership. Research work by Chandler (1962, p.87), Fouraker and Stopford (1968, p.47) and Rumelt (1974, p.38) determined that a multi product strategy is best facilitated by replacing functional structures with a divisional one. White (1986, p.217) found that differentiation strategies are more successful when the organisation is decentralised, whereas cost leadership strategies are facilitated by centralised strategies. Miller (1987, p.55) found that centralisation of authority was related to planning, risk taking and consensus building. Structural complexity had few associations with strategy making. Relationships between strategy making and structure were usually strongest amongst successful and innovative firms and seem to contribute the most to performance in sizeable and innovative firms (Miller 1987, p.55).

2.4.2 Size of the Organisation

The extent of management skills increases as the organisation grows in size and complexity (Robbins & Judge 2006, p.556). Increase in size and complexity demands greater work division (Robbins & Judge, 2006, p.556). There is general consensus that size is the most powerful determinant of structure. Size is determined by the number of employees. Meyer (1972, p.434) observed that size has a strong influence on other organizational variables, such as the number of sub-units, levels of hierarchy and span of control. He determined that the influence is pervasive and unidirectional whilst all other parameters

have almost no effect on size. Child (1973, p.338) found that greater size will force decentralisation and increase complexity. Blau and Schoenherr (1971, p.212) observed a positive relationship between size and the number of divisions and hierarchical levels within state employment agencies.

2.4.3 Culture of the Organisation

Culture is determined by both the formal part of the organisation and the informal part that refers to the attitudes and perceptions of people working within the entity. Culture is the tacit representation of the real values of the organisation rather than that espoused and listed as part of the corporate identity of the organisation. Culture is one of the contingency factors that one has to consider when contemplating structure. There must be an alignment between the two if attempts at structural review are to be successful. Handy (1993, p.231) developed a model for identifying culture within organisations. This model describes four cultural perspectives:

- Role: A culture of logic and rationality, all processes are defined by clearly articulated procedures and policies. Usually found in large bureaucracies such as Government departments.
- Power: Where the organization is based around an individual entrepreneur or a small group of individuals that are highly competitive in nature. There are few rules and little bureaucracy and everyone is equally committed to the goals of the central power group. This is common in high tech and high growth companies.

- Task: This is about getting the job done, bringing together the right people and resources to do the job. This is a very team orientated organization like a voluntary group.
- Person: This refers to the coming together of equal status individuals to enhance themselves as individuals without hierarchical structures, such as teams of professionals, doctors, and architects, etcetera.

2.4.4 Technology

Much debate has been centred on the degree to which technology is the predictor of structure (Hickson, Hinings, Mc Millan and Schwitter 1974, p.59). One of the first systematic studies was completed by British sociologist Joan Woodward in the early 1950's (Hickson et al 1974, p.59). Woodward's quest was to find the ideal form of an organisation. She instead found wide variations in an array of structural components of organisations that included the amount of direct versus indirect labour, the number of levels in the hierarchy, and the spans of supervisory control (Hickson et al 1974, p.59). It was only after Woodward's team began looking at technology that they discovered the relationship between technology and structure (Hickson et al 1974, p.59). The result of this research was the development of a three category scheme for classifying organisational level technology (Hickson et al 1974, p.59). She categorised Plant technology by degree of complexity: batch production, mass production and continuous process production (Hickson et al 1974, p.59). Woodward's classification scheme has aided the development of a contingency framework for examining organisational structure (Hickson et al 1974, p.59). Her work was the first to clearly document that there was no one

best way to structure or manage an organisation. The Aston group, on the other hand, came to a different conclusion after duplicating Woodward's study by finding that technology is of secondary importance to size (Hickson et al 1974, p.59). Khandwalla (1974, p.74) reaffirmed Woodward's view; by determining that technology was a strong predictor of structure, especially amongst highly profitable firms. Robbins and Judge (2006, p.557) are, however, of the view that the relationship between technology and structure is not 'overwhelmingly strong'.

2.4.5 Environment

Organisations have to actively adapt to their environment if they are to remain competitive. It has been found that organisations which face complex and highly uncertain environments typically differentiate so that each organisational unit is facing a smaller, more certain problem (Borgatti 1996, p.6). Organisations whose structures are not fitted to the environment will not perform well and will in all probability fail (Borgatti 1996, p.6). If the environment is stable, this natural selection process will lead to most organisations being well adapted to the environment, not because they all changed themselves, but because those that were not well adapted will have died off (Borgatti 1996, p.6). Robbins and Judge (2006, p.557) states that *"an organization's environment is composed of institutions or forces outside the organization that potentially affect the organization's performance"*. Examples of these institutions or forces would normally be Government, customers, new technology, trade unions, and competitors and so on. These factors cause environmental uncertainty, which is not good for the operating environment of the organisation.

The following diagram illustrates the multitude of stakeholders and variables that impact on the organisation from an environmental point of view:

FIGURE: 2.3 – ENVIRONMENTAL INFLUENCES ON ORGANISATIONS



SOURCE: ADAPTED FROM MULLINS (2005, p.1)

2.4.6 Formalisation

This dimension refers to the degree to which there are formal rules and regulations that govern the activities of employees. The aim behind a drive to formalise is to ensure that individuals and departments that perform highly differentiated tasks co-ordinate their work properly. Organisations that follow this approach typically produce elaborate employee manuals, job descriptions and other written documents to direct the behaviour of their employees (Walsh and Dewar 1987, p.225). Haas and Collen (1963, p.48) found formalisation to be a direct

result of the frequency that a decision type had to be made; whilst Walsh and Dewar (1987, p.225) link formalisation to an organisation's life cycle. The latter's view is that greater formalisation will benefit an organisation at the start up phase; by giving it discipline and focus; but it tends to stifle creativity as the organisation matures.

2.4.7 Standardisation

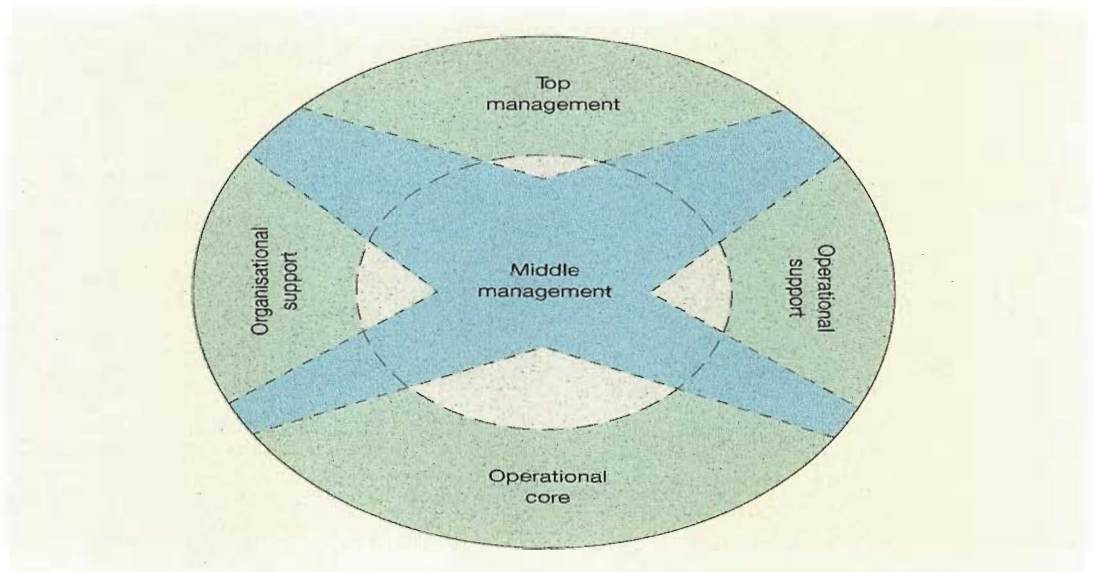
Standardisation has been described by Miner (1985, p.132) as "*the norm or criterion to which activities must comply during the performance of work*". Standardisation can be applied with regard to quantity of units produced, the quality of a product and the cost per unit of time taken to complete the task or activity (Miner 1985, p.132). The aim of applying standardisation is to factor out uncertainty and the unpredictability of tasks in an organisation. Standardisation is usually achieved through training or targeted selection of new recruits. The degree to which work processes are standardised will have an influence on the type of structure that the organisation adopts.

2.5 TYPES OF ORGANISATIONAL STRUCTURE

There are various types of organisational structures that are used in practice. These structures do, however, share many common features with one another. Figure 2.1 below depicts the basic components of an organisation. Top Management is indicated at the top of the diagram that signifies their position of superior authority. This would normally consist of the owners, the chief executive, and director general etcetera. Middle management is shown in the shape of a star. This indicates the organisations wide reach of this management level. This level typically consists of supervisors, line managers and

superintendents in the case of the police. The operational core is placed at the foot of the depiction. This is the lowest hierarchical grouping that would consist of constables, sergeants and inspectors with regard to the police structure. Organisational support is indicated to the left and right of the diagram. Most, if not all, organisations have a need to have a support element that deals with non-core functions. This would include finances, logistics, human resources, public relations etcetera.

FIGURE: 2.4 – THE BASIC COMPONENTS OF AN ORGANISATION



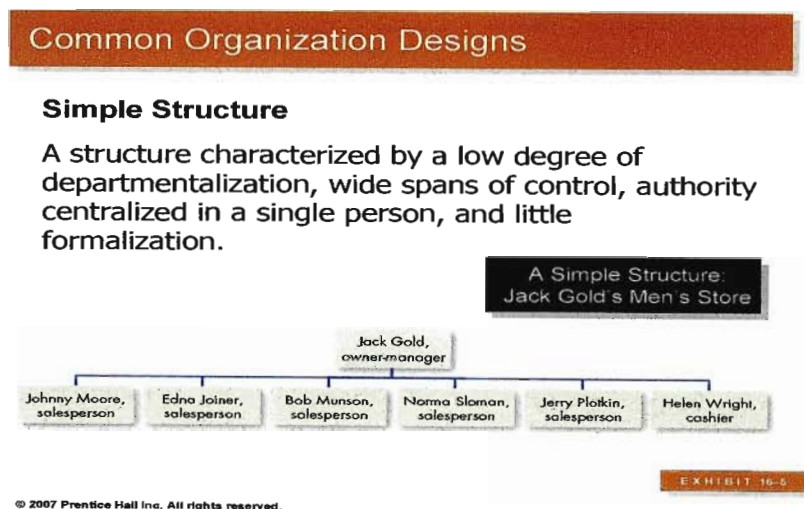
SOURCE: ADAPTED FROM MULLINS (2005, p.1)

2.5.1 The Simple Structure

Mintzberg (1979, p.305) describes his simple structure as being typically relevant to that of a start up organisation. It is more entrepreneurial in nature. The organisation is loosely defined and does not display the typical features of an established organisation. Co-

ordination is largely achieved by direct supervision of the owner (Mintzberg 1979, p.305). Power is likewise centralised to one person who has direct control over the operating core or the workers (Robbins & Judge 2006, p.545). The simple structure is limited in that it can only operate effectively in this form up to a certain point. Once it increases in size it becomes too complex for only one person to control (Mintzberg 1979, p.305). Figure 2.2 below depicts a typical simple structure. Notice that there is an owner at the head of the organisation. His Men's store is presumably involved in selling clothing and related items to a particular target market. He has decided that the business needs only five salespersons and a cashier. If the business develops and warrants expansion, for example by opening another outlet, he will have to implement an alternative structure.

FIGURE 2.5: A SIMPLE STRUCTURE



SOURCE: ROBBINS & JUDGE (2006, p.546)

2.5.2 The Functional Organisational Structure

The functional organisational structure is the most common way of grouping organisational activities. The activities are grouped on the basis of the organisation's functions in order to form complete components.

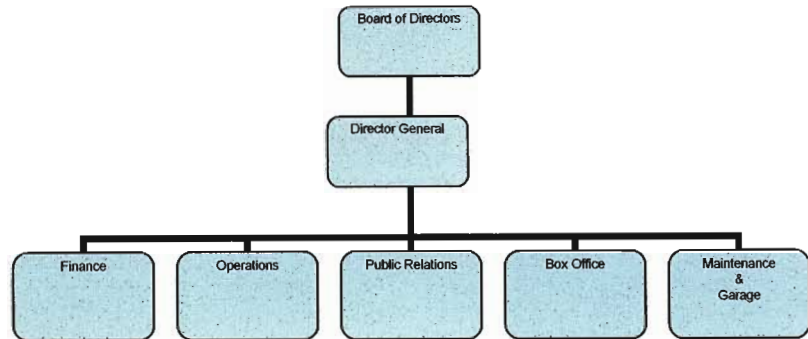
An example of this is where a car assembly plant would have sections that deal with fitting the engine, another that fits out the cabin, another that spray painted the vehicle, etcetera. There is therefore a drive towards a meaningful division of the organisation's activities into specific categories of the same kind.

These categories must, as far as possible, make equal demands concerning expertise, education and other characteristics required for the performance of the work (Mintzberg 1979, p.124 -126).

The aim is to obtain specialisation. These activities, such as those mentioned in the car assembly example above, must be grouped in such a way that if each worker in the allocated units does his or her assigned task, the co-ordinated total effort will ensure the realisation of the organisations strategic goals (Lorsch, Baughman, Reece and Mintzberg 1978, p.76).

These units are the different functional divisions within the organisation and include production, purchasing, marketing, finance, administration, personnel and external relations. This form of arrangement is illustrated by the following diagram:

FIGURE: 2.6 – A FUNCTIONAL ORGANISATIONAL STRUCTURE



SOURCE: ADAPTED FROM MINTZBERG [1979, p.110]

In the initial stages it is generally desirable to organize the enterprise along functional lines. The functional units are, however, the building blocks along which other organisational structures are constructed and nearly every organisation makes use of a functional organisational structure at its establishment (Mintzberg 1979, p.124-26). The functional organisational structure is generally regarded as the most logical form of departmental division. Kruger (1987, p.301) states that the functional organisational structure has the following important characteristics:

- Activities are grouped logically: This allows the new organisation to function efficiently and economically.
- Specialisation is promoted: This leads to an in-depth knowledge rather than broad, general knowledge.

- A built in co-ordination mechanism does not exist: A mechanism for the achieving of the linking goals is absent as co-ordination in a functional structure is easily obtained.
- Decision making is more effective: The functional structure promotes a more effective decision making environment because of the non complex nature of the structure.
- Performance appraisal is more complex: Performance appraisal of independent functions is difficult in that individual or departmental, and not organisational goals are strived for.
- Growth is promoted: It promotes the hierarchical growth of the organisational structure.
- Cost centre responsibility is possible: Costs incurred by a particular functional unit, for example, the production department, can be allocated directly.

The functional structure has been found to possess inherent strengths that provide an organisation that adopts this form of structure with an advantage (Mintzberg 1979, p.124). These include the development of a high degree of functional expertise and highly refined functional skills. Communication is also aided by a level of common knowledge (Mintzberg 1979, p.124). Functional departments are more likely than other types of groupings to enhance economies of scale (Mintzberg 1979, p.124). By grouping people together that share information, skills, equipment and facilities, the organisation is able to carry out its assigned functions more efficiently (Robbins and Decenzo 2003, p.170). Certain weaknesses are also present with the functional arrangement. Co-ordination along cross functional lines is deemed to

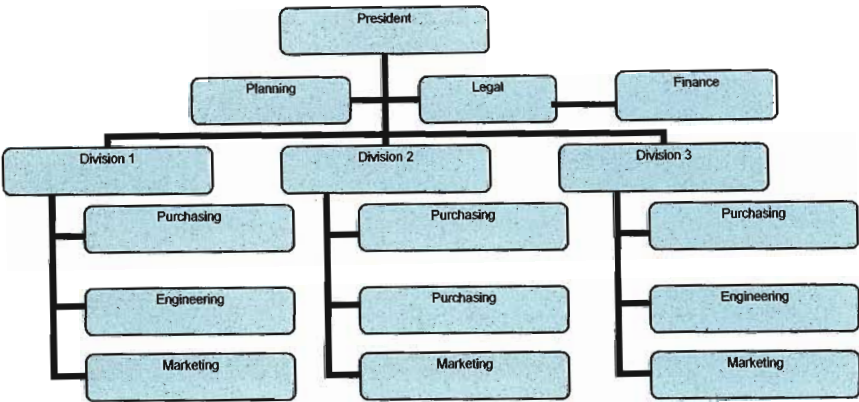
be more difficult (Mintzberg 1979, p.124). This is attributed mainly to communication processes that are inhibited due to the levels of knowledge and skill that differ between different functional units. There is also the threat the managers would perceive their organisation from a functional point of view and think too narrowly, thereby failing in sufficiently comprehending and practicing the integrated philosophy of the organisation (Mintzberg 1979, p.124). Decision making will be affected in that even trivial decisions will have to be taken higher up the hierarchy whenever a decision is cross functional in nature. Innovation will also be affected in that products and services are generally cross functional and integrative in nature. These weaknesses are generally addressed by linking mechanisms such as cross functional teams or task forces (Robbins and Decenzo 2001, p.170).

2.5.3 The Divisional Organisational Structure

The divisional structure emanates from an initial functional arrangement. The functional unit still forms the building block with which other kinds of organisational structures are developed. The organisational structure develops along divisional lines with the horizontal division of the functional organisation in independent departments or units. The Divisional organisational structure is mainly made up of functional units and therefore all the advantages of a functional organisation are experienced, particularly expertise and skills (Robbins 2001, p.163). This tends to be more expensive in that more posts are required than in the functional organisational structure, although there are less organisational levels. The divisional organisation of activities primarily centres on a dominant factor. This method of grouping ensures the organisation of a positive advantage

that would not be obtained with functional division. The divisional organisational structure creates a greater opportunity for specialisation within independent departments (Robbins & Judge 2006, p.540). The following diagram illustrates a typical divisional structure:

FIGURE: 2.7 – A TYPICAL DIVISIONAL ORGANISATIONAL STRUCTURE



SOURCE: ADAPTED FROM MINTZBERG [1979, p.382]

According to Robbins and Judge (2006, p.540) activities are divided on the basis of different dominant factors such as:

- Geographical division: Here the criterion for departmentalising is geographic area. This type of grouping is only used when the enterprise has activities in different places. All activities that occur in a specific geographical area are put together. The single greatest advantage of the geographical divisional organisational structure is that supervision can take place at the point of execution by a person who is responsible for the area concerned.

- Product and service division: Each department produces an independent product and or service. The organizing of organisational activities centres on the product and / or service being produced. Such a division is mostly used by large organisations where special products or services are emphasised, for example institutions like banks and hospitals.
- Customer / client division: Like product and/or service divisions this dividing of activities emphasizes the services offered with the product in order to make provision for particular consumer behaviour. An airline, for example, has two separate sales departments: one for passenger services and one for air freight services.
- Process division: Cost and economic considerations form the basis for a process division. This division occurs on the grounds of production processes when machinery and equipment are used that require special operator skills. A sugar manufacturer for example has a farm division and a milling division.

It is clear from the above exposition that the primary advantage of the divisional structure is that it focuses the attention and effort towards the specific requirements of the product or service. They consist of multi-functional groups that work together towards better co-ordinating organisational output. Decision making is more decentralised because of the specialised nature of the environment. This will ease the burden of top management and allow the organisation to respond more quickly to changes in the environment. Consequently underperformance can be identified and rectified more easily. The flip side of this type of structure is that it can lead to bias towards 'my turf' at the expense of




the corporate goal, if the situation is not carefully monitored by headquarters. A sort of unhealthy competition between the various divisions can also set in. Economies of scale could also be affected by the duplication of functions within the various divisions, for example: sales, administration, and operational finances and so on. Opportunities for sharing resources and skills are also limited by the divisional structure.

2.5.4 The Matrix Organizational Structure

The matrix structure was first developed in the United States of America to synergize their large military and space flight projects. The aim was to ensure mutual co-operation from the multitude of government and private sector stakeholders that participated in the project. The matrix organisational system developed from the flaws of both the functional and the project organisation system (Robbins and Judge 2006, p.548). The matrix system is aimed largely at achieving the advantages of both these systems. In the matrix system, the Functional manager is responsible for the utilisation and development of technical skills and resources, whilst the Product or Project manager is responsible for the performance of all activities in order to complete a specific product or project within budget and on time. According to Kingdon (1973, p.18), mixed design principles are used within the Matrix configuration. It is a hierarchy based on the principle of free enterprise. The interests of owners are served in the best possible way. Robbins and Judge (2006, p.548) state that it also consists of a complex problem solving system that stems from a growing technology for problem solving. The single line of authority is the first casualty in this sort of arrangement. There are now two distinct lines of authority.

Vertical or line authority is still practiced by the functional manager. The horizontal flow of authority is manifested in the Product or Project manager. The following diagram is shown to best illustrate this concept:

FIGURE: 2.9 – MATRIX ORGANISATIONAL STRUCTURE

<div>Product line</div> <div>Function</div>	Widgets	Air	Pixle dust	Skate-boards	Sliced bread
HR					
Finance					
Customer service					

SOURCE: ADAPTED FROM WELLESLEY INFO SERVICES (2006, p.1)

One can observe from the above example of a matrix structure that the Product Manager is responsible horizontally for the different product lines such as Widgets; whilst the Functional Manager is horizontally responsible for his or her line function, such as Finance, across all product lines. The matrix structure is not very popular with most organisations. This is probably due to the fact that the structure ignores unity of command which is one of the most important principles in organisational design. The central idea of the matrix structure is that the functional authority must ensure stability and achievement of the primary goal; whilst the product or project authority must develop new technology so that long term growth can be ensured. These two goals

cause interdependency between the different organisational structures. Decision making is thus expanded. Hehriegel and Slocum (1982, p.311) report that the matrix is differentiated from the traditional organisational system due to the following properties:

- In the matrix structure middle management is responsible to two heads, against the single traditional head. The principle of single authority is replaced by a double line of command.
- A second characteristic is that of flexibility and adaptability. Organisations that utilise complex technology in a rapidly changing environment will benefit from the adaptability and flexibility of the matrix organisational system.
- Decision making is geared towards the lower levels in the hierarchy and closer to the point of execution. This can leave senior management free for more important decision making.
- Lastly each matrix organisation is characterised by three unique and important roles:
 - Top management at the head of the organisation maintains the balance of power in the double command structure.
 - Middle management shares sub-ordinates.
 - Sub-ordinates are responsible to two middle level managers.

As with all organisational structures there are advantages and disadvantages: Here are the most important ones that have been reported by studies done on the matrix organisational structure:

(I) Advantages

- Efficient utilisation of resources: This refers to situations where specialist personnel can be used more efficiently. Specialists can attend to more than one project at a time. Such a division of time cannot be achieved within a functional division of organisational activities. (Kolodny 1981, p.19).
- Flexibility to adapt to changing and uncertain circumstances: This is the single best advantage of the matrix organisational structure (Wolff 1980, p.12).
- High level of technical skills: Matrix organisational systems facilitate the achievement of particularly high quality creative solutions to complex problems. Interdisciplinary stimulation and 'cross pollination' ensure that experts with technical skills are developed (Wright 1979, p.217).
- Balance between individual and organisational goals: The requirement of balancing the conflict between individual and organisational goals is intrinsic to the matrix organisational system. This is seen as a deliberate conflict over built-in control mechanisms for ensuring a balance between time management, costs and performance (Cleland 1968, p.78).

- Enhanced decision making: Decision making is done at lower levels in the hierarchy (Goggin 1978, p.82).
- Greater opportunity for individuals in career development: Three ways in which individuals can benefit in their careers have been identified as, (I) greater experience is gained over a wide spectrum of activities as a result of exposure, (II) a greater responsibility is carried by individuals in the matrix, especially where decision making is concerned, (III) a wider exposure allows individuals to apply their skills and talents over a wider area (Knight 1980, p.306).
- Lower working costs: This conclusion is arrived at after various organisations that implemented the matrix organisational system successfully; were researched. Improvements of between 15 and 40 % were achieved in productivity, quality and labour relations after the matrix organisation reached the advanced stage (Likert 1975, p.57).

(II) Disadvantages

- The double line of authority: This aspect is the key disadvantage. The danger exists that sub-ordinates may play up one boss against another. If the employee serves more than one equal boss in the same area, greater responsibility will be expected of him (Stuckenbruck 1981, p.78).
- Balance of power: The power balance between functional and product or project managers creates several problems. It can happen that functional and product or project managers compete

against each other instead of working together. The managers of various groups must learn to recognize their differences and use them as a basis for participative problem solving (Knight 1980, p. 308).

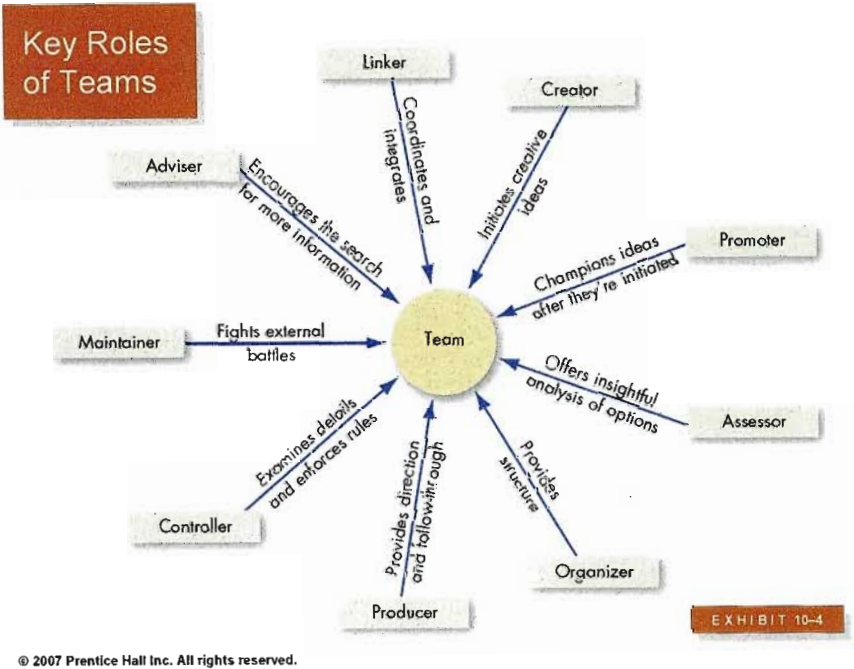
- Stress: The matrix organization can be a stressful environment in which management and sub-ordinates must function. Stress can occur on three levels, namely role conflict, role ambiguity and role overloading (Knight 1980, p.308).
- Role conflict: This occurs as the direct result of the double reporting by sub-ordinates. Role ambiguity exists in situations where there is no clear expectations made of the individual. Role overloading is where too much is expected of one individual. This situation exists particularly where the individual is especially talented and fulfils a specialist function. The above three stress areas can de-motivate an individual (Knight 1980, p.309).

2.5.5 Team Based Structures

According to Johnson and Scholes (2002, p.429) a team based structure attempts to combine both horizontal and vertical co-ordination through structuring people into cross functional teams. This is often achieved through work processes like new product development, service and product support or customising products for a certain segment of the market. The team configuration is generally composed of specialists from different fields that integrate their knowledge to achieve the objectives of them coming together as a team. This is

normally a temporary structure. The individuals that are chosen for a team usually bring in ingredients that is necessary for the attainment of the objective. Robbins and Judge (2006, p.348) have identified nine potential team roles as depicted in the Figure below:

FIGURE: 2.10 – KEY ROLES OF TEAMS



SOURCE: ROBBINS & JUDGE [2006, p.348]

One will notice from the above figure that individuals appear to have been chosen on the basis of their skills and preferences. Their collective input is designed to achieve the objective of the work team. Another team based structure that is popularly used is the project based structure. It is also a temporary structure with a specific, clearly defined objective that must be achieved. It generally comprises of only

a one time configuration that is time sensitive. It draws together various kinds of skills and resources that are necessary to achieve the objective. Cleland (1968, p.77) maintained initially that the concept of project management was still in the development phase. In 1981 he wrote that the concepts of project management and project organisation were generally known to organisations and were applied widely (Cleland 1981, p.49). If the entity needs a permanent structure, another organisation system will need to be applied.

2.5.6 The Hybrid Organisational Structure

In practice no one or other grouping is used exclusively, but rather a combination of a few groupings (Mintzberg & Quinn 1988, p.759). This combination of groupings on different hierarchical levels ensures a greater degree of flexibility (Mintzberg & Quinn 1988, p.759). It places the organisation in a better position to take on particular challenges with the help of a suitable organisation structure. Each entity is unique and therefore requires an organisation structure that satisfies its needs and suits its circumstances and task division (Mintzberg & Quinn 1988, p.759). In a dynamic and growing organization, division along departmental lines must be applied, in order to design and maintain an effective and purposeful organisational structure. The rationale for this mixed form of grouping is that certain functional areas may not vary across the organisation or may require a comparatively large size to operate efficiently (Mintzberg & Quinn 1988, p.759). These areas are contained within functional departments. At the same time, it may also be important for other areas of the organisation to be tailored to meet specific product, market or geographical requirements (Mintzberg & Quinn 1988, p.759). An example would be the maintenance of a single

legal department or information technology hub; whilst pursuing regional divisions which have self contained marketing and human resources activities.

2.5.7 THE VIRTUAL ORGANISATION

This type of organisation is also called the network or modular organisation. Robbins and Judge (2006, p.550) define a virtual organisation as “a small, core organization that outsourcers’ major business functions”. The organisation is held together by partnership, collaboration and networking and not by formal structure and the physical location of people. The organisation is perceived to be real by its customers and meets their needs in the same manner as brick and mortar companies. This type of arrangement is more applicable to publishers, engineers, travel agencies and related concerns. The figure below reflects on this new concept. One will notice that the ‘executive group’ does not appear to own any of its linked parts but rather engages them to perform functions on its behalf. Robbins and Judge (2006, p.551) state that this type of organisation is particularly favoured by the Hollywood movie making industry.

FIGURE 2.10 – A VIRTUAL ORGANISATION



SOURCE: ROBBINS & JUDGE (2006, p.552)

2.5.8 THE BOUNDARYLESS ORGANISATION

The boundaryless organisation aims to flatten the hierarchy pyramid to the extent that there is no formal chain of command and departments are replaced by work teams. Robbins and Judge (2006, p.553) state that a boundaryless organisation is “*one that seeks to eliminate the chain of command, have limitless spans of control, and replace departments with empowered teams*”. The belief of organisations that implement such a structure, such as General Electric, is that functional departments create boundaries that lead to inefficiencies. Their preference is for cross functional work teams that are arranged around processes, an example being the development of a prototype camera from start to finish by the same team. This type of organisation implies that there is no limitation in terms of working on the company premises or in geographic proximity to it. Employees can work from virtually anywhere and at any time provided that they deliver in terms of their mandate (Robbins and Judge 2006, p.553).

2.6 SUMMARY

The literature covered in this review has covered the work and contributions of a number of leading and authoritative authors and management practitioners in the field of ‘organisational structure’. The field of study is relatively mature as the subject matter has been pondered on for over two centuries. There are different opinions on what determines the structure of an organisation. Burns and Stalker is of the view that structure results from technology, others like Lawrence and Lorsch are inclined to believe that the structure is shaped by the environmental conditions that an organisation faces; whilst Chandler and others are of the belief that structure is the result of the

organisation's strategies. There are also two differing schools of thought with regard to the meaning of the concept of co-ordination; which is an important element of the definition of 'organisational structure'. Some authors view co-ordination as an element of management; whilst others see it as a result of the division of labour. The different authors and management practitioners are, however, in agreement that co-ordination plays an important part in the structure of an organisation. Max Weber's contribution is ground breaking when one considers the era that he emanates from. His age was beset by family dynasties and the like, that ran their organisations on the basis of favouritisms, biological relationships and social class. His view that an organisation must be regarded as a sort of free standing entity with its own power base was a revolutionary attitude for that period in time. His bureaucratic model is still studied today because of its relevance even in the information age of today. He set the tone for other authors and practitioners to build on the initial body of knowledge that he so meticulously rationalised and developed.

Henri Fayol and Frederick Winslow Taylor have offered much of the same views and opinions with Weber; and amongst themselves. Fayol concentrated his efforts on the top management of an organisation; whilst Taylor worked on the opposite end. They both emerged from their work with one opinion, namely that there was 'one best way' to manage. Their view stood the test of time from the late 1800's to the 1950's. Taylor pioneered the science of job study. He was driven by his notion that the key to productivity and growth lay in the elimination of inefficiencies and wastage. This is now an accepted human resource practice today and lays the foundation for organisational structuring

and re-structuring. Fayol, on the other hand, fathered the development of what was to become known as 'management principles'. This has provided subsequent managers with a benchmark on which to build their empowerment bases. Mooney and Reiley further developed on the contribution of the above mentioned individuals. Their views were underpinned by their belief that the key to a proper organisational structure lay in formalising relationships around certain management principles. These principles are an extension of the 'best practices' that was identified by their contemporaries and predecessors. Their important contribution is their advancement of organisational charts, job descriptions and organisational manuals. We can now associate these processes to be the norm in today's organisational environment. Gulick and Urwick produced work that was very similar to the contribution of Mooney and Reiley. The work of these two experts is more of a refinement and extension to that of Mooney and Reiley whose contribution was made five years earlier.

Koontz and O'Donnell's contribution is in stark contrast to the work of authors, who are commonly referred to as the 'classical school', which preceded them. Their work has come to be known as the 'contingency approach'. They rejected the classical school's view that there was a singular best way to manage. They emphasised in their work that management theory and management science were not set toward propagating a best method for every situation. It is their view that relationships among organisational characteristics, especially the relationship between structure and size and technology and environment are dependent upon the situation or context. They claim that it was not the task of the theory and the science to prescribe, but to

search for fundamental relationships and basic techniques and to organise the available knowledge, which hopefully is based on clear concepts. How it would be applied in practice would depend on the situation. They came to the conclusion that principles of management and theory, based on logic, could be applied generally, but with the reservation that the application as such would differ because of differences in the external and cultural environment, and the stage of development already reached by society and the organisation.

Mintzberg was the last of the major contributors to be reviewed. He is regarded as one of the leading authorities on the structure of organisations. Mintzberg discarded the 'one best way' approach that dominated thinking about organisational structure since the turn of the last century by the classical school and the 'it all depends' approach of the contingency theorists. He argues in favour of his 'getting it all together' or configuration approach. His view is based on the approach that the structure should reflect the organisation's actual situation. He regards situation to mean age and size of the organisation, the type of production system in use, and the extent to which the environment is complex and dynamic. He designed simple models to illustrate and conceptualise his theories about the configurations that an organisation could adopt.

2.7 CONCLUSION

Thorough organisational planning and adaptation, the avoidance and elimination of conflict and a clear understanding of the organisation chart's purpose and role will contribute positively to increasing the effectiveness of the structure. Further to this flexibility in the design of

the organisation structure within a complex and dynamic environment is essential for survival. Flexibility in the organisation structure cannot be taken for granted. Real efforts must be made by management to ensure it. Flexibility in the organisational structure gives an organisation an advantage over those that do not make provision for flexibility. It is important to remember that the degree of resistance to change present in the organisation can limit its flexibility or adaptability. The next Chapter will examine the organisational environment of the Crime Intelligence structure.

CHAPTER THREE [3]: CASE STUDY OF ORGANISATION

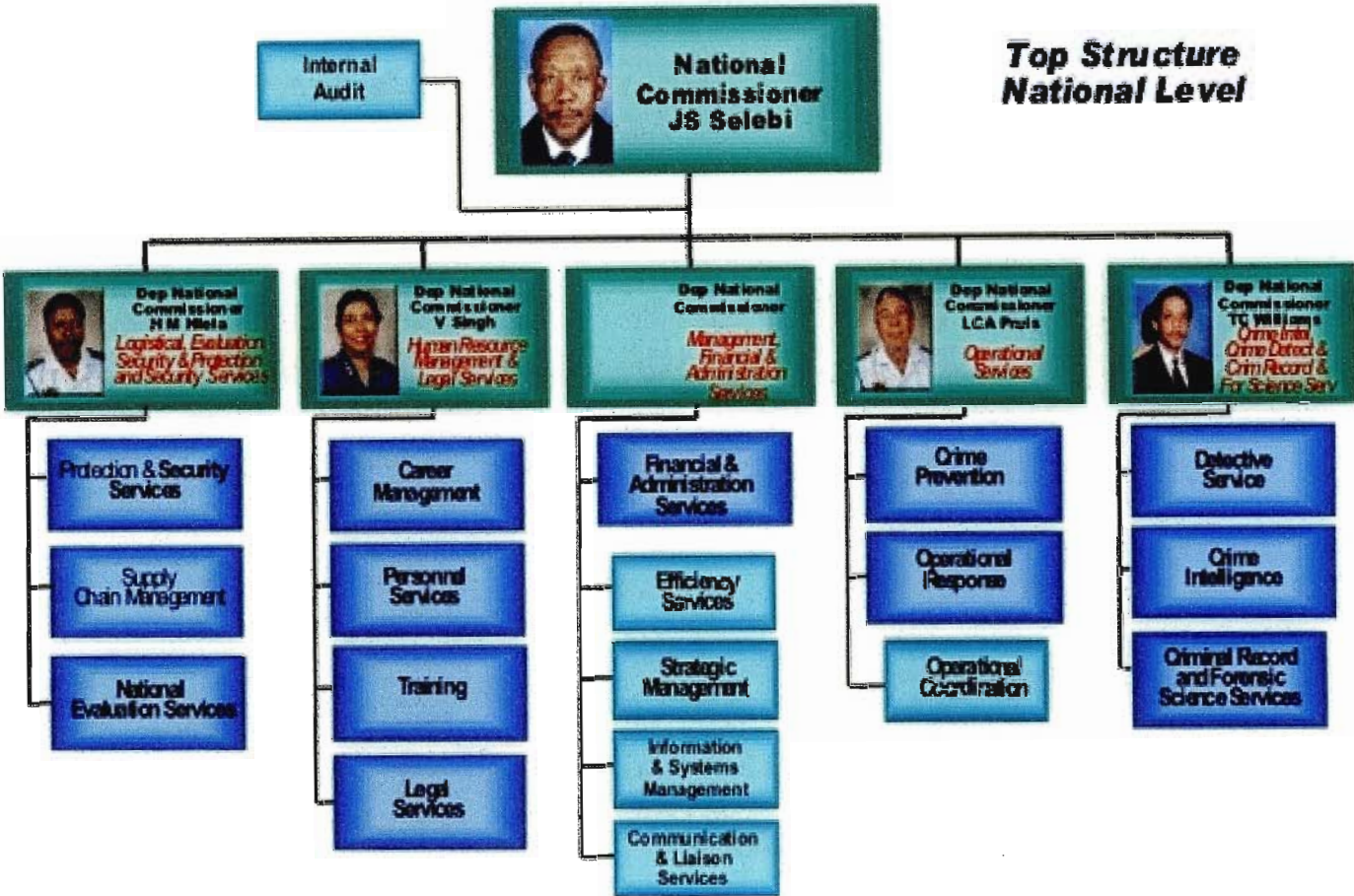
3.1 INTRODUCTION

As stated in Chapter One, the South African Police Services, Crime Intelligence Division came into being during 1995 with the advent of democracy. The early years of this new organisation was marked by structuring and re-structuring as it attempted to find the right structural balance to deliver qualitative services to the diverse communities that make up the Country. The military profile that characterised policing structures of the past gave way to a more civilian outlook, which was in keeping with international trends. The previously unheard of concept of Community policing was introduced as the primary vehicle for ensuring partnership policing with all segments of the community. Universally sound management principles and practices were introduced to police managers and personnel that previously applied, or were subjected to, supervisory methods that were based on intimidation, favouritisms based on ethnic profile, nepotism and fear of being fired. This new approach to management was driven by a handful of senior managers that were deployed to the new police service to ensure that meaningful change did take place.

Eleven years on and there is general consensus that the organisation has managed to create and maintain a singular corporate identity with all the trappings that one would expect from a 'living' organisation. The Crime Intelligence Division is a vibrant part of the South African Police Services. It is one of thirteen capacities that have been arranged into

Divisions at a National level. The following Figure is used to depict this position:

FIGURE 3.1 – SAPS TOP STRUCTURE: NATIONAL LEVEL



SOURCE: SAPS WEBSITE (2006, p.1)

Further to this, there are nine Provincial Commissioners that have been designated on the same status and rank level as a Divisional Commissioner to handle all policing activities in their geographical

location. This level of Commissioners is directly accountable to the National Commissioner. This is illustrated by the following Figure:

FIGURE 3.2 – SAPS TOP STRUCTURE: PROVINCIAL LEVEL



SOURCE: SAPS WEBSITE

These Provincial Commissioners are therefore also in charge of the line functions that reside under the Divisional Commissioners at a National level. The Provincial Commissioners can be described in terms of the literature as ‘Project Managers’ within a matrix organisational structure. The Security and Protection Services Division, on the other hand, is line functionally responsible for their activities throughout the Republic. It is the only national formation that actually functions as a classical divisional structure should according to the literature (Mintzberg 1979, p.325). The remainder of the Divisions are, in essence, an extension of the immediate office of the National Commissioner of Police. Previous variations of the Crime Intelligence structure plied their trade craft within insulated divisions. These were the intelligence structures of the former eleven policing agencies. The foremost of these police intelligence outfits was the notorious South African Police’s Security Branch. Africa and Mlombile (2002, p.1) noted

in a paper, through the 'Justice in the times of Transition' project of Harvard University, that *'democracy in South Africa was preceded by decades of political and economic domination by a white minority whose rule was bolstered by their security forces..... The leading sections of the apartheid forces in the implementation of repression during this period were from both the police and military arms.... Within the police, the Security Branch of the South African Police was particularly prominent. Within the Security Branch special units were formed that spearheaded violent repression'*.

The above exposition is not the only management and organisational environment within which the Crime Intelligence structure has to function. The Division is differentiated from fellow divisions of the police in that it has additional obligations that arise from it being classified as a formal Intelligence capability. Firstly the Division is also a part of the 'Intelligence Community' of the country. The 'Intelligence Community' is a term used to describe the co-existence of formal intelligence agencies that ply the same trade; but with distinctly different legal mandates. The primary agencies that exist at this time is the National Intelligence Agency; that is responsible for threats relating to the Constitution (state security matters) within the country, the South African Secret Service; that is deployed outside the country to handle foreign threats or opportunities, the Defence Intelligence component of the South African National Defence Force; that deals with military intelligence and the Crime Intelligence Division of the police. Secondly the Division also has further responsibilities in that it is also a member of the National Intelligence Co-Ordinating Committee. This is a statutory body that has been set up to co-ordinate the activities of the

above mentioned intelligence agencies. The third consideration is that the Division is also unique in that it has to account to two civilian oversight bodies of Parliament, namely, the Joint Standing Committee on Intelligence and the Joint Standing Committee on Safety and Security. This has arisen because the Division is uniquely governed by more pieces of legislation than fellow divisions of the Police. The Intelligence Services Control Act for example gives jurisdiction to the Inspector-General of Intelligence to monitor and regulate certain activities of the Division. Lastly, the Division is funded by the South African Police Services Budget and as well as the Account for Secret Services.

It is also important to point out at this stage that the Division operates at a national security rating of 'Top Secret'. This implies that specific intelligence activities and products may not be disclosed in this study because of this embargo. This will unfortunately limit the scope of what can be lawfully reflected upon.

With the above in mind, this Chapter will reflect on the Organisation by way of a mini case study. The legal framework that regulates the existence of a police intelligence capability and distinguishes it from other intelligence capabilities will be dealt with in the next section of the Chapter. This will be followed by a brief examination of the core functions of the Division, and the current organisational structure will then be reviewed. The opinions and views of structural dysfunctions by the current Divisional Commissioner; that was elicited from an unstructured interview will also be stated and the researcher will finally provide his analysis and interpretation; before concluding the Chapter.

3.2 CORE FUNCTIONS AND ORGANISATIONAL STRATEGY

The primary function of the Crime Intelligence Division is the rendering of an effective and efficient operational service, to other operational divisions, with regard to all resources available at the Division, including secret services capital, financial management and technical support services. This involves the analysis of all relevant crime information (strategic analysis) and the optimal dissemination thereof in the fight against crime. The Division also acts as the sole custodian in respect of crime statistics within the police.

The organisation has three prong strategy that is aligned to the core function, these are:

- To combat organised crime by conducting crime intelligence operation that relate to criminal organisations involved in crimes that relate to drugs, firearms, vehicles, human smuggling, human organ trafficking, prostitution, endangered species, precious metals and stones, corruption and commercial crime.
- To combat serious and violent crime by conducting crime intelligence operations relating to the proliferation of firearms and the impact that this has on incidents of murder, armed robbery, farm attacks, heists and vehicle hijacking. Also included are inter group violence, taxi and train violence, gang violence and faction fighting, urban terrorism, crimes against the state and the policing of major events.
- To combat crimes against women and children by conduction crime intelligence operations relating to murder, attempted murder, kidnapping and abduction.

The Division further manages, co-ordinates and conducts operational analysis of all relevant crime information, through the establishment of crime desks and nodal points, in support of identified clients. The institution of counter-intelligence measures within police in order to ensure that information and personnel are secured as prescribed in the Minimum Information Security Standards (MISS) issued by Cabinet, and other laws and regulations also receives priority attention.

The Division is also held responsible for the neutralization of crime by gathering and supplying accurate and court-directed intelligence for the purpose of strategic and tactical utilization. This invariably involves the establishment and maintenance of a viable national and international crime investigation related communication structure. On the support end of the organization there is a capacity that provides for an effective and efficient general administration, financial, logistical, and human resource management service to the division.

3.3 LEGAL FRAMEWORK

The position of the Crime Intelligence Division has been established in the light of the Constitution of the Republic as well as applicable legislation. The Constitution of 1996 has determined that the powers and functions of the SAPS shall be:

- The prevention of crime;
- The investigation of any offence or alleged offence;
- The maintenance of law and order; and
- The preservation of the internal security of the Republic.

The Constitutional requirement that national legislation must establish powers and functions of the police is met in the South African Police Act of 1995. This Act contains the necessary provisions to ensure that the police comply with its constitutionally regulated objectives which are to prevent, combat and investigate crime, to maintain public order, to protect and secure the inhabitants of the Republic and their property and to uphold and enforce the law. Crime Intelligence structures are actively deployed in pursuance of this Act. The Crime Intelligence structure also has other legal obligations that emanate specifically from Intelligence related legislation. The provision in Section 210 of the Constitution of 1996 to the effect that national legislation must regulate the objectives, powers and functions of the Intelligence Services, including the intelligence Division of the police is relevant in this regard. This provision of the Constitution is complied with in the earlier promulgation of the National Strategic Intelligence Act of 1994. It is acknowledged in section 2 (3) of this piece of legislation that it shall be the function of the police to gather, correlate, evaluate and use crime intelligence in support of its objectives and to institute counter-intelligence measures within its organisational environment. The Act states that Crime Intelligence relating to national strategic intelligence must be supplied to the National Intelligence Co-ordinating Committee (NICOC). This is the co-ordination mechanism that has been created by Government to ensure that all Intelligence Agencies integrate and co-ordinate their work in a systematic manner. Crime Intelligence is defined in the National Strategic Intelligence Act as *"Intelligence used in the prevention of crime or to conduct criminal investigations and to prepare evidence for the purpose of law enforcement and the prosecution of offenders"* (No. 39 of 1994: National Strategic

Intelligence Act, 1994, p. 1) National strategic intelligence, on the other hand, is defined in this Act as the *“Comprehensive, integrated and estimative Intelligence on all the current and long-term aspects of national security which are of special concern to strategic decision-making and the formulation and implementation of priority strategy at national level.”* The National Strategic Act furthermore empowers the police to gather departmental evidence. The Act provides that if any law expressly (or by implication) requires any state department, other than the National Intelligence Agency and the South African Secret Service, to perform any function with regard to the security of the Republic, such law shall be deemed to empower such department to gather departmental intelligence and to evaluate, correlate and interpret such intelligence for the purpose of discharging such function. Departmental intelligence is defined in the Act as: *“Intelligence about any threat or potential threat to the national security and stability of the Republic, which falls within the functions of a department of state, and includes intelligence needed by such department in order to neutralise such threat”*.

The National Strategic Intelligence Act provides that a state department may request the National Intelligence Agency and the South African Secret Service to gather departmental intelligence for or on behalf of the department. On the basis of this provision, a mandate was created in a Memorandum of Understanding between the South African National Defence Force, the Police, the National Intelligence Agency, and the South African Secret Service for the National Intelligence Agency and the South African Secret Service to, within a set structure, gather crime intelligence in so far as it overlaps with departmental

Intelligence. Intelligence on crime gathered in this manner should in compliance with the provisions of section 3 (3) of the National Strategic Intelligence Act and be transmitted without delay to the police. This is because the National Intelligence Agency, the South African Secret Service and the South African National Defence Force do not have a mandate to unilaterally investigate crime or gather crime intelligence in general and also in view of the legally imposed mandate of the SAPS to prevent, combat and investigate crime. In respect of departmental intelligence it is also specifically mentioned in the National Strategic Intelligence Act, that the SAPS may gather such intelligence covertly outside the Republic only with the knowledge and approval of the National Intelligence Co-ordinating Committee. Departmental intelligence may be gathered covertly within the Republic by the police in respect of any offence relating to the security of the Republic without the knowledge or approval of the National Intelligence Co-ordinating Committee. The same principle applies to the performance of any other function by a member of the police relating to the security of the Republic. The intelligence function of the SAPS is also recognised in section 3(c) of the Intelligence Services Control Act of 1994. The section provides that one of the functions of the Inspector-General is to review and make recommendations regarding co-operation, rationalisation and demarcation of functions relating to intelligence and counter-intelligence between the National Intelligence Agency, the South African Secret Services, the South African National Defence Force and the police. It is clear that the Constitutional and legal mandate for the prevention of crime, the investigation of any offence or alleged offence, the maintenance of law and order, and the preservation of internal security of the Republic rests with the police

and, to a certain extent, with the Directorate of Special Operations, in terms of specific enactments of Parliament. The fact that it is an integral function of the police to gather, correlate, evaluate, and use crime intelligence in support of its crime mandate is accepted in the National Strategic Intelligence Act. On the basis of the aforementioned, the following conclusions are made:

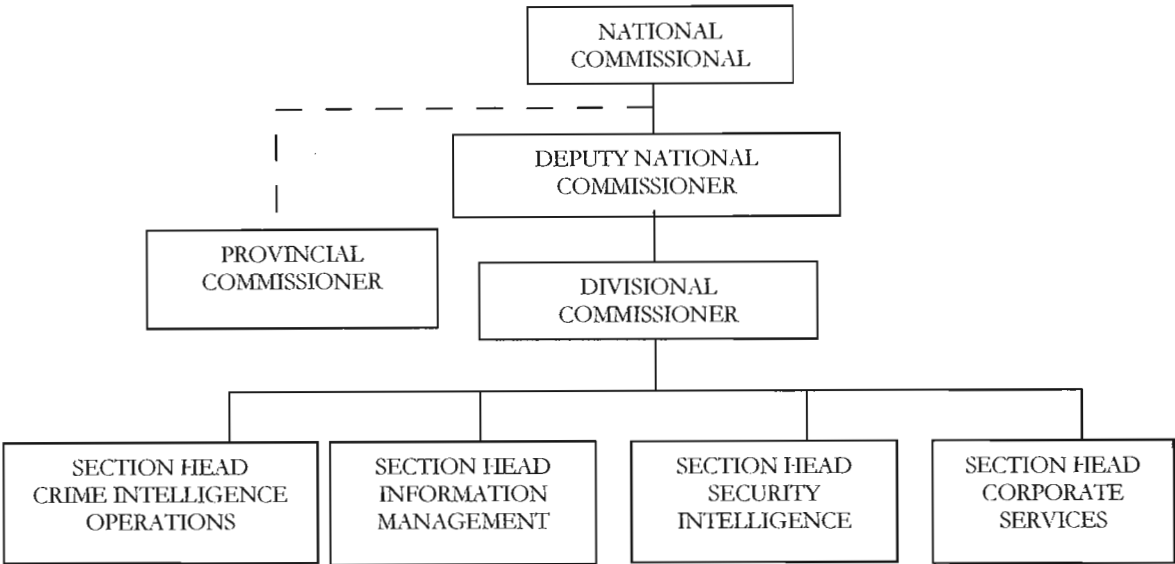
- The mandate to gather crime intelligence is provided by law to the police.
- There is a clear distinction in the National Strategic Intelligence Act, between departmental intelligence, crime intelligence and national strategic intelligence. The common denominator between these definitions is matters and / or intelligence which relate to the security or interests of the Republic.
- The SAPS need only to provide crime intelligence to the National Intelligence Co-ordinating Committee if it relates to national strategic intelligence.
- It is the primary role and function of the Inspector-General of Intelligence to monitor the compliance of the different intelligence agencies with their specified mandates.

3.4 ORGANISATIONAL STRUCTURING

Crime Intelligence structures exist at National, Provincial and Area levels, which gives the Division a nation-wide spread. At National level, the Division is headed by a Divisional Commissioner, supported by the Component Heads of Operational Support, Counter-Intelligence, Crime Intelligence Gathering, Crime Analysis Management Centre, and Crime

Information Management Centre. This is best depicted by the following organisational chart:

FIGURE 3.3 –CRIME INTELLIGENCE STRUCTURE: NATIONAL

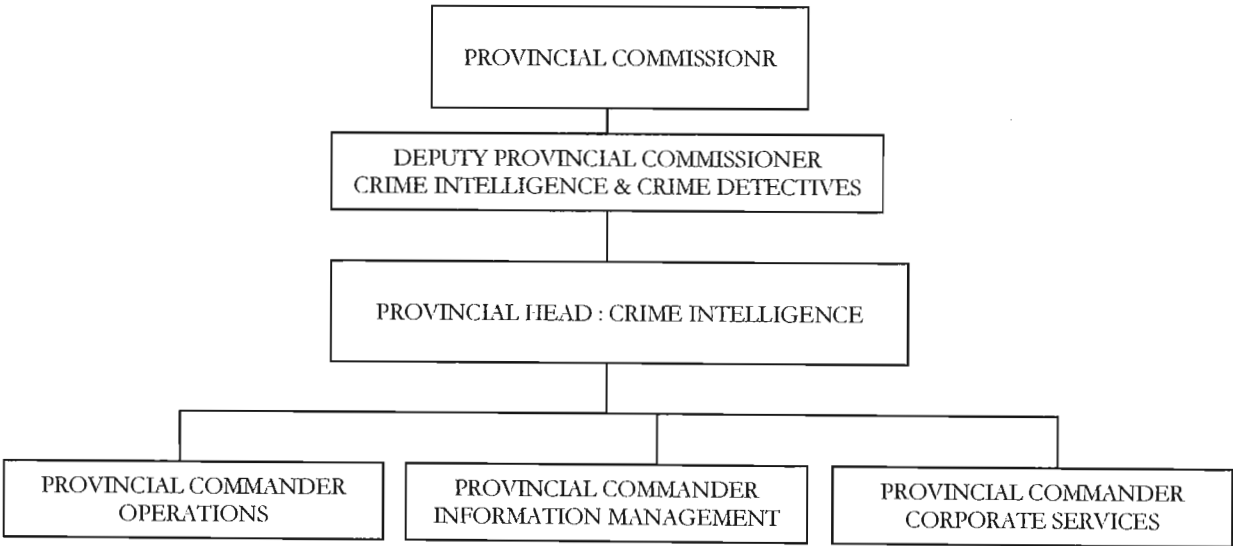


SOURCE: DRAWING BY RESEARCHER

You will notice that there is no indication or an even authority line that depicts the existence of crime intelligence structures at either a Provincial or Area level; that report in any way under the Divisional Commissioner of Crime Intelligence. These capacities are in fact insulated under the block that is marked ‘Provincial Commissioner’. As stated previously the Provincial Commissioner is a rank at the same level and status as that of a Divisional Commissioner and it is the latter functionary that has vested authority and responsibility over crime intelligence structures in his or her Province. The Divisional Commissioner has only the responsibility of setting norms and procedures for the Provincial Crime Intelligence structures; that are then handed over to the Provincial Commissioners for implementation

purposes, at their convenience and subject to their interpretation. The Divisional Commissioner has to deal with nine Provincial Commissioners if he has to initiate any operational initiative or he has to alternatively get an instruction issued via his chain of command by the Deputy National Commissioner or even the National Commissioner himself. The Provincial Crime Intelligence structure is a replication of the Head Office structures and is headed by a Provincial Head: Crime Intelligence. The following organizational chart is used to depict the similarity:

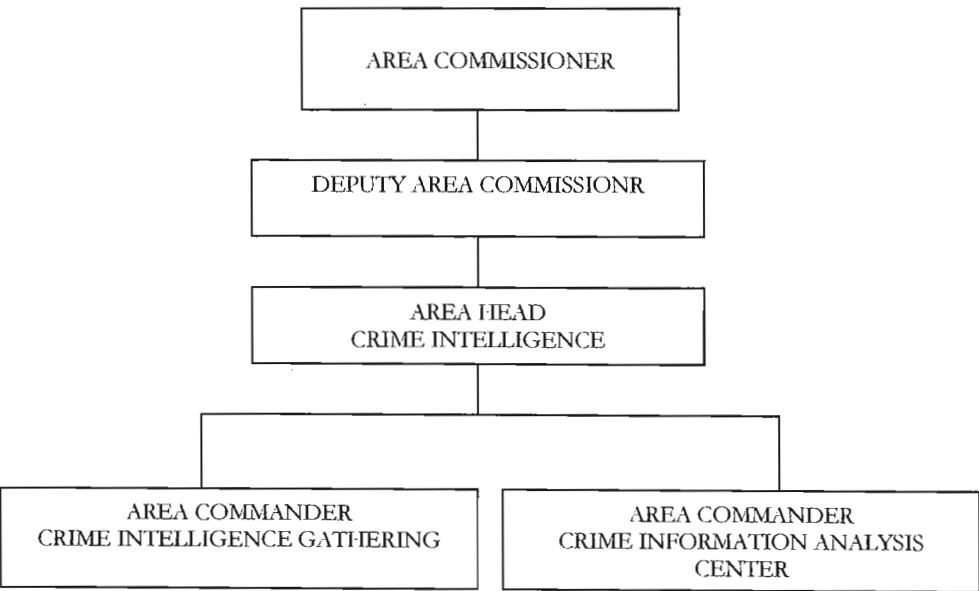
FIGURE 3.4 – CRIME INTELLIGENCE STRUCTURE: PROVINCIAL



SOURCE: DRAWING BY RESEARCHER

Notice here too that the Provincial Head has no direct control over subordinate structures at Area level. The Area structures flow up through the Area Commissioner who as in the above instance is at the same rank level as the Provincial Head. Like the Divisional Commissioner the Provincial head has only regulatory powers. The nine Provincial Heads will have to deal with forty three Area Commissioners, each with their own characters and prejudices, to get forward momentum. As stated earlier, each Policing Area within every province has an Area Head of Crime Intelligence. The Area Head reports functionally a deputy Area Commissioner, who reports to an Area Commissioner, who in turn is accountable to the Provincial Commissioner. Here is a diagram of this authority relationship:

FIGURE 3.5 – CRIME INTELLIGENCE STRUCTURE: AREA LEVEL



SOURCE: DRAWING BY RESEARCHER

The fragmented manner, in which Crime Intelligence is managed from the top of the corporate structure to the bottom, should be clearly evident from the above exposition.

3.5 DYSFUNCTIONS IDENTIFIED

An unstructured interview was conducted by the researcher with Divisional Commissioner Rayman Lalla to get a perspective on his views and opinions on the current structural alignment of Crime Intelligence. He stated that a particular problem faced by Crime Intelligence is that of dual lines of command and control. The Divisional Commissioner: Crime Intelligence has powers and authority which currently only extend to the Crime Intelligence components at Head Office; whilst he has only regulatory powers over the Provincial and Area level entities. The Provincial and Area Crime Intelligence entities are subjected to the command and control of the Provincial and Area Commissioners. Herein lays the problems. At the latter two levels, lawful instructions from the Provincial and Area Commissioners often take precedence over those from the Divisional Commissioner. The Divisional Commissioner is legally obligated to ensure that all Crime Intelligence entities (national, provincial and area levels) comply with regulations and policies that govern intelligence related activities. Instructions from Provincial and Area Commissioners, which do not necessarily take into consideration these obligations and the parameters within which Crime Intelligence entities are allowed to operate, can result in provincial and area Crime Intelligence entities exceeding their mandates and or holding conflicting priorities. Owing to these dual lines of command, the Divisional Commissioner is unable to

account for all activities within the provincial and area Crime Intelligence entities.

A further impediment that has been identified by the Divisional Commissioner is the lack of an appropriate co-ordination mechanism within the current myriad of structures. The intelligence and information gathered by Crime Intelligence is passed on to the Detective Service, Operational Response Service, Protection Service and other clients for operationalisation. While Crime Intelligence is often made aware of initial successes emanating from intelligence or information provided, subsequent arrests and seizures are not necessarily liaised with this Division. Crime Intelligence is also not always informed of successful prosecutions, owing to cases being finalised long after the matter has been dealt with by Crime Intelligence. Measures instituted to elicit feedback have been met with partial success. The lack of an effective feedback mechanism makes it especially difficult for Crime Intelligence to determine the impact it has on clients, and to identify and address intelligence gaps.

The Divisional Commissioner is also of the opinion that although Section 210 of the Constitution of 1996 requires national legislation to regulate the objectives, powers and functions of the Division, no such legislation exists apart from the abovementioned provisions of the National Strategic Intelligence Act of 1994. Not even the Police Act has any specific provision pertaining to the objectives, powers and functions of the Division: Crime Intelligence *per se*. The Divisional Commissioner elaborated on the following aspects as examples of matters specifically relevant to the Division which, in accordance with

the stated constitutional requirements, should be regulated separately in the Police Act:

- Although the establishment of the Division in terms of enactment is not necessary, the determination of its specific objectives, powers and functions thereof should be enacted.
- The dual line of command and control, as stated earlier, adversely affects the performance of Crime Intelligence entities especially at Provincial and Area levels. Provincial and Area Heads of Crime Intelligence have to comply with lawful instructions from both the Divisional Commissioner and their respective Provincial and Area Commissioners. At times, Provincial and Area Heads are compelled to comply with instructions from the Provincial and Area management which may be contrary to Divisional instructions. This prevents Provincial and Area Heads of Crime Intelligence from being able to act decisively.
- The general and specific powers of the Divisional Commissioner.
- Labour relations issues.
- Appointment, transfer and discharge of members attached to the Division, and the terms thereof to ensure post retention.
- Transfer of members of Crime Intelligence on account of public interest or other related matters.

The Divisional Commissioner further reports that he has no control over the budget allocation to Crime Intelligence. Of the R175, 329,653 allocated to Crime Intelligence, the Divisional Commissioner has control only over the Head Office allocation which is R41, 187,692.

Fund allocation to Crime Intelligence at provincial level is determined by respective Provincial Commissioners and may not necessarily be adequate for fulfilling mandated and adhoc responsibilities and for support related expenditure. This problem is highlighted by the instance where maintenance and repairs to vehicles are delayed owing to a range of bureaucratic procedures that fall outside the ambit of Crime Intelligence. Required funds have to be acquired with approvals required from various logistical and financial sub-components. Problems between these different sub-components delays financial approvals consequently preventing vehicles from being serviced or repaired. Such delays hamper Crime Intelligence personnel from performing their duties. An additional financial related challenge is that related to the granting of financial authority outside of normal working hours. Crime Intelligence personnel are at times required to respond to situations outside normal working hours and are unable to access funds to perform required tasks. There have been instances where personnel used their personal funds; but were not reimbursed owing to them not having obtained prior financial approval. This also adversely affects the ability of Crime Intelligence to carry out its mandated functions as well as the morale of personnel prejudiced by such procedures.

The Divisional Commissioner lastly indicated that Crime Intelligence expends considerable financial and human resources to enhance the skills levels of its personnel to enable the Division to effectively deal with its mandate. Owing to an absence of an employee retention policy, which falls outside the ambit of Crime Intelligence, the Division has had to, on an ongoing basis, be subjected with an outflow of skilled

personnel. Owing to the nature of training provided and skills obtained within the Crime Intelligence environment; Crime Intelligence personnel are sought-after and are often enticed with better remuneration to take up positions in other government departments and in the private sector. In addition, skills are also lost to other Divisions within the police service when personnel apply for and accept promotion positions outside the Crime Intelligence environment.

Considerable resources are expended on training new personnel or redeployed personnel with no assurances that these individuals will remain in their posts to conduct duties they are trained for. The lack of sufficient skills has also been identified on the management level. Crime Intelligence has recognized the fact that without sufficient skills it will be severely hampered in its efforts to fulfil its mandated performance. To address this particular challenge, Crime Intelligence has embarked on an intensive skills enhancement programme for its personnel. The programme entails the provision of training in the various spheres of intelligence by the Training Division of the police service, foreign law enforcement agencies as well as private sector service providers. This view is supported by Africa and Mlombile (2002, p.1) who state that 'a change in operating procedures must be simultaneously supported by a corresponding introduction of new skills. It is vital to invest in retaining and re-orientation of members of security structures'.

3.6 SUMMARY

At the onset it must be stated that one has to question the rationale for devolving an Intelligence capability to such an extent that there is a

marked deviation from previous policy and that of international benchmarks. The answer to this is probably provided by Africa and Mlombile (2002, p.1) who stated in their paper on Intelligence restructuring in a democratic South Africa that *'obviously, every country that works to reform its intelligence services is best placed to decide on the mechanisms and structures that are best suited for its needs'*.

The above view, although formally tendered in their paper some seven years later, probably underpinned the line of thinking that prevailed among the leading politicians that shaped the new democratic police service. The need at that time was possibly informed by a desire to ensure that the new police service is no longer in a position to emulate the atrocious attitude and behaviour of its predecessors. A lot of these politicians and activists would have suffered unmentionable pain and torture at the hands of the apartheid police. It is therefore not surprising that the structuring of Police Intelligence would have received special attention, in the new dispensation. The former centralised capacity was 'watered down' and placed under fragmented command throughout the Republic, probably in a quest to ensure that it does not become 'an unguided missile' again. With the passage of time and the consolidation of our democracy, it may be time to rethink the approach. This is especially relevant in current times where the ability of the police to take charge of the crime situation is being questioned.

It emerged from the case study that the position of Crime Intelligence as a member of the country's 'intelligence community' is also affected by the current organisational structure. It is apparent from the literature that the Crime Intelligence structure has certain obligations to its

membership of this 'intelligence community'. This membership implies that the Divisional Commissioner of Crime Intelligence must interact on a dynamic level with his fellow members and share intelligence products for the common good of the country. The assumption within the community is therefore that the Divisional Commissioner is empowered through the unity of command principle to give a holistic picture of all matters relating to crime intelligence in the country. This is, however, not the position as the structure does not allow for a singular commander. The quality of the interaction will therefore be limited. The same holds true in terms of the Divisional Commissioner's accountability to Parliament, funds acquired through the Account for Secret Services and the Division's responsibility to the Inspector-General of Intelligence. It also appears to be a foregone conclusion, in the current climate, that the structure will continuously face challenges when it comes to co-ordinating and integrating their products in a holistic manner. Likewise the priorities and objectives of Crime Intelligence will differ at all three levels of the organisation, owing to the fragmented command structure. The development of universal performance indicators and assessment mechanisms will also be severely hampered with this sort of structural arrangement.

3.7 CONCLUSION

It is clear that the Crime Intelligence structure has been able to perform its functions despite having to deal with a range of obstacles; which hampers its mandated performance. Removal of these obstacles can greatly improve the Division's overall performance. The next Chapter will examine the research methodology that was employed in this study.

CHAPTER FOUR [4]: RESEARCH METHODOLOGY

4.1 INTRODUCTION

The preceding Chapters have dealt with the literature review of the subject matter 'organisational structure' as well as a case study on the organisation. This Chapter will describe the research methodology that was applied to the study. This will include the critical questions, an exposition of the fieldwork as well as a discussion on the survey instrument used to complete the study. The researcher will further indicate the manner in which he accessed the respondents. A description of the procedure that was undertaken to do sampling will be provided as well as a reflection on the data collection and analysis techniques that were employed. The Chapter will conclude with an overview of how the collected information was data based and finally closed with a concise Chapter conclusion.

4.2 OBJECTIVES

The main objective of this research project is to study the perceptions of Crime Intelligence Manager's on the organisational structure of the Crime Intelligence Division of the South African Police Service with regard to the organisational strategy, authority relationships, co-ordination and control, resource utilisation and training and skills, in respect of the divisional and matrix organisational structure. The compilation of the literature review and the organisational case study necessitated that the objectives be refined with a sharper focus. The basis for this will be discussed in the next subparagraph.

4.2.1 SUB-OBJECTIVES

The Sub-objectives that have been derived from the objectives can be stated as follows:

- (a) To conduct a comprehensive literature review on the subject area of organisational structure,
- (b) To provide a case study examination of the South African Police Service's Crime Intelligence management environment,
- (c) To examine the influence of the biographical variables on the perceptions of the Crime Intelligence Manager's with regard to organisational structure (Matrix organisational structure and Divisional organisational structure) and
- (d) To make recommendations for structural enhancements.

4.2.2 RESEARCH QUESTIONS

With reference to the above the following two research questions need to be answered in this study, namely:

Question 1: What are the perceptions of Crime Intelligence Manager's on the organisational structure of the Crime Intelligence Division of the South African Police Service with regard to the organisational strategy, authority relationships, co-ordination and control, resource utilisation and training and skills development; in respect of the divisional and matrix organisational structure?

Question 2: Is there a relationship between the biographical data and the perceptions of Crime Intelligence Manager's on the organisational structure of the Crime Intelligence Division of the South African Police Service with regard to the organisational Strategy, authority relationships, co-ordination and control, resource utilisation and training and Skills; in respect of the divisional and matrix organisational structure?

4.3 SAMPLING DESIGN

The next step in the research methodology was to determine an appropriate sampling design. It is firstly important to understand what sampling means from a formal research point of view. Sekaran (2003, p.266) states that sampling *"is a process of selecting a sufficient number of elements from the population, so that a study of the sample and an understanding of its properties or characteristics would make it possible for us to generalize such properties or characteristics to the population elements"*. The aim in essence is to indicate that the selected sample is sufficiently representative of the population under study, to the extent that one could confidently infer; that the results of the study can be generally applicable to all constituents of the population.

4.3.1 Population and Sample

The population for the study has been identified, in the stated research problem, as the Area Heads of the Crime Intelligence structure in the South African Police Service. The term 'population' has been defined by Sekaran (2003, p.265) as *"the entire group of people, events, or things of interest that the researcher wishes to investigate"*. Sample on

the other hand has been defined by Sekaran (2003, p.266) to mean “a subset of the population. It comprises some members selected from it. In other words, some, but not all, elements of the population would form the sample”.

The police have a country wide spread, so this implies that all Area Heads of the intelligence structure in the Republic were the research population that was of interest to the researcher. At the time of conceiving this research there were forty three Area structures in the police service. The sample would therefore have to be chosen from this population.

4.3.2 Sampling Techniques

There are generally two choices that confront a researcher when sampling design is being contemplated. The first option is probability or representative sampling. Sekaran (2003, p.270) states that probability sampling refers to instances where elements of a population have a known chance of being selected for the sample. This form of sampling is further distinguished into two categories, namely unrestricted or simple random sampling and restricted or complex probability sampling.

The second option is non probability or judgemental sampling. Sekaran (2003, p.276) states that in non-probability sampling there is no probability that the elements of the population have a chance of being chosen as sample subjects. The following table is extracted in a modified format from Sekaran (2003, p.280) to illustrate the various

sampling technique options that were available to the researcher for this study:

TABLE 4.1
PROBABILITY & NONPROBABILITY SAMPLING DESIGNS

SAMPLING DESIGN	DESCRIPTION	ADVANTAGES	DISADVANTAGES
Probability Sampling			
Simple random sampling	All elements of the population are considered and each element has an equal chance of being chosen as the subject.	High generalisability of findings.	Not as efficient as stratified sampling.
Systematic sampling	Every n th element in the population is chosen starting from a random point in the population frame.	Easy to use if population frame is available	Systematic biases are possible
Stratified random sampling (Str.R.S) ▫ Proportionate (Str.R.S) ▫ Disproportionate (Str.R.S)	Population is divided into meaningful segments; thereafter subjects are drawn: ▫ In proportion to their original population numbers, or ▫ Based on criteria other than their original population numbers	Most efficient among all probability designs. All groups are adequately sampled and comparisons among groups are possible	Stratification must be meaningful. More time consuming than simple random sampling or systematic sampling. Population frame for each stratum is necessary.
Cluster sampling	Groups that have heterogeneous members are first identified; then some are chosen at random; all of the members in each of randomly chosen groups are studied.	Costs of data collection are low in geographic clusters.	The least reliable and efficient among all probability sampling designs since subsets of clusters are more homogeneous than heterogeneous.

Area sampling	Cluster sampling within a particular area or locality.	Cost effective. Useful for decisions relating to a particular location. Offers more detailed information on the topic of study.	Takes time to collect data from an area.
Double sampling	The same sample or subset of the sample is studied twice.	Offers more detailed information on the topic of study.	Original biases, if any, will be carried over. Individuals may not be happy responding a second time.
Non-probability Sampling			
SAMPLING DESIGN	DESCRIPTION	ADVANTAGES	DISADVANTAGES
Convenience sampling	The most easily accessible members are chosen as subjects.	Quick, convenient, less expensive.	Not generalisable at all.
Judgement sampling	Subjects are chosen on the basis of their expertise in the subject investigated	Sometimes the only meaningful way to investigate.	Generalisability is questionable, not generalisable to entire population.
Quota sampling	Subjects are conveniently chosen from targeted groups according to some predetermined number or quota.	Very useful where minority participation in a study is critical.	Not easily generalisable.

[SOURCE: SEKARAN (2003, p.280)]

Probability sampling is generally the practical design option for survey research; whilst non-probability designs are more suited to scientific studies. As stated previously the units of analysis for this study has been predetermined to be all Area heads of the Crime Intelligence structure in the country. This population numbers forty three individuals. It was noted by the researcher that Saunders, Lewis and Thornhill (2002, p.153) advise that in instances where the population is

less than fifty that data should be collected on the entire population as *“the influence of a single extreme case on subsequent statistical analyses is more pronounced than for larger samples”*. This low number of forty three in the population meant, in light of the above, that it was more prudent to consider the entire population in the study. It was therefore decided that a simple random sampling design would be used for this study. The remainder of the sampling designs that were referred to in the above table was excluded on the basis that they were not suitable for such a small target population. The researcher had already elicited the support of the Divisional Commissioner of police intelligence to undertake this study. This support was lobbied during the research proposal stage of this project. The only restriction placed on the researcher was that no classified material was to be used in the study. The study could then commence.

4.4 DATA COLLECTION METHOD

Data collection method refers to the manner in which the necessary information will be obtained from the units of analysis. Data can be collected in a number of ways and even in different settings; such as laboratory or field conditions (Sekaran 2003, p.223). Typical collection methods include; face-to-face interviews, telephone interviews, computer assisted interviews and interviews through the electronic media. The questionnaires referred to can be administered directly, sent through the mail, or administered electronically and so on (Sekaran 2003, p.222). There are inherent advantages and disadvantages associated with the different collection methods. The following tabulation provides insight into some of these:

TABLE 4.2
ADVANTAGES & DISADVANTAGES OF INTERVIEWS & QUESTIONNAIRES

COLLECTION MODE	ADVANTAGES	DISADVANTAGES
Personal or face-to-face Interviews Continued ...	<ul style="list-style-type: none"> -Can establish rapport and motivate respondents. -Can clarify the questions, clear doubts, add new questions. -Can read nonverbal clues -Can use visual aids to clarify points. -Rich data can be obtained. -CAPI can be used and responses entered into a portable computer. 	<ul style="list-style-type: none"> -Takes personal time. -Costs more when a wide geographic region is covered. -Respondents may be worried of confidentiality of information given. -Interviewers need to be trained. -Can introduce interviewer biases.
Telephone Interviews	<ul style="list-style-type: none"> -Less costly and speedier than personal interviews -Can reach a wide geographic area. -Greater anonymity than personal interviews. Can be done using CATI 	<ul style="list-style-type: none"> -Nonverbal clues cannot be read. -Interviews will have to be kept short. -Obsolete telephone numbers could be contacted, and unlisted ones omitted from the sample. -Respondents can terminate the interview at any time
Personally administered Questionnaires	<ul style="list-style-type: none"> -Can establish rapport and motivate respondent. -Doubts can be clarified. -Less expensive when administered to groups of respondents. -Almost 100% response rate ensured. -Anonymity of respondent is high. 	Organisations may be reluctant to give up company time for groups of employees assembled for the purpose.
Mail Questionnaire	<ul style="list-style-type: none"> -Anonymity is high. -Wide geographic regions can be reached. -Token gifts can be enclosed to seek compliance. -Respondents can take more	<ul style="list-style-type: none"> -Response rate is almost always low. A 30% rate is quite acceptable. -Cannot clarify questions. Follow-up procedures for non-responses are necessary.

	time to respond at convenience. -Can be administered electronically, if desired.	
Electronic Questionnaires	-Easy to administer. -Can reach globally. -Very inexpensive. -Fast delivery. Respondents can answer at their convenience like the mail questionnaire.	-Computer literacy is a must. -Respondents must have access to the facility. -Respondents must be willing to complete the survey.

SOURCE: ADAPTED FROM SEKARAN [2003, p.251]

4.5 SURVEY INSTRUMENT

A decision was taken earlier on that the most appropriate research instrument to be used to further this study was a self administered questionnaire. This decision was based on the geographic spread of the population, the limited time available to the researcher, the cost benefit of using such an instrument as well as the fact that this is a tried and tested method for dealing with quantitative data. The next step was to identify an existing instrument that had passed reliability and validity testing and had actually been used in a similar research project. This proved to be a major stumbling block. As stated earlier; very little research has actually been conducted on state security organs in this country. This problem is compounded by the fact that foreign policing agencies are not structured according to the arrangement that one has in South Africa. Perceptual studies that have been conducted have been on dimensions such as leadership, remuneration, motivation, performance, emotional intelligence and organizational change etcetera. These studies employed existing instruments such as the Emotional Quotient Test (EQT), Emotional Intelligence Inventory (EII), and Multifactor Emotional Intelligence Scale (MEIS) etcetera. No previous studies could be found that either mirrored the objectives of

this study or that measured similar dimensions. The search referred to includes accessing the NEXUS database, Science Direct electronic database and search engines such as Google. It was determined in the process that there is no single best way in which previous studies applied a particular research instrument. These studies either used questionnaires or institutional interviews to study structure. The researcher, therefore, decided to emulate this approach and combine both strategies for this study. The institutional interview would be conducted, on a face-to-face basis with the Divisional Commissioner of Crime Intelligence. The interview would be unstructured. Sekaran (2003, p.225) reports that unstructured interviews are "*so labelled because the interviewer does not enter the interview setting with a planned sequence of questions to be asked of the respondent*". A structured interview will not be utilised because there is no indication as to what information can be supplied by the Divisional Commissioner with regard to the research problem.

The first step was then to design an appropriate questionnaire as the primary research instrument. Dewar et al (1980, p.120) was found to have developed the closest questionnaire instrument to this study that could be used as a guide to drafting a new instrument. Dewar's (1980, p.120) instrument measured centralisation, differentiation, formalisation and their contributing sub-elements; in a list of 22 questions. Although Dewar's instrument (1980, p.120) had little connection to the actual content of this study it did provide a point of reference. Six biographical questions were developed that related to the problem statement of the project. These were gender, age, race, and level of education, years of experience and years of service as an Area Head. The next task was

to frame appropriate questions for testing the perceptions of the Area Heads. The dimensions of organisational strategy, authority relationships, co-ordination and control, resource utilisation and levels of training and skills development were decomposed into their constituent parts. This process delivered thirty two different items that collectively composed the variables under consideration. These items compared favourably with those of Dewar from a technical point of view. Three questions constituted organisational strategy, a further five dealt with line of authority, sixteen questions related to co-ordination and control, four questions dealt with resource utilisation and the final four questions probed training and skills development.

The questions were based on a four point rating scale. Number one represented the matrix structure, two the divisional structure, three illustrated no difference between either one or two and four referred to no opinion at all. The instrument also allowed for respondents to include whatever written commentary that they had in the conclusion section of the questionnaire. The research instrument was then subjected to a preliminary pilot test of five junior level managers at a specialised unit of the crime intelligence structure in Pinetown, Durban. These junior managers were assumed to be at a lower level of development than the units of analysis. The preliminary test was conducted in a 'class room' type environment, where the researcher went over the instrument with the candidates, answered queries or provided clarification wherever necessary. They were then asked to individually complete the questionnaire. They completed the questionnaire in an average time of twenty five minutes. The researcher then questioned each of the five candidates in a private

session, where they explained their rationale for choosing a particular answer. It emerged from this session that there was a need to simplify language usage in the instrument. The revised instrument was then formally 'pilot tested' on a sample of ten managers at the provincial head quarters of the structure in Kwazulu Natal. The candidates were requested by the researcher to participate on a voluntary basis. These managers were selected on the basis that they were more-or-less on par with the state of development that the units of analysis were in. They were either former Area Heads, had acted in that capacity or had extensive knowledge on the Area Head's environment. A further strong point was that they varied in terms of mother tongue, level of education and had a relatively diverse background. The fact that the researcher is also their Provincial Head did assist in accessing willing participants. The same procedure was followed as in the preliminary test. This led to the instrument being further calibrated from both a linguistic and technical point of view. Explanations were added to the different sections of the instrument, as a result of recommendations that emanated from the above process, to aid the understanding of technical aspects that a lay person would not normally be exposed to. The researcher will elaborate on the re-test of these candidates in the next paragraph.

4.6 RELIABILITY & VALIDITY

The researcher then had to subject the research design to reliability and validity testing before the study could commence. At the onset it must be accepted that the present study is neither a replication nor an extension of a previous study. Its reliability and validity is therefore not established. The next two sub-paragraphs will examine these concepts

individually and indicate how these inherent weaknesses were compensated for.

Reliability

The term reliability is used by researchers to indicate whether the study can be repeated and counted on to produce consistent results. In other words would the Area Heads answer the same questions in the same way if they were asked again? If this was the case then it would mean that the reliability is very high. This issue was covered under the pilot testing phase of the process. Candidates were tested and re-tested. Their responses were then analysed to check for inconsistencies between the two sets of questionnaires that they had completed. The second questionnaire that they completed was slightly different to the first one that they had completed. The reason for this deviation is that the researcher re-calibrated the original questionnaire in line with the recommendations of the candidates that participated in the formal pilot test. This, however, did not change the original meaning and basis for the data. The re-test was conducted approximately three and a half weeks after the initial test. The re-test returned a consistency rate of 91.7 %. The emotional state of a participant is also a factor to consider. It is desirable for the respondent to be in a sort of neutral mood when he or she completes the questionnaire. This was allowed for by the respondents being requested to complete the form when they are most relaxed. There is, however, no guarantee that this was actually the case. A comforting indication on the other hand is that the majority of the respondents that contacted the researcher telephonically did so over week ends. The respondents were further given a period of ten days to complete the process. Subject or

participant bias was factored into the informed consent process that aimed to satisfy respondents that their anonymity would be protected against disclosure. It was made clear to them that there should be no pressure to provide any response that is construed as either towing the organisational line or that of their superiors; as no such line existed. Finally the questionnaire itself has been designed to be highly structured with closed ended questions that allow for specific responses. This assists to increase the rate of reliability.

Validity

The key to a valid research design is when the data represents what the researcher believes they represent. Punch (2003, p.42) refers to the question of validity simply as *'do the responses that I have, and which I will score, really measure the variables which I think they measure'*. Here too if the answer is yes; then the rate of validity is high. It can be inferred from the 'test re-test' count mentioned in the preceding sub-paragraph that there is a high degree of generalisability in the design. This also indicates that the research design has a very high validity rate. The pressure of time, however, did not allow for a longer window period between the two tests. Nonetheless, the specific aspects of validity are discussed in the paragraphs to follow, these are namely: face, construct, content and criterion validity.

- Face Validity

Face validity is generally acknowledged to be a weakest form of a validity test. This is, nonetheless, achieved by scanning the instrument visually to determine whether the items appear logically and conceptually correct. This test was accomplished by firstly having the

instrument passed by the research supervisor and secondly by having the instrument perused by three fellow students in the same discipline. The said students confirmed the considered opinion of the research supervisor.

- Construct Validity

This is the most important aspect of validity. Construct validity actually refers to whether the items selected for a particular construct (example: performance) actually measures the construct. The key here is that the items selected must be supported by available data. Construct validity was consciously kept in mind by the researcher when the research design was being conceived. The items that were selected to measure the constructs (such as line of authority, organisational strategy; etcetera) emanated from the literature review. The items were specifically chosen because the literature indicated that they were either strengths or weaknesses with regard to a particular construct and organisational structure. They are therefore well anchored by the literature. The obvious weakness in terms of the research instrument is that it has not been used in any published study and has no proven track record. So too are all recognised instruments when they were used for the very first time. This was compensated for by diligent adherence to the available data.

- Content Validity

This form of validity aims to show that the items for a particular measuring instrument fully represent the area under study with no omissions. The idea here is that the questionnaire must indicate that it considered all aspects relating to the constructs without leaving out any

key aspects. The content of the previous sub-paragraph is relevant here as well. The literature was deliberately scanned to identify all strengths and weaknesses of both the matrix and divisional organisational structure. The data was then distributed to the different constructs with the view that it must represent the particular construct in a holistic manner.

- Criterion Validity

This refers to the extent to which the measurements of the research instrument can actually be deemed to be accurate. In other words can the responses be classified as truthful and accurate? The obvious problem here is that the instrument itself has been designed specifically for this study and has not been tested before. The accuracy of the responses cannot therefore be validated one hundred percent. The researcher relied on the fact that there was no attempt by the instrument to influence a respondent in favour of either a matrix or divisional organisational structure. The theoretical framework itself does not advocate a particular point of view. Respondents that contacted the researcher or his assistants for clarification were advised in an unbiased manner. The intention here was to assist the respondents in having a common understanding of what was been asked. The second consideration is whether the respondents understood the items in a way that it was meant to. A huge proportion of the respondents did contact the researcher to get further explanation and clarification around the technical aspects of the items in the instrument. This was a positive factor with regard to creating conditions for a common understanding. There may, however, be a chance that some respondents may have misconstrued what was been asked. This

could not be factored out completely. The assumption nonetheless is that the responses were truthful and accurate. It is not possible, from a practical point of view, to determine whether the respondents manipulated the instrument by giving responses that they perceived the researcher wanted. This likelihood is, however, low owing to the fact that the study does not take a particular stance with regard to either organisational structure.

4.7 PROCEDURE

The next step was to charter a way in which the units of analysis could be accessed. The guidelines that were issued by the University helped to great deal in finalising relevant protocols. An Informed Consent notification and certificate was designed in terms of these guidelines to introduce the project to the units of analysis. It was also decided that the commanders of these managers would be informed of the legitimacy of this project by recirculation of the approval correspondence from the Divisional Commissioner as well as a separate letter from the researcher. It was hoped that these additional processes would encourage a higher return rate. The final questionnaire and informed consent documentation was then signed off by the research supervisor and attached to an application for ethical clearance and dispatched to the relevant Ethical Committee of the University of Kwazulu Natal for approval. It subsequently received such approval.

The respondents were accessed by firstly faxing the 'research package' to them. The package included the informed consent notification, which also doubled up as a covering letter; that introduced

the researcher to the respondent. Also included were the Informed Consent certificate and finally the research instrument (questionnaire) itself. The next step that the researcher followed was to make telephonic contact with each respondent. This was either done by the researcher or one of his three assistants. The purpose of the contact was to establish whether they had received all pages of the facsimile transmission and that the pages were legible. The further purpose of the call was related to courtesy and the need to put a human angle on their participation. The respondents were advised to contact the researcher for further information and clarity if they deemed it necessary and to support the project by providing truthful responses within the given timeframe. They were also notified that they were not compelled to participate in the process. Two respondents indicated at this early stage that they were too busy to concern themselves with this study.

4.8 DATA ANALYSIS TECHNIQUES

The next challenge was to consider the data capturing. It is important to note at this stage that this study deals with categorical data. Saunders et al (2003, p.329) states that categorical data refers to data whose value cannot be measured numerically but can be classified into sets (categories) according to the characteristics with which the study deals. The researcher therefore followed the norms that exist for dealing with categorical data. This generally meant that analysis of the data would be done according to similar responses, themes and connections. Forty three potential respondents were then accessed for a response. The following Table illustrates the frequencies and percentages of the respondents as they are distributed from the country wide sampling.

TABLE 4.3: GENERIC DEPICTION OF RESPONDENTS

PROVINCE	FREQUENCY	PERCENT %	CUMULATIVE PERCENT
Kwazulu Natal	7	18.9	18.9
Gauteng	5	13.5	32.4
North West	3	8.1	40.5
Limpopo	4	10.8	51.4
Eastern Cape	5	13.5	64.9
Western Cape	3	8.1	73.0
Northern Cape	4	10.8	83.8
Freestate	3	8.1	91.9
Mpumalanga	3	8.1	100.0
TOTAL	37	100.0	

SOURCE: GENERATED BY SPSS

This figure represents the thirty seven Area Heads (out of a possible forty three) in the country that elected to participate in the study. Thirty seven responses were received within the stipulated timeframe. The next step was to code the questionnaires. The data was then entered into a computer program known as the Statistical Package for the Social Sciences; hereafter referred to its common name of SPSS. A Code Book was also prepared to keep track of the research and aid in the analysis. It emerged from this process that two respondents from Gauteng, three from the Eastern Cape, and one from Western Cape did not respond to the researcher's approach. This book contains a summary of the instructions which were to be used to convert the information obtained from each questionnaire into a format that was understood by the statistical software package. Having prepared the codebook, the next step was to create a data file on SPSS. The

variables were defined in accordance with the prescriptions of the requirements of SPSS. The level of measurement was set to nominal; as all the questions relating to the data to be captured was categorical. Before the analysis stage, the data was screened for errors. This was done in two stages. Firstly each of the variables was visually scanned for “out of range” scores as these can distort the statistical analysis. Having scanned the variables visually, a frequency table was requested for each variable.

A study of each of these frequency outputs confirmed the validity of the captured data in terms of the number tally as well as exclusion of entries that did not belong. The researcher could be confident of a clean data file. The next step was to begin the analysis using the software package. The decision as to what type of statistical techniques to use had to be informed by the nature of the data available. The use of parametric tests was deemed to be inappropriate given the nature of the data. The researcher decided, based on the nominal data that the study provided, that descriptive statistics would to a large extent, address the research questions.

The first level of analysis involved generating frequency tables for all of the variables. The next level of analysis was to project the results of each dimension of the study as a unit; in order to comment on the perceptions of respondents to all elements of that dimension. Having explored various avenues, the researcher decided to present the results of each dimension in the form of a graphical chart for that dimension. Each of the graphical charts addressed all the variables that constitute the particular dimension, so that the commentary on

each dimension could include the relationships between the individual variables.

4.9 CONCLUSION

This Chapter has underlined the exhaustive steps that the researcher had to undertake to deliver an appropriate research design. There are stated weaknesses in the design that primarily arise out of the fact that a proven instrument was not used. A new instrument had to be designed for this study. This was necessitated by the unique research problem that is being considered in this study. Consequent concerns in terms of reliability and validity was compensated for by the researcher. The next Chapter will deal with the data analysis.



CHAPTER FIVE [5]: DATA ANALYSIS & RESULTS

5.1 INTRODUCTION

The preceding Chapter reflected on the research methodology of this study. This Chapter will present the data analysis and results. A biographical analysis will be presented in the next section. This is a straight forward analysis of single dimensional data that will attempt to isolate particular trends and features.

The report will then progress onto a categorical analysis that will examine the responses obtained for organisational strategy, authority relationships, co-ordination and control, resource utilisation and levels of training and skills development.

The section thereafter will examine the data to determine if there are any relationships between the biographical data and the perceptions of the Area Heads. The Chapter will be then be finalised with a concise conclusion.

5.2 BIOGRAPHICAL ANALYSIS

As stated in the preceding Chapter forty three questionnaires were printed and circulated to the Area Heads of the Crime Intelligence structure in the country. Thirty seven of the respondents returned the questionnaires within the stipulated time. All thirty seven of them were deemed useable after data integrity checks.

Tables 5.1 to 5.6 provide the demographic profile of the respondents.

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TABLE 5.1: GENDER

GENDER	FREQUENCY	PERCENT %	CUMULATIVE PERCENT
Male	32	86.5	86.5
female	5	13.5	100.0
TOTAL	37	100.0	

The surveyed sample is dominated by males, who make up a count of 32 respondents (86.5 % of the sample); with only a head count of five females that represents 13.5 % of the sample.

TABLE 5.2: AGE GROUP

AGE	FREQUENCY	PERCENT %	CUMULATIVE PERCENT
33-40	8	21.6	21.6
41-49	21	56.8	78.4
50-60	8	21.6	100.0
TOTAL	37	100.0	

The majority of the respondents are within the forty one to forty nine age category with a count of twenty one (56.8%), whilst only eight managers (21.6%) are between thirty three to forty and between fifty to sixty years of age.

TABLE 5.3: RACE GROUP

RACE	FREQUENCY	PERCENT %	CUMULATIVE PERCENT
African	21	56.8	56.8
White	4	10.8	67.6
Indian	4	10.8	78.4
Coloured	7	18.9	97.3
Other	1	2.7	100.0
TOTAL	37	100.0	

Africans make up the majority of the sample respectively, with twenty one counts or 56.8% of the sample; and Whites and Indians are equally represented at four counts each or 10.8% of the sample. Coloured's are the second most dominant representation with seven counts (18.9%) and one respondent (2.7 %) identified himself as Oriental, which is included in the sample as 'other'.

TABLE 5.4: HIGHEST EDUCATIONAL QUALIFICATION

HEQ	FREQUENCY	PERCENT %	CUMULATIVE PERCENT
non matriculated	1	2.7	2.7
matriculated	8	21.6	24.3
diploma	20	54.1	78.4
degree	6	16.2	94.6
masters	2	5.4	100.0
TOTAL	37	100.0	

The majority of the respondents have received tertiary education with twenty respondents (54.1%) in the sample having attained a Diploma; and eight (21.6) of them either have a Degree or a Masters qualification. Nine counts (24.3 %) of the sample have either a matric or pass below this at a schooling level.

**TABLE 5.5: NUMBER OF YEARS CRIME INTELLIGENCE
EXPERIENCE**

CI EXPERIENCE	FREQUENCY	PERCENT %	CUMULATIVE PERCENT
00-05yr	3	8.1	8.1
06-10yr	8	21.6	29.7
11-20yr	19	51.4	81.1
21-30yr	7	18.9	100.0
TOTAL	37	100.0	

The majority of respondents with a count of nineteen (51.4%) fall between the eleven to twenty year category, with regard to experience in a formal intelligence environment. This is followed by the six to ten year category with a count of eight of the respondents (21.6 %) and the twenty one to thirty year category reporting a count of seven of the respondents (18.9%). Only three, or 8.1%, of the respondents had between zero to five years experience.

TABLE 5.6: NUMBER OF YEARS AREA HEAD EXPERIENCE

A/H EXPERIENCE	FREQUENCY	PERCENT %	CUMULATIVE PERCENT
00-05yr	18	48.6	48.6
06-10yr	13	35.1	83.8
11-20yr	6	16.2	100.0
TOTAL	37	100.0	

There is a marked difference when one looks at the number of years experience as Area Head. The majority of the respondents, with a count of eighteen, had between zero to five years experience (48.5 %), followed by a count of thirteen (35.1%) who had between six to ten years experience; and six of them that had between eleven and twenty years experience as Area Heads (16.2 %).

5.3 FREQUENCIES AND PERCENTAGES

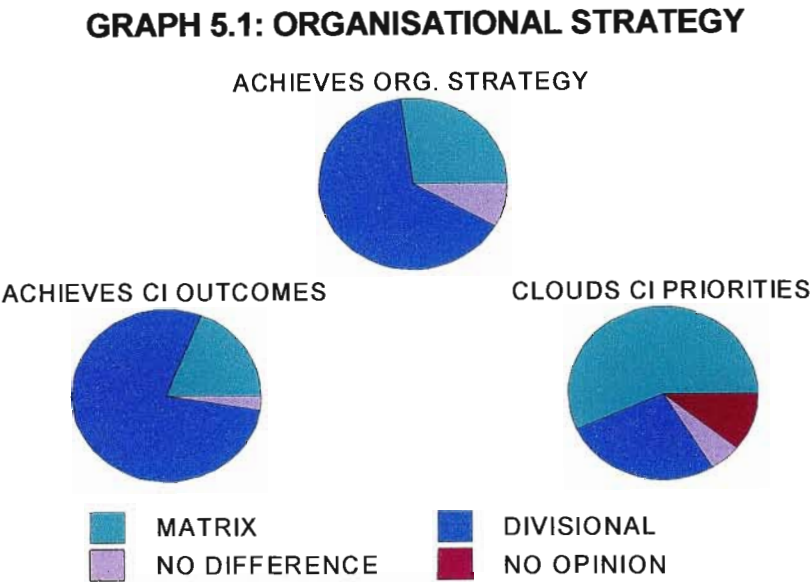
This section deals with the analysis in respect of the main variables of the study. The frequencies and percentages of the responses will be assessed. Sekaran (2003, p.395) states that “*frequencies simply refer to the number of times various subcategories of certain phenomenon*

occurs, from which the percentage and the cumulative percentage of the occurrence can be easily calculated". The categories are organisational strategy, authority relationships, co-ordination and control, resource utilisation and training and skills development. Graph 5.1 through to 5.9 provides a visual representation of the results for each dimension.

5.3.1 Organisational Strategy

Three questions were posed to the respondents with regard to organisational strategy. The first two of these questions were framed in a positive mode whilst the last one was propositioned from a negative basis. The first question dealt with which structure is best suited to achieve organisational strategy. The majority of respondents, with a count of twenty four (64.9 %) indicated a preference for the divisional structure; whilst ten respondents (or 27 %) favoured the matrix structure. Three respondents reported that there is no difference. The same trend is noticeable with regard to the second question that requested respondents to indicate which structure promotes a greater orientation towards the overall outcomes of intelligence activities. A count of twenty nine or 78.4 % of the respondents stated that it was the divisional structure; seven or 18.9 % of them indicated the matrix structure and one respondent (2.7 %) reported no difference. The last question that was posed to respondents, requested them to indicate which structure has a greater potential to negatively promote crime intelligence or project objectives over that of the broader police. A count of twenty one (56.8 %) felt that the matrix structure clouds the attainment of crime intelligence priorities and ten respondents (27 %)

felt the same way in terms of the divisional structure. Four respondents had no opinion and two (5.4 %) of them indicated no difference.

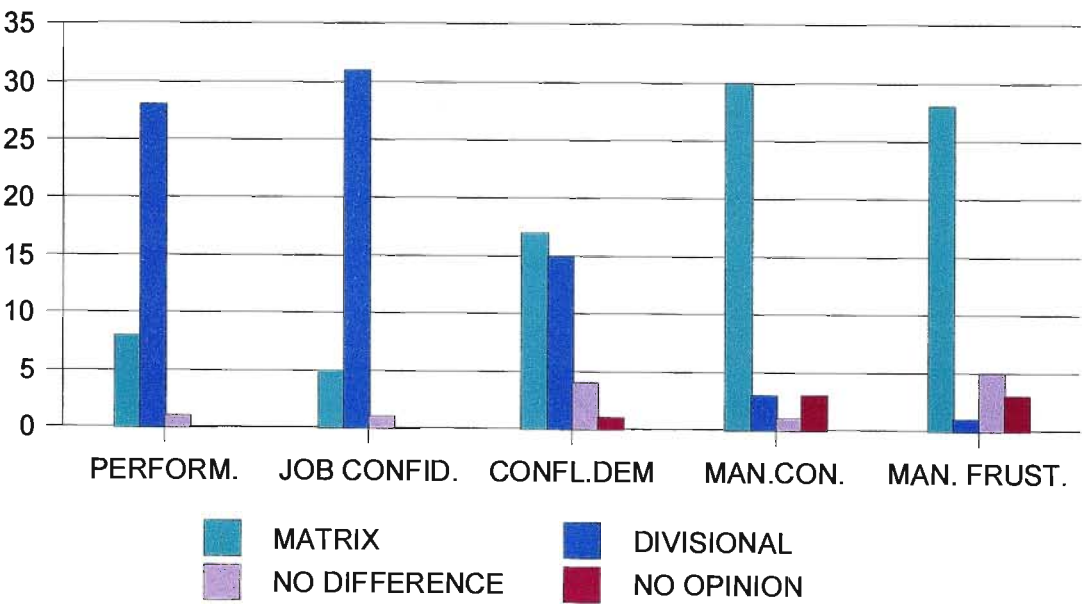


5.3.2 Line of Authority

The research instrument fielded five questions that aimed to measure the perceptions of respondents with regard to the line of authority. Line of authority was contrasted from a divisional and matrix organisational structure perspective. A count of twenty eight (75.7 %) was received for respondents who perceive that the divisional structure will enhance performance levels as opposed to a count of eight (21.6 %) who indicated a preference for the matrix structure. A similar trend is noticeable with regard to the Area Head’s ability to execute their job more confidently where a count of thirty one respondents (83.8 %)

indicated a preference for the divisional structure and five (13.5 %) for the matrix structure. There was a count of seventeen respondents (45.9%) who believed that the matrix structure is more likely to intensify conflicting demands from superiors. Fifteen of them indicated likewise for the divisional structure (40.5 %). Four of them believed that there would be no difference with regard to this dimension, irrespective of the type of structure (10.8 %). Management confusion and frustration that emanates from the choice of structure returned very similar results. There was overwhelming consensus that the matrix structure is responsible for management frustration and confusion. A count of thirty (81.1 %) was returned in terms of confusion and twenty eight (75.7 %) with regard to management frustration for the matrix structure. The divisional structure was the most preferred arrangement with a count of three (8.1 %) and one respectively (2.7 %).

GRAPH 5.2: LINE OF AUTHORITY



5.3.3 Co-Ordination and Control

Sixteen questions were posed to the respondents that dealt specifically with co-ordination and control as a dimension. Table 5.6 at the end of this section depicts the frequency of responses. The first four questions for this dimension dealt with which structure is more suited to the promotion of cohesion within the organisation, promoted greater accountability by commanders, was more suited to delegation of authority and which would better enhance co-ordination within the organisation. The majority of respondents, with a count of thirty one (83.8 %) indicated the divisional structure as the arrangement that is more geared towards promoting organisation wide cohesion. Only four of them were inclined towards the matrix structure (10.8 %). Two respondents or 5.4 % believed that there are no essential differences. The majority of respondents, with a count of thirty two (86.5 %), indicated that the divisional arrangement created a more suitable environment for accountability issues, whilst only four of them perceived the same of the matrix alignment (10.8 %). One respondent indicated no difference (2.7 %). An overwhelming number of respondents, with a count of thirty one believed that the divisional structure is more suited to the delegation of authority (83.8 %). Three respondents (8.1 %) indicated the matrix structure; whilst three of them (8.1 %) believed that there was no difference. Twenty six (70.3 %) of the respondents favoured the divisional structure over the nine (24.3 %) that indicated the matrix structure with regard to co-ordination. Two (5.4 %) of them indicated no difference. Three questions were then posed to the respondents that requested them to indicate which structure is more time consuming by way of added management protocols, led to additional meetings, and increased the number of

management levels; which in turn heightened the potential for conflict. Twenty nine of the respondents returned their perception that the matrix structure has more time consuming management protocols (78.4 %), with only four (10.8 %) suggesting the same of the divisional structure. Three respondents (8.1 %) believed that there was no difference. A vast majority of the respondents, which amounted to thirty one counts (83.8 %), indicated that the matrix structure led to more meetings and only a count of three (8.1 %) was reported for the divisional structure. The same figures were returned for additional management levels that increased the potential for conflict. The next four items asked the respondents to indicate which is a more suitable structure to promote the attainment of more crime intelligence work experience, offers personnel broader exposure to the working environment; promotes relationship building and fosters an integrated approach. Thirty one respondents believed that the divisional structure offered them a broader exposure to intelligence specific work experience (83.8 %). Six indicated the same for the matrix structure (16.2 %). There is a marked absence of any respondents that offered either no difference or no opinion. There was also a marked difference of opinion on which structure is inclined towards organisation wide work experience. Here the matrix was the preferred choice with twenty two of the returns (59.5 %) and the division pooled only eleven returns (29.7 %). Of the total only four felt that was no difference (10.8 %). The count was much closer for relationship building. Here nineteen respondents indicated the divisional structure (51.4 %). Fifteen of them indicated the matrix structure (40.5 %). Only three respondents believed that there were no differences (8.1 %). Seventeen of the respondents were of the opinion that a divisional structure will inhibit an

integrated approach towards the attainment of organizational priorities (45.9 %) and twelve felt the same way for the matrix structure (32.4 %). Eight respondents believed that there would be no difference between the two structures (21.6 %). The same response trend was noticeable with the next question in regard to recognising key inter-dependencies. Seventeen respondents opted for the divisional structure (45.9 %) and sixteen for the matrix structure (43.2 %). Three respondents reported no difference (8.1 %) and one respondent expressed no opinion (2.7 %). The next two questions that were put to the respondents requested them to indicate which of the two structures, were more suited to more complex decision making; and was more enabled to handle frequent changes in the organisation's unstable environment. In keeping with this trend a count of twenty four of the respondents indicated that the division was more suited to making complex decisions (64.9 %) and ten respondents indicated their preference with the matrix structure (27.0 %). Three respondents offered no opinion (8.1 %). Likewise a count of twenty nine was received of the respondents who believed that the divisional structure is better equipped to handle an unstable environment (78.4 %). Only six respondents reporting the same for the matrix structure (16.2 %). One respondent offered no opinion (2.7 %). The next item was the power balance. Here twenty six of the respondents indicated that the matrix structure causes them to spend greater effort to maintain the power balance between their immediate superiors (70.3 %). Ten respondents felt the same way with regard to the divisional structure (27.0 %). One respondent, who represents 2.7 % of the sample, is of the opinion that there is no difference between either structure. The last question of this dimension asked the respondents to indicate which structure is more adept at promoting the

core functions of the organisation. Twenty nine of the respondents were of the opinion that the divisional structure promoted the core functions better (78.4 %). Seven of them reported the same for the matrix structure (18.9 %). Only 1 respondent indicated a no difference option (2.7 %).

TABLE 5.7 – CO-ORDINATION & CONTROL RESULTS

QUESTION NUMBER	MATRIX STRUCTURE		DIVISIONAL STRUCTURE		NO DIFF		NO OPINION		TOTAL
	CT*	%	CT*	%	CT*	%	CT*	%	
15	4	10.8	31	83.8	2	5.4	0	0	37
16	4	10.8	31	83.8	2	5.4	0	0	37
17	3	8.1	31	81.3	3	8.1	0	0	37
18	9	24.3	26	70.3	2	5.4	0	0	37
19	29	78.4	4	10.8	3	8.1	1	2.7	37
20	31	83.8	3	8.1	3	8.1	0	0	37
21	31	83.8	3	8.1	2	5.4	1	2.7	37
22	6	16.2	31	83.8	0	0	0	0	37
23	22	59.5	11	29.7	4	10.8	0	0	37
24	15	40.5	19	51.4	3	8.1	0	0	37
25	12	32.4	17	45.9	8	21.6	0	0	37
26	16	43.2	17	45.9	3	8.1	0	0	37
27	10	27.0	27.0	24	64.9	3	8.1	0	
28	6	16.2	29	78.4	1	2.7	1	2.7	37
29	26	70.3	10	27.0	1	2.7	0	0	37
30	7	18.9	29	78.4	1	2.7	0	0	37

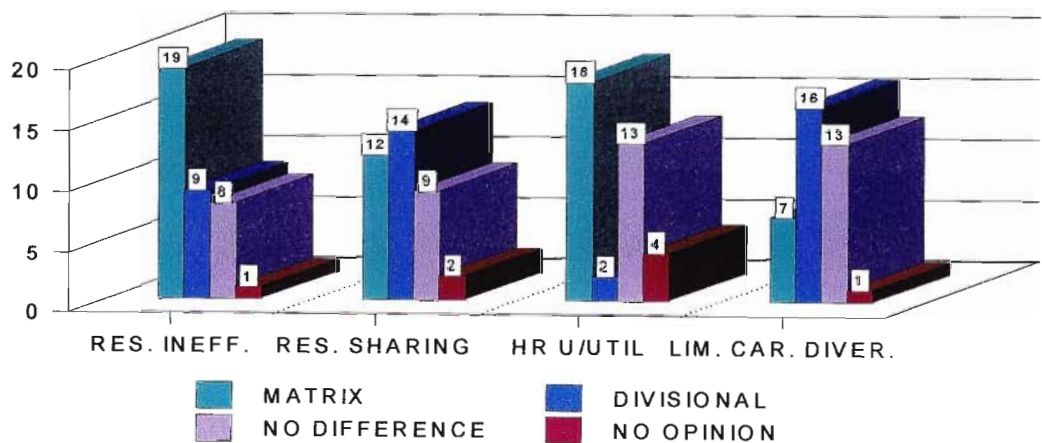
[*DENOTES COUNT]

5.3.4 Resource Utilisation

Nineteen of the respondents believed that the matrix structure is more inclined towards the inefficient use of resources (51.4 %). Only nine felt the same for the divisional structure model (24.3 %). Eight respondents were of the opinion that there was no difference for this aspect whether a matrix or divisional structure is chosen (21.6 %). There is a similar frequency pattern with regard to the question of which structure is more

inclined to promote resource sharing. Twelve respondents believed that it is the matrix structure (32.4 %). Fourteen respondents believed that the same was true to the divisional alignment (37.8 %). Nine respondents believed that there were no real differences on this issue between the two types of structure (24.3 %). Marked differences were, however, observed with regard to which structure is more likely to lead to the under utilisation of human resources. Eighteen of the respondents indicated that it was the matrix structure (48.6 %). The divisional structure returned a very low return with two of the respondents (5.4 %). Thirteen believed that there were no significant differences between the said structures (35.1 %). The next question that was posed to the respondents requested them to indicate which structure was more likely to inhibit career diversity. Sixteen of them believed that it was the divisional structure (43.2 %). Thirteen believed there was no difference (35.1 %). Seven of the respondents believed that it was the matrix structure (18.9 %). The matrix structure is clearly perceived to be a superior choice on this question.

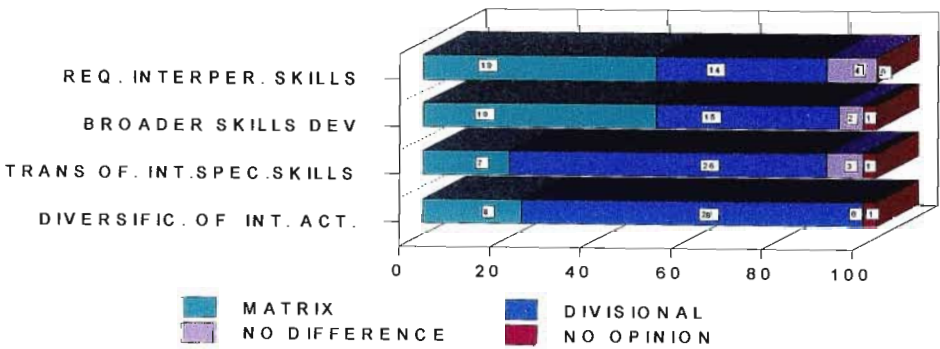
GRAPH 5.4: RESOURCE UTILISATION



5.3.5 Training & Skills Development

There was an overall preference for a divisional structure with regard to this particular dimension. The matrix structure is perceived to be viable only if you have good interpersonal skills according to nineteen of the respondents (51.4 %). Fourteen of the respondents returned the same result for the divisional structure (37.8 %). On the other hand, nineteen of the respondents believed that the matrix structure offers one more opportunities for broader skills development (51.4 %). Fifteen respondents indicated the divisional structure (40.5 %). There was a change of perceptions with regard to the transfer of intelligence specific skills between intelligence operatives. The divisional structure is preferred on this question with twenty six of the count (70.3 %). The matrix returned seven counts (18.9 %). Only three respondents believed that there was no difference (8.1 %). A similar trend was observed with regard to which structure allows for more diverse intelligence activities. The divisional arrangement is favoured by twenty eight of the respondents (75.7 %), with only eight respondents reporting in favour of the matrix structure (21.6 %).

GRAPH 5.4: TRAINING & SKILLS DEVELOPMENT



5.4 BIOGRAPHICAL VARIABLES & STRUCTURE DIMENSIONS

The second research question that was framed in the preceding Chapter required that the data be examined to determine whether there are any significant relationships between the biographical variables and the variables of organisational strategy, authority relationships, co-ordination and control, resource utilisation and training and skills development; with regard to organisational structure. This sub-paragraph is intended to satisfy this requirement.

5.4.1 Gender

Gender will be examined hereunder in relation to the main study variables of organisational strategy, line of authority, Co-ordination and control, resource utilisation and training and skills development. The aim is to determine whether there is a relationship between gender and these variables.

➤ Gender and Organisational Strategy (O.S)

Table 5.8 hereunder reflects a cross tabulation between gender and organisational strategy. There was a total count of thirty two male respondents. Eight of the males selected the matrix structure as the one that would best serve organisational strategy and twenty four of them indicated the divisional alignment.

There were five females in the sample. Three females indicated a preference for the divisional structure and two of them indicated either a no opinion or no difference, which is indicated in the tabulation as other.

TABLE 5.8: CROSS TABULATION – GENDER & O.S

			org strat			Total
			matrix structure	divisional structure	other	
gender	male	Count	8	24	0	32
		% within gender	25.0%	75.0%	.0%	100.0%
	female	Count	0	3	2	5
		% within gender	.0%	60.0%	40.0%	100.0%
Total	Count	8	27	2	37	
	% within gender	21.6%	73.0%	5.4%	100.0%	

➤ Gender and Line of Authority (LOA)

Table 5.9 hereunder reflects a cross tabulation between gender and line of authority. Five of the males selected the matrix structure as the one that offers the most appropriate authority relationship and twenty six of them indicated the divisional arrangement. Four females indicated a preference for the divisional structure and one of them indicated a preference for the matrix structure. One male indicated 'other'.

TABLE 5.9: CROSS TABULATION – GENDER & LOA

			line of authority			Total
			matrix structure	divisional structure	other	
gender	male	Count	5	26	1	32
		% within gender	15.6%	81.3%	3.1%	100.0%
	female	Count	1	4	0	5
		% within gender	20.0%	80.0%	.0%	100.0%
Total		Count	6	30	1	37
		% within gender	16.2%	81.1%	2.7%	100.0%

➤ Gender and Co-ordination and Control (CC)

Table 5.10 hereunder reflects a cross tabulation between gender and co-ordination and control. Four of the males selected the matrix structure as the one that is most suited to co-ordination and control processes and twenty seven of them indicated the divisional structure. Three females indicated a preference for the divisional structure and two of them indicated a preference for the matrix structure. There was a single male count for 'other'.

TABLE 5.10: CROSS TABULATION – GENDER & CC

			coord & control			Total
			matrix structure	divisional structure	other	
gender	male	Count	4	27	1	32
		% within gender	12.5%	84.4%	3.1%	100.0%
	female	Count	2	3	0	5
		% within gender	40.0%	60.0%	.0%	100.0%
Total	Count	6	30	1	37	
	% within gender	16.2%	81.1%	2.7%	100.0%	

➤ Gender and Resource Utilisation

Table 5.11 hereunder reflects a cross tabulation between gender and resource utilisation. Three of the males selected the matrix structure as the one that is more geared towards the effective and efficient utilisation of resources and thirteen of them indicated the divisional alignment. Sixteen males indicated otherwise. Two females indicated a preference for the divisional structure and three of them indicated a preference for the matrix structure. There was no reporting by females in the other category.

TABLE 5.11: – GENDER & RESOUCE UTILISATION

			resource utilisation			Total
			matrix structure	divisional structure	other	
gender	male	Count	3	13	16	32
		% within gender	9.4%	40.6%	50.0%	100.0%
	female	Count	3	2	0	5
		% within gender	60.0%	40.0%	.0%	100.0%
Total		Count	6	15	16	37
		% within gender	16.2%	40.5%	43.2%	100.0%

➤ Gender and training and skills Development

Table 5.12 hereunder reflects a cross tabulation between gender and training and skills development. Six of the males selected the matrix structure as the one that offers a better adaptation towards the training and skills environment. Twenty one of them indicated the divisional alignment. One female indicated a preference for the divisional structure and another one for the matrix structure. Three females reported under the other category.

TABLE 5.12: CROSS TABULATION – GENDER & SKILLS & TRAINING

			skills and training			Total
			matrix structure	divisional structure	other	
gender	male	Count	6	21	5	32
		% within gender	18.8%	65.6%	15.6%	100.0%
	female	Count	1	1	3	5
		% within gender	20.0%	20.0%	60.0%	100.0%
Total		Count	7	22	8	37
		% within gender	18.9%	59.5%	21.6%	100.0%

5.4.2 Age

Age will be examined hereunder in relation to the main study variables of organisational strategy, line of authority, Co-ordination and control, resource utilisation and training and skills development. The aim is to determine whether there is a relationship between age and these variables.

➤ Age and Organisational Strategy (OS)

Table 5.13 hereunder reflects a cross tabulation between age and organisational strategy. Two of the males, in the 33 to 40 group selected the matrix structure as the one that would best serve organisational strategy and six of them indicated the divisional alignment. In the 41 to 49 category four respondents indicated a preference for the matrix structure and sixteen for the divisional structure and two of them indicated either a no opinion or no difference, which is indicated in the tabulation as other. In the 50 to 60 age category, two respondents indicated in favour of the matrix structure. Five preferred the divisional structure and two indicated other.

TABLE 5.13: CROSS TABULATION – AGE & O.S

			org strat			Total
			matrix structure	divisional structure	other	
age group	33-40	Count	2	6	0	8
		% within age group	25.0%	75.0%	.0%	100.0%
	41-49	Count	4	16	1	21
		% within age group	19.0%	76.2%	4.8%	100.0%
	50-60	Count	2	5	1	8
		% within age group	25.0%	62.5%	12.5%	100.0%
Total	Count	8	27	2	37	
	% within age group	21.6%	73.0%	5.4%	100.0%	

➤ Age and Line of Authority (LOA)

Table 5.14 hereunder reflects a cross tabulation between age and line of authority. One of the respondents in the 33 to 40 age category selected the matrix structure as the one that offers the most appropriate authority relationship and seven of them indicated the divisional alignment. Four respondents indicated a preference for the matrix structure in the 41 to 49 category and sixteen of them indicated a preference for the divisional structure. One of them indicated other. In the 50 to 60 category, only one respondent indicated in favour of the matrix and there was a count of seven for the divisional.

TABLE 5.14: CROSS TABULATION – AGE & LOA

			line of authority			Total
			matrix structure	divisional structure	other	
age group	33-40	Count	1	7	0	8
		% within age group	12.5%	87.5%	.0%	100.0%
	41-49	Count	4	16	1	21
		% within age group	19.0%	76.2%	4.8%	100.0%
	50-60	Count	1	7	0	8
		% within age group	12.5%	87.5%	.0%	100.0%
Total	Count	6	30	1	37	
	% within age group	16.2%	81.1%	2.7%	100.0%	

➤ Age and Co-ordination and Control (CC)

Table 5.15 hereunder reflects a cross tabulation between age and co-ordination and control. One of the respondents in the 33 to 40 age category selected the matrix structure as the one that is most suited to co-ordination and control processes and seven of them indicated the divisional alignment. Three respondents in the 41 to 49 category

indicated a preference for the matrix structure and eighteen of them indicated a preference for the divisional structure. There was a count of two in the 50 to 60 age category for the matrix structure and one for the other category. Five respondents indicated the divisional structure.

TABLE 5.15: CROSS TABULATION – AGE & CC

			coord & control			Total
			matrix structure	divisional structure	other	
age group	33-40	Count	1	7	0	8
		% within age group	12.5%	87.5%	.0%	100.0%
	41-49	Count	3	18	0	21
		% within age group	14.3%	85.7%	.0%	100.0%
	50-60	Count	2	5	1	8
		% within age group	25.0%	62.5%	12.5%	100.0%
Total	Count	6	30	1	37	
	% within age group	16.2%	81.1%	2.7%	100.0%	

➤ Age and Resource Utilisation

Table 5.16 hereunder reflects a cross tabulation between gender and resource utilisation. One of the respondents in the 33 to 40 age category selected the matrix structure as the one that is more geared towards the effective and efficient utilisation of resources and five of them indicated the divisional alignment. Two of them indicated other. Three respondents in the 41 to 49 category indicated a preference for the matrix structure and eight of them indicated a preference for the divisional structure. There was a count of ten that indicated other. There was a count of two in the 50 to 60 age category for the matrix structure and four for the other category. Two respondents indicated the divisional structure.

TABLE 5.16: CROSS TABULATION – AGE & RESOURCE UTILISATION

			resource utilisation			Total
			matrix structure	divisional structure	other	
age group	33-40	Count	1	5	2	8
		% within age group	12.5%	62.5%	25.0%	100.0%
	41-49	Count	3	8	10	21
		% within age group	14.3%	38.1%	47.6%	100.0%
	50-60	Count	2	2	4	8
		% within age group	25.0%	25.0%	50.0%	100.0%
Total	Count	6	15	16	37	
	% within age group	16.2%	40.5%	43.2%	100.0%	

➤ Age and training and skills Development

Table 5.17 hereunder reflects a cross tabulation between age and training and skills development. One of the respondents in the 33 to 40 age category selected the matrix structure as the one that offers a better adaptation towards the training and skills environment and three of them indicated the divisional alignment. Four of them indicated other.

Three respondents in the 41 to 49 category indicated a preference for the matrix structure and sixteen of them indicated a preference for the divisional structure.

There was a count of three in the 50 to 60 age category for the matrix structure and two for the other category. Three respondents indicated the divisional structure.

TABLE 5.17: CROSS TABULATION – AGE & TRAINING & SKILLS

			skills and training			Total
			matrix structure	divisional structure	other	
age group	33-40	Count	1	3	4	8
		% within age group	12.5%	37.5%	50.0%	100.0%
	41-49	Count	3	16	2	21
		% within age group	14.3%	76.2%	9.5%	100.0%
	50-60	Count	3	3	2	8
		% within age group	37.5%	37.5%	25.0%	100.0%
Total	Count	7	22	8	37	
	% within age group	18.9%	59.5%	21.6%	100.0%	

5.4.3 Race

Race will be examined hereunder in relation to the main study variables of organisational strategy, line of authority, Co-ordination and control, resource utilisation and training and skills development. The aim is to determine whether there is a relationship between race and these variables.

➤ Race and Organisational Strategy (OS)

Table 5.18 hereunder reflects a cross tabulation between race and organisational strategy. Four of the respondents in the African category selected the matrix structure as the one that would best serve organisational strategy and sixteen of them indicated the divisional alignment. One of them indicated either a no opinion or no difference, which is indicated in the tabulation as other. In the White category two respondents indicated a preference for the matrix structure and two for the divisional structure. In the Indian category, the total of four

respondents indicated in favour of the divisional structure. The Coloured category reported two counts for the matrix structure and four to the divisional alignment. Two Coloured respondents indicated other. There was one count for the divisional structure from the other race category.

TABLE 5.18: CROSS TABULATION – RACE & O.S

			org strat			Total
			matrix structure	divisional structure	other	
race	African	Count	4	16	1	21
		% within race	19.0%	76.2%	4.8%	100.0%
	White	Count	2	2	0	4
		% within race	50.0%	50.0%	.0%	100.0%
	Indian	Count	0	4	0	4
		% within race	.0%	100.0%	.0%	100.0%
	Coloured	Count	2	4	1	7
		% within race	28.6%	57.1%	14.3%	100.0%
	Other	Count	0	1	0	1
		% within race	.0%	100.0%	.0%	100.0%
	Total	Count	8	27	2	37
		% within race	21.6%	73.0%	5.4%	100.0%

➤ Race and Line of Authority (LOA)

Table 5.19 hereunder reflects a cross tabulation between race and line of authority. Two of the respondents in the African category selected the matrix structure as the one that offers the most appropriate authority relationship and eighteen of them indicated the divisional alignment. One of them indicated either a no opinion or no difference, which is indicated in the tabulation as other. In the White category one respondent indicated a preference for the matrix structure and three for

the divisional structure. In the Indian category, the total of four respondents indicated in favour of the divisional structure. The Coloured category reported three counts for the matrix structure and four to the divisional alignment. There was one count for the divisional structure from the other race category.

TABLE 5.19: CROSS TABULATION – RACE & LOA

			line of authority			Total
			matrix structure	divisional structure	other	
race	African	Count	2	18	1	21
		% within race	9.5%	85.7%	4.8%	100.0%
	White	Count	1	3	0	4
		% within race	25.0%	75.0%	.0%	100.0%
	Indian	Count	0	4	0	4
		% within race	.0%	100.0%	.0%	100.0%
	Coloured	Count	3	4	0	7
		% within race	42.9%	57.1%	.0%	100.0%
	Other	Count	0	1	0	1
		% within race	.0%	100.0%	.0%	100.0%
Total	Count	6	30	1	37	
	% within race	16.2%	81.1%	2.7%	100.0%	

➤ Race and Co-ordination and Control (CC)

Table 5.20 hereunder reflects a cross tabulation between race and co-ordination and control. Three of the respondents in the African category selected the matrix structure as the one that is most suited to co-ordination and control processes and eighteen of them indicated the divisional alignment. In the White category one respondent indicated a preference for the matrix structure and another one for the divisional structure. One of them indicated either a no opinion or no difference,

which is indicated in the tabulation as other. In the Indian category, the total of four respondents indicated in favour of the divisional structure. The Coloured category reported two counts for the matrix structure and five to the divisional alignment. There was one count for the divisional structure from the 'other' race category.

TABLE 5.20: CROSS TABULATION – RACE & CC

			coord & control			Total
			matrix structure	divisional structure	other	
race	African	Count	3	18	0	21
		% within race	14.3%	85.7%	.0%	100.0%
	White	Count	1	2	1	4
		% within race	25.0%	50.0%	25.0%	100.0%
	Indian	Count	0	4	0	4
		% within race	.0%	100.0%	.0%	100.0%
	Coloured	Count	2	5	0	7
		% within race	28.6%	71.4%	.0%	100.0%
	Other	Count	0	1	0	1
		% within race	.0%	100.0%	.0%	100.0%
Total	Count	6	30	1	37	
	% within race	16.2%	81.1%	2.7%	100.0%	

➤ Race and Resource Utilisation

Table 5.21 hereunder reflects a cross tabulation between race and resource utilisation. Four of the respondents in the African category selected the matrix structure as the one that is more geared towards the effective and efficient utilisation of resources and eight of them indicated the divisional alignment. Nine of them indicated either a no opinion or no difference, which is indicated in the tabulation as other.

In the White category one respondent indicated a preference for the matrix structure and one for the divisional structure and one for the other category. In the Indian category, three respondents indicated in favour of the divisional structure and one for other. The Coloured category reported one count for the matrix structure and two to the divisional alignment. Four of them indicated other. There was one count for the divisional structure from the 'other' race category.

TABLE 5.21:– RACE & RESOURCE UTILISATION

			resource utilisation			Total
			matrix structure	divisional structure	other	
race	African	Count	4	8	9	21
		% within race	19.0%	38.1%	42.9%	100.0%
	White	Count	1	1	2	4
		% within race	25.0%	25.0%	50.0%	100.0%
	Indian	Count	0	3	1	4
		% within race	.0%	75.0%	25.0%	100.0%
	Coloured	Count	1	2	4	7
		% within race	14.3%	28.6%	57.1%	100.0%
	Other	Count	0	1	0	1
		% within race	.0%	100.0%	.0%	100.0%
Total	Count	6	15	16	37	
	% within race	16.2%	40.5%	43.2%	100.0%	

➤ Race and training and skills Development

Table 5.22 hereunder reflects a cross tabulation between race and training and skills development. Three of the respondents in the African category selected the matrix structure as the one that offers a better adaptation towards the training and skills environment and twelve of them indicated the divisional alignment. Six of them indicated either a

no opinion or no difference, which is indicated in the tabulation as other. In the White category three respondents indicated a preference for the matrix structure and one for the divisional structure. In the Indian category, four respondents indicated in favour of the divisional structure. The Coloured category reported one count for the matrix structure and four to the divisional alignment. Two of them indicated other. There was one count for the divisional structure from the 'other' race category.

TABLE 5.22: CROSS TABULATION – RACE & TRAINING & SKILLS

			skills and training			Total
			matrix structure	divisional structure	other	
race	African	Count	3	12	6	21
		% within race	14.3%	57.1%	28.6%	100.0%
	White	Count	3	1	0	4
		% within race	75.0%	25.0%	.0%	100.0%
	Indian	Count	0	4	0	4
		% within race	.0%	100.0%	.0%	100.0%
	Coloured	Count	1	4	2	7
		% within race	14.3%	57.1%	28.6%	100.0%
	Other	Count	0	1	0	1
		% within race	.0%	100.0%	.0%	100.0%
	Total	Count	7	22	8	37
		% within race	18.9%	59.5%	21.6%	100.0%

5.4.4 Educational level (EL)

Educational level will be examined hereunder in relation to the main study variables of organisational strategy, line of authority, Co-ordination and control, resource utilisation and training and skills development. The aim is to determine whether there is a relationship between educational level and these variables.

➤ Educational level and Organisational Strategy (OS)

Table 5.23 hereunder reflects a cross tabulation between educational level and organisational strategy. The non matriculated respondent perceived that the divisional alignment would best serve organisational strategy. In the matriculated category, three of them favoured the matrix five of them indicated the divisional alignment. In the diploma category two respondents indicated a preference for the matrix structure and sixteen for the divisional structure and two of them indicated either a no opinion or no difference, which is indicated in the tabulation as other. In the degree category, two respondents indicated in favour of the matrix structure. Four of the respondents in this category preferred the divisional structure. The two respondents in the 'masters' category indicated once for the matrix and one for the divisional alignment.

TABLE 5.23: CROSS TABULATION – EL & O.S

			org strat			Total
			matrix structure	divisional structure	other	
highest educ	non matriculated	Count	0	1	0	1
		% within highest educ	.0%	100.0%	.0%	100.0%
	matriculated	Count	3	5	0	8
		% within highest educ	37.5%	62.5%	.0%	100.0%
	diploma	Count	2	16	2	20
		% within highest educ	10.0%	80.0%	10.0%	100.0%
	degree	Count	2	4	0	6
		% within highest educ	33.3%	66.7%	.0%	100.0%
	masters	Count	1	1	0	2
		% within highest educ	50.0%	50.0%	.0%	100.0%
Total	Count	8	27	2	37	
	% within highest educ	21.6%	73.0%	5.4%	100.0%	

➤ Educational level and Line of Authority (LOA)

Table 5.24 hereunder reflects a cross tabulation between educational level and line of authority. The non matriculated respondent selected the divisional structure as the one that offers the most appropriate authority relationship. In the matriculated category, one of them favoured the matrix six of them indicated the divisional alignment and one indicated other. In the diploma category three respondents indicated a preference for the matrix structure and seventeen for the divisional structure. In the degree category, one respondent indicated in favour of the matrix structure. Five of the respondents in this category preferred the divisional structure. The two respondents in the 'masters' category indicated one for the matrix and once for the divisional alignment.

TABLE 5.24: CROSS TABULATION – EL & LOA

			line of authority			Total
			matrix structure	divisional structure	other	
highest educ	non matriculated	Count	0	1	0	1
		% within highest educ	.0%	100.0%	.0%	100.0%
	matriculated	Count	1	6	1	8
		% within highest educ	12.5%	75.0%	12.5%	100.0%
	diploma	Count	3	17	0	20
		% within highest educ	15.0%	85.0%	.0%	100.0%
	degree	Count	1	5	0	6
		% within highest educ	16.7%	83.3%	.0%	100.0%
	masters	Count	1	1	0	2
		% within highest educ	50.0%	50.0%	.0%	100.0%
Total	Count	6	30	1	37	
	% within highest educ	16.2%	81.1%	2.7%	100.0%	

➤ Educational level and Co-ordination and Control (CC)

Table 5.25 hereunder reflects a cross tabulation between educational level and co-ordination and control. The non matriculated respondent selected the divisional structure as the one that is most suited to co-ordination and control processes. In the matriculated category, one of them favoured the matrix, six of them indicated the divisional alignment and one indicated other. In the diploma category three respondents indicated a preference for the matrix structure and seventeen for the divisional structure. In the degree category, one respondent indicated in favour of the matrix structure. Five of the respondents in this category preferred the divisional structure. The two respondents in the 'masters' category indicated once for the matrix and one for the divisional alignment.

TABLE 5.25: CROSS TABULATION – EL & CC

			coord & control			Total
			matrix structure	divisional structure	other	
highest educ	non matriculated	Count	0	1	0	1
		% within highest educ	.0%	100.0%	.0%	100.0%
	matriculated	Count	1	6	1	8
		% within highest educ	12.5%	75.0%	12.5%	100.0%
	diploma	Count	3	17	0	20
		% within highest educ	15.0%	85.0%	.0%	100.0%
	degree	Count	1	5	0	6
		% within highest educ	16.7%	83.3%	.0%	100.0%
	masters	Count	1	1	0	2
		% within highest educ	50.0%	50.0%	.0%	100.0%
Total	Count	6	30	1	37	
	% within highest educ	16.2%	81.1%	2.7%	100.0%	

➤ Educational level and Resource Utilisation

Table 5.26 hereunder reflects a cross tabulation between educational level and resource utilisation. The non matriculated respondent selected the matrix structure as the one that is more geared towards the effective and efficient utilisation of resources. In the matriculated category, two of them indicated the divisional alignment and six indicated other. In the diploma category four respondents indicated a preference for the matrix structure and seven for the divisional structure. Nine respondents indicated other. In the degree category, one respondent indicated in favour of the matrix structure. Four of the respondents in this category preferred the divisional structure and one indicated other. The two respondents in the 'masters' category indicated one for the matrix and once for the divisional alignment.

TABLE 5.26: CROSS TABULATION – EL & RESOURCE UTILISATION

			resource utilisation			Total
			matrix structure	divisional structure	other	
highest educ	non matriculated	Count	0	1	0	1
		% within highest educ	.0%	100.0%	.0%	100.0%
	matriculated	Count	0	2	6	8
		% within highest educ	.0%	25.0%	75.0%	100.0%
	diploma	Count	4	7	9	20
		% within highest educ	20.0%	35.0%	45.0%	100.0%
	degree	Count	1	4	1	6
		% within highest educ	16.7%	66.7%	16.7%	100.0%
	masters	Count	1	1	0	2
		% within highest educ	50.0%	50.0%	.0%	100.0%
	Total	Count	6	15	16	37
		% within highest educ	16.2%	40.5%	43.2%	100.0%

➤ Educational level and training and skills Development

Table 5.27 hereunder reflects a cross tabulation between educational level and training and skills development. The non matriculated respondent offered either a no difference or a no opinion on the question of which structure is the one that offers a better adaptation towards the training and skills environment. In the matriculated category, two of them indicated the matrix structure and five perceive it to be the divisional alignment and one indicated other. In the diploma category three respondents indicated a preference for the matrix structure and twelve for the divisional structure. Five respondents indicated other. In the degree category, one respondent indicated in favour of the matrix structure. Four of the respondents in this category preferred the divisional structure and one indicated other. The two respondents in the 'masters' category indicated one for the matrix and one for the divisional alignment.

TABLE 5.27: CROSS TABULATION – EL & TRAINING & SKILLS

			skills and training			Total
			matrix structure	divisional structure	other	
highest educ	non matriculated	Count	0	0	1	1
		% within highest educ	.0%	.0%	100.0%	100.0%
	matriculated	Count	2	5	1	8
		% within highest educ	25.0%	62.5%	12.5%	100.0%
	diploma	Count	3	12	5	20
		% within highest educ	15.0%	60.0%	25.0%	100.0%
	degree	Count	1	4	1	6
		% within highest educ	16.7%	66.7%	16.7%	100.0%
	masters	Count	1	1	0	2
		% within highest educ	50.0%	50.0%	.0%	100.0%
	Total	Count	7	22	8	37
		% within highest educ	18.9%	59.5%	21.6%	100.0%

5.4.5 Number of years of experience in Crime Intelligence (EXP)

Experience will be examined hereunder in relation to the main study variables of organisational strategy, line of authority, Co-ordination and control, resource utilisation and training and skills development. The aim is to determine whether there is a relationship between experience and these variables.

➤ Number of years service and Organisational Strategy

Table 5.28 hereunder reflects a cross tabulation between experience and organisational strategy. Two of the respondents, in the 0 to 5 year group selected the divisional structure as the one that would best serve organisational strategy and one of them was counted in the other category. In the 6 to 10 year category, one respondent indicated a preference for the matrix structure and seven for the divisional structure. In the 11 to 20 year category, five respondents indicated in favour of the matrix structure. Thirteen preferred the divisional structure and one respondent indicated other. Two respondents in the 21 to 30 year bracket indicated a preference for the matrix structure and five for the divisional arrangement.

TABLE 5.28: CROSS TABULATION – EXP & O.S

			org strat			Total
			matrix structure	divisional structure	other	
CI experience	00-05yr	Count	0	2	1	3
		% within CI experience	.0%	66.7%	33.3%	100.0%
	06-10yr	Count	1	7	0	8
		% within CI experience	12.5%	87.5%	.0%	100.0%
	11-20yr	Count	5	13	1	19
		% within CI experience	26.3%	68.4%	5.3%	100.0%
	21-30yr	Count	2	5	0	7
		% within CI experience	28.6%	71.4%	.0%	100.0%
Total	Count	8	27	2	37	
	% within CI experience	21.6%	73.0%	5.4%	100.0%	

➤ Number of years service and Line of Authority (LOA)

Table 5.29 hereunder reflects a cross tabulation between experience and line of authority. One of the respondents, in the 0 to 5 year group selected the matrix structure as the one that offers the most appropriate authority relationship and two of them indicated the divisional alignment. In the 6 to 10 year category, one respondent indicated a preference for the matrix structure and seven for the divisional structure. In the 11 to 20 year category, three respondents indicated in favour of the matrix structure. Fifteen preferred the divisional structure and one respondent indicated other. One respondent in the 21 to 30 year bracket indicated a preference for the matrix structure and six for the divisional arrangement.

TABLE 5.29: CROSS TABULATION – EXP & LOA

			line of authority			Total
			matrix structure	divisional structure	other	
CI experience	00-05yr	Count	1	2	0	3
		% within CI experience	33.3%	66.7%	.0%	100.0%
	06-10yr	Count	1	7	0	8
		% within CI experience	12.5%	87.5%	.0%	100.0%
	11-20yr	Count	3	15	1	19
		% within CI experience	15.8%	78.9%	5.3%	100.0%
	21-30yr	Count	1	6	0	7
		% within CI experience	14.3%	85.7%	.0%	100.0%
	Total	Count	6	30	1	37
		% within CI experience	16.2%	81.1%	2.7%	100.0%

➤ Number of years service and Co-ordination and Control (CC)

Table 5.30 hereunder reflects a cross tabulation between experience and co-ordination and control. One of the respondents, in the 0 to 5

year group selected the matrix structure as the one that is most suited to co-ordination and control processes and two of them indicated the divisional alignment. In the 6 to 10 year category, one respondent indicated a preference for the matrix structure and seven for the divisional structure. In the 11 to 20 year category, three respondents indicated in favour of the matrix structure. Sixteen preferred the divisional structure. One respondent in the 21 to 30 year bracket indicated a preference for the matrix structure and five for the divisional arrangement. One respondent indicated other.

TABLE 5.30: CROSS TABULATION – EXP & CC

			coord & control			Total
			matrix structure	divisional structure	other	
CI experience	00-05yr	Count	1	2	0	3
		% within CI experience	33.3%	66.7%	.0%	100.0%
	06-10yr	Count	1	7	0	8
		% within CI experience	12.5%	87.5%	.0%	100.0%
	11-20yr	Count	3	16	0	19
		% within CI experience	15.8%	84.2%	.0%	100.0%
	21-30yr	Count	1	5	1	7
		% within CI experience	14.3%	71.4%	14.3%	100.0%
Total	Count	6	30	1	37	
	% within CI experience	16.2%	81.1%	2.7%	100.0%	

➤ Number of years service and Resource Utilisation

Table 5.31 hereunder reflects a cross tabulation between gender and resource utilisation. One of the respondents, in the 0 to 5 year group selected the matrix structure as the one that is more geared towards the effective and efficient utilisation of resources and one of them indicated the divisional alignment. One respondent indicated other. In the 6 to 10 year category, five respondents indicated a preference for the divisional structure and three indicated other. In the 11 to 20 year category, four respondents indicated in favour of the matrix structure.

Five preferred the divisional structure and 10 indicated other. One respondent in the 21 to 30 year bracket indicated a preference for the matrix structure and four for the divisional arrangement. Two respondents indicated other.

TABLE 5.31: CROSS TABULATION – EXP & RESOURCE UTILISATION

			resource utilisation			Total
			matrix structure	divisional structure	other	
CI experience	00-05yr	Count	1	1	1	3
		% within CI experience	33.3%	33.3%	33.3%	100.0%
	06-10yr	Count	0	5	3	8
		% within CI experience	.0%	62.5%	37.5%	100.0%
	11-20yr	Count	4	5	10	19
		% within CI experience	21.1%	26.3%	52.6%	100.0%
	21-30yr	Count	1	4	2	7
		% within CI experience	14.3%	57.1%	28.6%	100.0%
Total	Count	6	15	16	37	
	% within CI experience	16.2%	40.5%	43.2%	100.0%	

➤ Number of years service and training and skills Development

Table 5.32 hereunder reflects a cross tabulation between experience and training and skills development. One of the respondents, in the 0 to

5 year group selected the divisional structure as the one that offers a better adaptation towards the training and skills environment. Two respondents indicated other. In the 6 to 10 year category, six respondents indicated a preference for the divisional structure and one indicated other and another for the matrix. In the 11 to 20 year category, four respondents indicated in favour of the matrix structure. Ten preferred the divisional structure. Five respondents indicated in the other category. Two respondents in the 21 to 30 year bracket indicated

a preference for the matrix structure and five for the divisional arrangement.

TABLE 5.32: CROSS TABULATION – EXP & TRAINING & SKILLS

			skills and training			Total
			matrix structure	divisional structure	other	
CI experience	00-05yr	Count	0	1	2	3
		% within CI experience	.0%	33.3%	66.7%	100.0%
	06-10yr	Count	1	6	1	8
		% within CI experience	12.5%	75.0%	12.5%	100.0%
	11-20yr	Count	4	10	5	19
		% within CI experience	21.1%	52.6%	26.3%	100.0%
	21-30yr	Count	2	5	0	7
		% within CI experience	28.6%	71.4%	.0%	100.0%
Total	Count	7	22	8	37	
	% within CI experience	18.9%	59.5%	21.6%	100.0%	

5.4.6 Number of years as Area Head (AH)

The number of years Area Head experience will be examined hereunder in relation to the main study variables of organisational

strategy, line of authority, Co-ordination and control, resource utilisation and training and skills development. The aim is to determine whether there is a relationship between the number of years Area Head experience and these variables.

➤ Number of years as Area Head and Organisational Strategy

Table 5.33 hereunder reflects a cross tabulation between Area head service and organisational strategy. Three of the respondents, in the 0 to 5 year group selected the matrix structure as the one that would best

serve organisational strategy and thirteen of them were counted in the divisional category. Two of the respondents indicated other. In the 6 to 10 year category, two respondents indicated a preference for the matrix structure and eleven for the divisional structure. In the 11 to 20 year category, three respondents indicated in favour of the matrix structure and a further three in favour of the divisional arrangement.

TABLE 5.33: CROSS TABULATION – AH & O.S

			org strat			Total
			matrix structure	divisional structure	other	
AH experience	00-05yr	Count	3	13	2	18
		% within AH experience	16.7%	72.2%	11.1%	100.0%
	06-10yr	Count	2	11	0	13
		% within AH experience	15.4%	84.6%	.0%	100.0%
	11-20yr	Count	3	3	0	6
		% within AH experience	50.0%	50.0%	.0%	100.0%
Total	Count	8	27	2	37	
	% within AH experience	21.6%	73.0%	5.4%	100.0%	

➤ Number of years as Area Head and Line of Authority (LOA)

Table 5.34 hereunder reflects a cross tabulation between service as Area Head and line of authority. Two of the respondents, in the 0 to 5 year group selected the matrix structure as the one that offers the most appropriate authority relationship and sixteen of them indicated the divisional alignment. In the 6 to 10 year category, one respondent indicated a preference for the matrix structure and eleven for the divisional structure. One respondent indicated other. In the 11 to 20

year category, three respondents indicated in favour of the matrix structure and a further three in favour of the divisional arrangement.

TABLE 5.34: CROSS TABULATION –AH & LOA

			line of authority			Total
			matrix structure	divisional structure	other	
AH experience	00-05yr	Count	2	16	0	18
		% within AH experience	11.1%	88.9%	.0%	100.0%
	06-10yr	Count	1	11	1	13
		% within AH experience	7.7%	84.6%	7.7%	100.0%
	11-20yr	Count	3	3	0	6
		% within AH experience	50.0%	50.0%	.0%	100.0%
Total	Count	6	30	1	37	
	% within AH experience	16.2%	81.1%	2.7%	100.0%	

➤ Number of years as Area Head and Co-ordination and Control (CC)

Table 5.35 hereunder reflects a cross tabulation between service as Area Head and co-ordination and control. Three of the respondents, in the 0 to 5 year group selected the matrix structure as the one that is most suited to co-ordination and control processes and fourteen of them indicated the divisional alignment. One respondent indicated other. In the 6 to 10 year category, one respondent indicated a preference for the matrix structure and twelve for the divisional structure. In the 11 to 20 year category, two respondents indicated in favour of the matrix structure and four in favour of the divisional arrangement.

TABLE 5.35: CROSS TABULATION – AH & CC

			coord & control			Total
			matrix structure	divisional structure	other	
AH experience	00-05yr	Count	3	14	1	18
		% within AH experience	16.7%	77.8%	5.6%	100.0%
	06-10yr	Count	1	12	0	13
		% within AH experience	7.7%	92.3%	.0%	100.0%
	11-20yr	Count	2	4	0	6
		% within AH experience	33.3%	66.7%	.0%	100.0%
Total	Count	6	30	1	37	
	% within AH experience	16.2%	81.1%	2.7%	100.0%	

➤ Number of years as Area Head and Resource Utilisation

Table 5.36 hereunder reflects on a cross tabulation between service as Area Head and resource utilisation. Four of the respondents, in the 0 to 5 year group selected the matrix structure as the one that is more geared towards the effective and efficient utilisation of resources and seven of them indicated the divisional alignment. A further seven respondents indicated other. In the 6 to 10 year category, no respondent indicated a preference for the matrix structure whilst seven did for the divisional structure. Six respondents indicated other. In the 11 to 20 year category, two respondents indicated in favour of the matrix structure and one in favour of the divisional arrangement. Three respondents indicated other.

TABLE 5.36: – AH & RESOURCE UTILISATION

			resource utilisation			Total
			matrix structure	divisional structure	other	
AH experience	00-05yr	Count	4	7	7	18
		% within AH experience	22.2%	38.9%	38.9%	100.0%
	06-10yr	Count	0	7	6	13
		% within AH experience	.0%	53.8%	46.2%	100.0%
	11-20yr	Count	2	1	3	6
		% within AH experience	33.3%	16.7%	50.0%	100.0%
Total	Count	6	15	16	37	
	% within AH experience	16.2%	40.5%	43.2%	100.0%	

➤ Number of years as Area Head and training and skills Development

Table 5.37 hereunder reflects on a cross tabulation between service as Area Head and training and skills development. Four of the respondents, in the 0 to 5 year group selected the matrix structure as the one that offers a better adaptation towards the training and skills environment and eight of them indicated the divisional alignment. Six respondents indicated other. In the 6 to 10 year category, one respondent indicated a preference for the matrix structure and eleven for the divisional structure. One respondent indicated other. In the 11 to 20 year category, two respondents indicated in favour of the matrix structure and three in favour of the divisional arrangement. One respondent indicated other.

TABLE 5.37: CROSS TABULATION – AH & SKILLS & TRAINING

			skills and training			Total
			matrix structure	divisional structure	other	
AH experience	00-05yr	Count	4	8	6	18
		% within AH experience	22.2%	44.4%	33.3%	100.0%
	06-10yr	Count	1	11	1	13
		% within AH experience	7.7%	84.6%	7.7%	100.0%
	11-20yr	Count	2	3	1	6
		% within AH experience	33.3%	50.0%	16.7%	100.0%
Total	Count	7	22	8	37	
	% within AH experience	18.9%	59.5%	21.6%	100.0%	

5.5 CONCLUSION

The divisional structure was indicated as the preferred choice of the majority of respondents. The matrix structure with its system of dual command does not appear to sit well with the units of analysis. In saying this it must be accepted that the matrix structure was acknowledged when it came to those aspects where it is inherently superior to the divisional alignment. The results were largely in line with the literature survey that indicated the particular strengths and weaknesses of both types of organisational structure. We now turn to the next Chapter that will reflect on the results that emanate from this study.

CHAPTER SIX [6]: DISCUSSION OF THE RESULTS

6.1 INTRODUCTION

The previous Chapter stated the results of the data analysis. This Chapter will discuss the results of the study. The first section of this Chapter will examine the results of the category analysis. This will then be followed by a discussion of the results for the cross tabulation between the biographical data and the organisational structure dimensions. The Chapter will thereafter be concluded.

6.2 CATEGORY ANALYSIS

This section will discuss the results that have been obtained for the category analysis with regard to the organisational structure dimensions of organisational strategy, authority relationships, co-ordination and control, resource utilisation and training and skills development.

6.2.1 Organisational strategy

There is clearly a very large number or percentage of respondents that favour the divisional structure, over the matrix structure, when it comes to organisational structure. What can possibly explain such a large difference in the frequency of responses? The organisational strategy has been discussed in Chapter 3 under the case study of the organisation. The strategy is directly related to crime issues, such as organised crime, serious and violent crimes and crimes against woman and children. The implication of the response frequency is that there is a misalignment between the existing matrix structure and the ability of

the organisation to realise its strategy. There may be a number of factors that could possibly underpin such a response pattern. Firstly the one has to consider what is it about the divisional structure that is seemingly so alluring in shaping the perceptions of the Area Heads. The most marked difference between a matrix structure and a divisional structure is that the latter is a specialised environment. The literature states that work specialisation offers all workers and managers the opportunity of developing skills that add certainty and accuracy to the work, which will then improve productivity (Plunkett & Attner 1983, p.20).

The Area Heads appear to be in favour of a specialised structure, like that of a division, as opposed to a cross functional structures like the matrix when it comes to organisational strategy. If one has to decompose the view of Plunkett & Attner (1983, p.20), as stated above, against the implications to organisational structure, one can determine the following:

- (a) The Divisional structure (as represented by reference to 'specialisation') offers employees the opportunity to develop special skills that are relevant to their line functional jobs,
- (b) These skills in turn create a climate of 'certainty' in the working environment (which consequently means more stability), and
- (c) Productivity (or service delivery in case of the police) is boosted, thereby giving effect to the organisational strategy.

This can then lead one to form the following assumptions:

- (a) The divisional structure is a better vehicle for developing line functional skills than a matrix structure,
- (b) These skills are necessary to forge a more certain and stable working environment,
- (c) Productivity and / or performance will be enhanced under such conditions, and
- (d) Ultimately organisational strategy is the primary benefactor.

The literature states secondly (Chandler 1962, p.182), that a worker is more effective if he has a narrow work division. The theory is that the worker becomes more effective if he has to only concentrate on a few processes. The organisational strategy is thus realised in a more efficient manner. This could be a further factor that informs the popularity of the divisional organisational structure with the Area Heads.

It has also emerged from the literature that a divisional structure is more adept at focusing the attention and effort of an organisation towards the specific requirements of a product or service. With regard to this study, it would be the intelligence products and services. Knight (1980, p.301) states that the divisional structure is characteristic for grouping activities logically, thereby allowing the organisation to function efficiently and economically. The Area Heads could possibly be drawn to the advantage of this 'focus' that would assist them, in their jobs, with regard to organisational strategy.

The matrix organisational structure on the other hand, according to Wolff (1980, p.12), is more inclined towards situations where organisations have to utilise complex technology in a rapidly changing environment. In these instances they will benefit from the adaptability and flexibility of the matrix organisational system. There is no evidence from this study that the crime intelligence component is faced with a 'rapidly changing environment' nor having use for 'complex technology'. There is a good probability that the matrix would have received more counts by the respondents if this were really the case.

The issue of 'formalisation' has also been raised in the literature by Walsh and Dewar (1987, p.225) as a factor that influences organisational structure and invariably the attainment of organisational strategy. Formalisation refers to the degree to which there are formal rules and regulations that govern the activities of employees through the use of elaborate employee manuals, job descriptions and other written documents to direct the behaviour of their employees. The crime intelligence environment is typified by unconventional approaches to gather information. Formalisation is therefore low because the emphasis is on flexibility and creativity. This is, however, not the case with sister components that are characterised by the application of 'standing orders, special force orders and regulations'. Formalisation is therefore high. Walsh and Dewar (1987, p.225) have determined that a state of high formalisation will stifle creativity as an organisation matures. The coming together of these two environments in a cross functional matrix structure is therefore something of a 'culture shock' that may also explain the reluctance of the Area Heads to fully embrace the matrix organisational structure. The same can be said of

'standardisation' as another contingency factor that affects the choice of structure and the realization of organizational strategy. Miner (1985, p.132) has stated in the literature that the aim of applying standardisation is to factor out uncertainty and the unpredictability of tasks in an organisation and the degree to which work processes are standardised will have an influence on the type of structure that the organisation adopts. It is the researcher's view that the policing environment cannot factor out 'uncertainty and unpredictability', yet an emphasis is placed on 'standardisation' by the corporate body and to a much reduced extent by the crime intelligence component. This will obviously have an effect on organisational strategy and may have influenced the choices of the Area Heads. The strategy and structure must obviously fit and reinforce each other if they are to form an effective partnership.

6.2.2 Authority relationships

Authority relationships were examined in the result in terms of its affect on performance levels, job confidence, conflicting demands and management confusion and frustration. Here too, one can determine from the frequency of responses that the divisional alignment is the favoured choice of the respondents. Authority relationships have always been a characteristic of quasi military formations like the police throughout the ages. There is a pronounced difference in 'organisational culture' between the employees of the crime intelligence component and the broader police, even on this issue. The other constituent employees of a matrix structure have taken for granted that they will be commanded and led by a superior by orders and directives. The intelligence operative, on the other hand, is largely self managed

and has evolved because of his or her environment, to evaluate and analyse every potential action against possible risks and consequences. They are therefore perceived at times to be insubordinate, at the very least, or insolent, at the very worst. This could very well explain the very high margin between the counts for the divisional structure over that of the matrix.

A further point of reference is with the 'salutations and greeting' protocols of the broader service where it is considered an offence for a junior employee to address a more senior employee by his or her first name. The same is not true to the intelligence environment, where it may be necessary to address a more senior person by his or her first name (or assumed name) in the interests of not revealing one's status as a police official. This operational contingency is viewed in a negative light by the military purists within a matrix formation, who are inclined towards Plunkett and Attner's view (1983, p.20) that the essence of authority is the right to command and the power to enforce obedience. This is contrary to Miner's view (1985, p.62) that in order to get the most out of subordinates, people in position of authority should be friendly and fair. This could also have been one of the basis points for the reporting trend.

It is stated in the literature there must be clear lines of authority that runs from the top to the bottom of the organisational structure (Hall, 1982, p.137). These vertical lines of authority are essential because they give the vertical divisions of authority and represent the formal right to expect actions from subordinates (Hall 1982, p.137). This

principle is re-enforced in the divisional structure, which may have been more appealing to the Area Heads.

It is further stated in the literature that to prevent conflicting instructions and confusion, an employee must receive orders from only one superior (one person, one superior); otherwise it leads to conflicting instructions and confusion of authority (Stoner 1982, p.41). The research instrument probed this aspect in the study and returned overwhelming counts that the matrix structure is prone to leading to instances of frustration and confusion. This result is validated by (Knight 1980, p.308) who states that the matrix organisation can be a stressful environment in which management and sub-ordinates must function.

The literature also stated that similarly each group of activities with the same objective should be led by one head and one plan (one head, one plan - Miner 1985, p.62). The point was also highlighted in the case study undertaken in Chapter three. This single head-single plan principle is a hallmark of the divisional structure. The matrix structure is reported in the literature to be in violation with these basic principles. This aspect is the key disadvantage of the matrix structure (Stuckenbruck 1981, p.78). The danger exists that sub-ordinates may play up one boss against another. This may be an unsettling factor to the Area Heads because he or she can have his subordinates being tasked and directed by other managers in the matrix structure. The consequence of this is that the Area Head loses authority over his or her human resources. This would have counted against the matrix structure in the reporting process.

A further point is that if the employee serves more than one equal boss in the same area, greater responsibility will be expected of him (Stuckenbruck 1981, p.78). It is very much doubted by the researcher that the Area Heads would have favoured such a situation, hence the count in favour of the divisional organisational structure.

The literature also states that the power balance between functional and product or project managers creates several problems. Knight (1980, p.308) has determined that it can happen in a matrix structure that functional and product or project managers compete against each other instead of working together. Knight (1980, p.308) advises that the managers of various groups must learn to recognise their differences and use them as a basis for participative problem solving. The opposite results emerged from the study wherein it would suggest that these managers are in fact consciously maintaining their differences, with very little regard for participative problem solving. A huge proportion of the respondents indicated to this effect, hence possibly their preference for the divisional structure.

6.2.3 Co-ordination and Control

The divisional arrangement is once again the preferred choice, by a very large margin even in terms of this dimension. The question that needs to be answered is why the matrix structure received such a poor frequency of returns from the Area Heads for co-ordination and control. According to Hehriegel and Slocum (1982, p.311) the matrix structure is not very popular with most organisations due to the fact that the structure ignores unity of command which is one of the most important

principles in organisational design. The central idea of the matrix structure is that the functional authority must ensure stability and achievement of the primary goal while the product or project authority must develop new technology so that long term growth can be ensured. These two goals cause interdependency between the different organisational structures. This is clearly not the case with the position of the Area Heads. The research returned results that there is little or no partnership mentality within the matrix structure. This could be attributed to the differences in rank between the functional manager (who is the Area Head) and the project or product manager who is a Deputy Area Commissioner at the level of a Director. This situation does not place these two levels of authority on an equal footing. It would therefore appear to the researcher that communication and decision making are consequently done on the basis of directives and commands and not on a consensual basis.

There is also the issue of a natural tension between the functional manager at a provincial level (Provincial Head: Crime Intelligence) and the project manager at an area level (Area Commissioner). Cleland (1968, p.78) has stated in the literature that the requirement of balancing the conflict is intrinsic to the matrix organisational system. Both these functionaries wield power over the Area Head and have different interpretations of their priorities which invariably play itself out within the working environment of the Area Heads. The Area Head will therefore be put in a difficult management position. The Area Head can either play one Head off against the other and risk the implications of being caught out or try and maintain a balance by pleasing both bosses, which is not always possible, all of the time. The counts for

separate items in the research instrument that dealt with time management, number of meetings, maintaining a power balance and delegation of authority were counted heavily in favour of the divisional structure. This factor could therefore have impacted on the Area Heads decision to give a majority count to the divisional organisational structure.

6.2.4 Resource Utilisation

The divisional structure emerged as the majority choice once again, although by a much tighter margin. The literature has not reached consensus on which structure is more effective and efficient at consuming resources. On the one hand the literature states that functional departments (including the divisional structure) are more likely than other types of groupings to enhance economies of scale (Mintzberg 1979, p.124 -126). By grouping people together (divisional organisational structure) that share information, skills, equipment and facilities, the organisation is able to carry out its assigned functions more efficiently (Robbins and Decenzo 2003, p.170).

Kolodny (1981, p.19) on the other hand credits the matrix structure for the efficient utilisation of resources. Kolodny (1981, p.19) refers to situations where specialist personnel can be used more efficiently. Kolodny (1981, p.19) claims that specialists can attend to more than one project at a time. Kolodny (1981, p.19) believes that such a division of time cannot be achieved within a functional division of organisational activities, such as the divisional structure.

The response pattern on this dimension is more evenly distributed than in terms of the other four dimensions. The margin between the divisional and matrix is only eighteen counts in favour of the former. The level of uncertainty as to which structure is more effective and efficient is also borne out by the uncommitted count in the other category which received fifty one counts. This is just six counts fewer than the divisional category and twelve counts more than the matrix category. The fact that even the literature is undecided on this dimension could also be an indicator in terms of the frequencies of response.

The marginally lower count for the matrix organisational structure can possibly be explained by the nature of an intelligence entity. Intelligence resources are typically restricted for use by the line functional environment because they are generally viewed as one complete package. This is best explained by the following example. Intelligence operative X has to blend into society as a normal member of the community. X has to conceal the fact that he is employed by a Government security Agency. X has to use his resources (for example, vehicle, laptop computer, cellular telephone, technical devices) to provide a legend or cover story to enhance his clandestine presence. The use of these resources by any other employee would expose X and his information network to undue scrutiny and possibly danger from hostile quarters. One can therefore conclude that the matrix's inherent strength of resource sharing is negated by the operating environment of the organisation.

6.2.5 Training and Skills Development

The divisional alignment once again received the majority responses. Here too. The reporting frequency is inconsistent to the literature. The matrix structure is mooted in the literature as being better placed to expose personnel to better training and skills development opportunities. This arises from the cross functional environment that aids the transfer of skills and training to personnel. Wright (1979, p.217) states in the literature that the matrix organisational systems facilitate the achievement of particularly high quality creative solutions to complex problems. Wright (1979, p.217) further states that interdisciplinary stimulation and 'cross pollination' ensure that experts with technical skills are developed. The emphasis of the literature is on accessing creative solutions for complex problems through the application of a matrix structure. It would appear to the researcher that this description is more apt to a technical organisation that places a high premium on technology. This is not the position with the case at hand. Intelligence is a much specialised environment that requires particular and specific forms of training. Exposure to a cross functional environment will not necessarily realise any substantial increase in skills or training benefits. The result of the survey confirms this, where the majority of the respondents indicated in favour of the divisional organisational structure. This could therefore indicate the frequency of reporting in favour of the divisional structure.

There is a further deviation from the literature in that it is the functional manager (Provincial Head, Crime Intelligence) and not the matrix manager, in practice, who is responsible for formal training and skills development of intelligence employees. The matrix manager has little

or no resources to undertake either formal or informal training of intelligence personnel. There is also very little indication from the survey results that there is any meaningful on-the-job training from the matrix manager. It is the researcher's deduction that had this been the position, then the matrix structure would have received more counts.

6.3 BIOGRAPHICAL DATA & STRUCTURE DIMENSIONS

The second research question referred to whether there was a relationship between the biographical data and the organisational structure dimensions of organisational strategy, authority relationships, co-ordination and control, resource utilisation and training and skills development. This section of the report will firstly summarise the results that were obtained in paragraph 6.4 of the preceding Chapter and then discuss the results.

6.3.1 Gender and Organisational Structure Dimensions

The majority of the respondents indicated a preference for the divisional structure. However, the cross tabulation results also revealed that certain grouping did not follow the general trend in the reporting frequencies. When it comes to Resource Utilisation, 50% of males found no difference between either structure, whilst 60% of females preferred the matrix structure. With regard to gender and training and skills development 60% of females saw no difference between either structure, whereas the majority of males (66%) preferred the divisional structure. Notwithstanding this slight shift in the frequency of reporting the respondents clearly prefer the divisional structure. The possible explanation for such a finding can possibly be traced to the make up of an intelligence organisation. These entities are generally homogeneous

in nature. This implies that there are no distinctions or boundaries that prevent either males or females from participating in any intelligence activity. One need only consider the male persona of a James Bond or the females form of his boss named 'Q' to establish that gender is not a significant factor within intelligence structures. Males and females are held in the same regard with little or no emphasis on the aspect of gender. This would therefore mean that a common culture that pervades an intelligence environment will shape and mould perceptions and beliefs that are more or less homogeneous. The implications of this are that gender will not be a determining factor when it comes to the organisational structure dimensions. It is therefore the opinion of the researcher that the results of the survey are consistent with the operating environment of the organisation

6.3.2 Age and Organisational Structure Dimensions

The majority of the respondents indicated a preference for the divisional structure. However, the cross tabulation results revealed that certain grouping did not follow the general trend in the reporting frequencies. With regard to resource utilisation the 41 to 49 age category returned 47.6% in the other category as did 50% of the 50 to 60 age group, which represents their non-committal to either of the two structures. This pattern indicates that they perceive no difference with regard to either structure or to a lesser extent that they have no opinion. The literature does indicate that the matrix structure is inherently more suited to resource sharing across functional boundaries, whilst also pointing out that the divisional structure promotes economies of scale that are unlocked through specialisation. A non committed reporting frequency should therefore be read from

this perspective. The 33 to 40 age group, on the other hand, followed the general trend by returning a 62.5% count in favour of the divisional structure.

In terms of training and skills development, 50% of the 33 to 40 age group perceived no difference between either of the two organisational structures. In the 50 to 60 age category, there was an equal return of 37.5% for the matrix and the divisional structure; the remaining 25% were non-committed. In the 41 to 49 age category there was a clear majority of 76.2% in favour of the divisional structure. The fact that there is no clear relationship between age and the organizational structure can be attributed to the homogeneous culture that is found in the organisation. New entrants, irrespective of age, undergo an intensive induction programme that prepares the new recruits for the unconventional field of intelligence gathering. The recruits are placed under a formal mentorship programme that attaches the recruit to a seasoned operative until such time that it can be certified that the incumbent is developed enough to operate on their own. In this way there is an assimilation of culture identity by the new entrants that espouses the perception and belief system of the organisation. There is therefore little difference of opinion between the various age groups when it comes to fundamental issues, like organizational structure.

6.3.3 Race and Organisational Structure Dimensions

The majority of the respondents indicated a preference for the divisional structure. However, the cross tabulation results revealed that certain groupings did not follow the general trend in the reporting frequencies with regard to Resource Utilisation. The total count in the

other category amounted to 43.2%. The divisional structure accounted for 40.5% of the return, and the matrix received 16.2%. The count in the other category is inconsistent to the general reporting trend in that the majority of the respondents do not perceived any particular advantage that is propositioned by either structure. Here too, one can explain this phenomenon in terms of organisational culture.

A further reason may be that the population of Area Heads is well distributed between the various race groups. The majority count may lie with the Africans but they are distributed to all geographic areas, together with the other race groups, where the organisation has a presence. There are no instances where a particular race group is concentrated in a particular geographic area. This may have been an inhibiting factor for the development of similar trends and themes that is based on race. The convening of meetings between them, on at least a quarterly basis may have been a further catalyst for the shaping of similar perceptions, towards organisational structure, among the different race groups.

6.3.4 Level of Education and Organisational Structure Dimensions

The majority of the respondents indicated a preference for the divisional structure. A possible reason for the above result may lie in the fact that there is very little emphasis that is placed on the level of education within the organisational environment. This is evidenced by the fact that one of the respondents is not matriculated and a further eight have only attained a matric. This is strong evidence that performance and service delivery are the determinants for senior posts within the organisation and not the level of education. There is no

particular forum or platform that better educated Area Heads can use for the propagating of a particular point of view or perception, which is based on his or her level of education. No need has been determined for this and it is unlikely that there ever will be such a need. It would appear that the perceptions and views of the Area Heads are shaped by the homogenous culture of the organisation and not the level of education.

6.3.5 Number of Years Service and Structure Dimensions

The majority of the respondents indicated a preference for the divisional structure. A very similar line of reasoning is advanced by the researcher for this dimension as that which was put forward in the previous paragraph for the level of education. One can note from the above statistics that at least three respondents that have less than five years service in the component. The number of year's service in an intelligence environment is therefore not a factor that has any particular prestige or status attached to it. The number of year's service is in fact not acknowledged in any manner whatsoever, such as a special medal, cash bonus or even a certificate.

It therefore follows that if there is no mobilisation based on years of service within the environment that there would be very little or no opportunity for the shaping of perceptions or views around this variable. The individuals with a large number of year's service are more likely to have contributed to the shaping and moulding of the generic culture that has now become homogeneous. In this way they share common perceptions of their organisations as would Area Heads with fewer years' service.

6.3.6 Experience as an Area Head and Structure Dimensions

The majority of the respondents indicated a preference for the divisional structure. It is noticeable from the statistics that were presented above that eighteen of the respondents have less than five years experience as Area Heads. Their frequencies of responses are, however, similar to that of the 6 to 10 year category. In the researcher's opinion, this is indicative of the affect that the organisational culture has on the perceptions of the Area Heads. This cultural link is not diminished by the office that the Area Heads now hold. The frequency of responses by the 11 to 20 year category of Area Heads to marginally favour the divisional structure over the matrix organisational structure is inconsistent with the first two categories. A possible explanation could possibly be derived from the notion that their advanced years put them in a position where they are not comfortable towards change at the twilight of their career, hence a higher count from this category for the matrix organisational structure.

6.4 CONCLUSION

There is clearly a correlation between the literature review and the results of the data analysis. The case study is likewise in support of the literature, especially with regard to co-ordination and control and authority relationships. There is, however, no literature that the researcher could access that could possibly explain the trends and themes between the biographical data and the organisational structure dimensions. The researcher had to draw on collective experience of the structure and the frequencies and percentages obtained by way of the category analysis to discuss the results. The next Chapter will end this study by reflecting on conclusions and recommendations.

CHAPTER SEVEN [7]: CONCLUSIONS & RECOMMENDATIONS

7.1 INTRODUCTION

This Chapter will conclude the study. The first section will deal with the limitations. This will be followed by the conclusions section and a separate section on recommendations. The Chapter will be ended with a section on concluding remarks that will reflect on the contributions that have been made from this study.

7.2 LIMITATIONS

The following limitations have been identified by the researcher during the course of this study. The list is not exhaustive but notes only those that the researcher believes are the most important ones.

7.2.1 Time Management

The full time employment of the researcher severely curtailed the amount of time that could be spent on this project.

7.2.2 Research Instrument

The research instrument was self designed and received limited pilot testing. A tested instrument would have served the study better.

7.2.3 Comprehension of Questions

The respondents may not have fully understood the questions being posed to them. This may have shrouded the results.

7.2.4 Small Sample

The relatively small sample left limited scope for in depth analysis between the different categories, variables and dimensions.

7.3 CONCLUSIONS

The main objective of this research project was to study the perceptions of Crime Intelligence Manager's on the organisational structure of the Crime Intelligence Division of the South African Police Service with regard to the organisational strategy, authority relationships, co-ordination and control, resource utilisation and training and skills. With reference to the objectives two research questions needed to be answered in this study. The following two paragraphs will examine to what extent these questions have been answered.

7.3.1 Answer to Research Question 1

What are the perceptions of Crime Intelligence Manager's on the organisational structure of the Crime Intelligence Division of the South African Police Service with regard to the organisational strategy, authority relationships, co-ordination and control, resource utilisation and training and skills development; in respect of the divisional and matrix organisational structure?

The perceptions of the Crime Intelligence manager's are clearly in favour of the divisional organisational structure. The survey has returned overwhelming results in favour of the divisional organisational structure. A number of factors have been identified in the preceding Chapter for such a result. The most prominent ones relate to the nature

of an intelligence structure. With regard to organisational strategy the key reason for the results related to specialisation and formalisation. The focus of a divisional structure was also strongly cited in the literature and it was further mentioned that a matrix structure is more suited to a technology driven enterprise. Authority relationships also favoured the divisional structure. This has been primarily attributed to the militaristically inclined authority that is found in the matrix structure as opposed to a more inclusive culture that pervades the crime intelligence organisation. Co-ordination and control is also found to be distorted in the matrix structure. The researcher is of the belief that this is due to the different interpretations of the roles to be played by both the project and functional manager. The results of the survey show very little partnership and consensus building. The literature is undecided on which structure is more conducive to resource utilisation. The survey has nonetheless indicated that it is the divisional structure. It has been stated in the discussion that this result may be underpinned by the fact that an intelligence structure does not encourage resource sharing. The survey results also returned a count in favour of the divisional structure when it comes to training and skills development. It has already been stated in the discussion that this result is in conflict with the literature but explainable by the fact that the functional manager is responsible for training and skills development in the organisational set up, thereby influencing the result.

In the final analysis, it can be stated simply that the Area Heads are in favour of a divisional organisational structure, with regard to all the identified dimensions of organisational strategy, authority relationships,

co-ordination and control, resource utilisation and training and skills development.

7.3.2 Answer to Research Question 2

Is there a relationship between the biographical variables and the perceptions of Crime Intelligence Manager's on the organisational structure of the Crime Intelligence Division of the South African Police Service with regard to the organisational Strategy, authority relationships, co-ordination and control, resource utilisation and training and Skills; in respect of the divisional and matrix organisational structure?

An analysis of the results has indicated that there is no clear relationship between the biographical data and the organisational structure dimensions. The key reason advanced by the researcher for this result is that the organisation has a homogeneous culture that is the primary determinant of the perceptions and views of its members. It is the researcher's view that this culture is largely responsible for shaping and moulding perceptions that deal with fundamental issues like organisational culture. The geographic spread of the organisation and the frequency of operational meetings between the Area Heads have also been listed as possible reasons for this result.

It can therefore be stated that the perceptions of the Crime Intelligence manager's are not influenced by the biographical data with regard to their view that the divisional organisational structure is better suited to the crime intelligence division of the police.

7.4 RECOMMENDATIONS

The following recommendations are listed as a point of consideration for future studies and for the Crime Intelligence Division of the South African Police Services, which is the organisation under study.

7.4.1 Larger Sample

A more extensive study should be undertaken of all middle management level office bearers within the organisation for future studies of this nature. This will provide a larger pool of potential respondents to enable more in-depth analysis.

7.4.2 Qualitative Study

Future studies should also aim to qualify why a respondent perceives in a particular way, by way of a qualitative study, so that the analysis will be more conclusive.

7.4.3 Organisational Culture

Organisational culture should also form part of a future study to confirm the assumptions made by the researcher that it is the main determinant when it comes to the biographical data and the organisational structure dimensions.

7.4.4 Broader look at the Matrix Structure

It is recommended that the South African Police Service undertakes a study to determine the perceptions of all constituent components of the Provincial structures that apply the matrix structure to determine whether the findings of this study is relevant in a broader context.

7.4.5 Work Study Investigation

It is recommended from an organisational point of view, that the results of this study be used as a catalyst to review the continued application of a matrix structure when compelling reasons have surfaced in this study to adopt a line functional approach. This can be achieved by way of a work study investigation.

7.5 CONCLUDING REMARKS

This study has firstly made a contribution to the Crime intelligence Division of the South African Police Service. The organisation is now in a position to appreciate that the perceptions of their Area Heads that the matrix organisational structure is the source of management dysfunctions, frustration and confusion because the system of dual command is actually widespread and practically a common held perception. Now that the organisation is armed with this knowledge it is in a better position to address the situation with a view to creating a management environment that is conducive for their Area Heads. The second contribution that this study has made is that the review of the matrix structure can likewise be extended to include all other facets of its membership. Other components of the police may very well be exposed to the same levels of frustration with the matrix organisational structure. The third possible contribution that this study has made is the development of a new research instrument that may be of use to future studies of this nature, either in its original format or in an amended form. The last contribution that the researcher wishes to list is that this is one of the few studies that have been conducted on the Crime Intelligence Component of the police. This product will invariably add to

the body of knowledge that is available on the South African Police Service intelligence component and on the police service as a whole.

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Appendix 'A'



**UNIVERSITY OF
KWAZULU-NATA**

RESEARCH OFFICE (GOVAN MBEKI CENTRE)
WESTVILLE CAMPUS
TELEPHONE NO.: 031 – 2603587
EMAIL : ximbap@ukzn.ac.za

4 DECEMBER 2006

**MR. D MOODLEY (203517543)
GRADUATE SCHOOL OF BUSINESS**

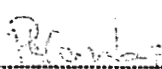
Dear Mr. Moodley

ETHICAL CLEARANCE APPROVAL NUMBER: HSS/06756A

I wish to confirm that ethical clearance has been granted for the following project:

**"The perceptions of Crime Intelligence Manager's on the organisational structure of the Crime Intelligence Division
of the South African Police Service"**

Yours faithfully


MS. PHUMELELE XIMBA
RESEARCH OFFICE

cc. Faculty Office (Christel Haddon)
cc. Supervisor (Mr. JM Naidoo)

Mr J.M Naidoo

University of Kwazulu Natal

Faculty of Management Studies

Westville Campus

Telephone: 031- 2607563

e-Mail : naidoojm@ukzn.ac.za

The Head of School

Graduate School of Business

University of Kwazulu Natal

Westville Campus

Durban

2006-12-18

Dear Sir

SUPERVISORS DECLARATION

I the undersigned hereby declare that I have supervised the research
Conducted by Deenadayalin MOODLEY, with student number 20351743, entitled "The
perceptions of Crime Intelligence Manager's on the organisational structure of
the Crime Intelligence Division of the South African Police Service". I am
satisfied that the student has made an attempt to follow my guidelines and
in my opinion, the work is adequate enough to be examined.

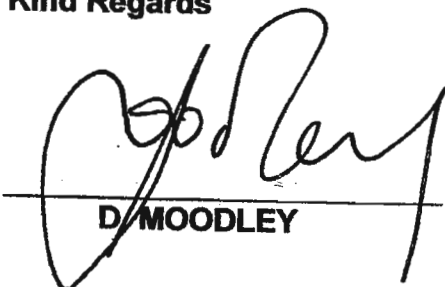
Kind regards

Signature : 
J.M Naidoo

Date : 2006-12-18

4. A self administered questionnaire is attached to this correspondence for possible completion by your good self. All that is required of you is that you peruse the questionnaire and determine whether you understand what is being asked. You can contact me for clarity if you do not fully understand any element of the questionnaire. Thereafter you complete the questionnaire by either ticking, crossing or circling the appropriate answer. You may also elect not to partake in the process, in which instance you can discard this correspondence.
5. Pilot testing of the questionnaire indicates that it will take between 15 to 20 minutes to fully complete the questionnaire. This is a once off process. The pilot testing has not revealed any discomfort or hazardous effects that you could potentially suffer as a result of completing this process.
6. The potential benefits of partaking in this process are that you will be exposed to material on organizational structure and the implications it has to you as a senior manager. You would also be contributing to elevating the levels of professionalism within the Crime Intelligence environment. Any costs that you may incur in completing this process will be borne by contacting the author.
7. Your responses will be used in completing the research product. Your details will be kept confidential and only released with your express consent. Data gathered from this process will be stored safely by the author. You will not be adversely disadvantaged if you elect not to partake in this process.
8. Please remember that this is a voluntary request being made to you and that you are liberty to withdraw your participation in the study at any stage for any reason.
9. You may access the finished research product by contacting the author after 2007-01-31 for a copy provided that I have satisfied the requirements of the Graduate School of Business of the University of Kwazulu Natal.
10. Thank you for your kind co-operation.

Kind Regards



D. MOODLEY

[FOR OFFICE USE ONLY]
[RESPONDENT CODE: _____]

DECLARATION BY PARTICIPANT

I (Full names of participant)
hereby confirm that I understand the contents of this declaration and
the nature of the research project and that I hereby consent to
participating in the research project. I understand that I am liberty to
withdraw from the project any time should I so desire.

Signature of participant

date

SUID-AFRIKAANSE POLISIEDIENS
 Privaatsak/Private Bag 54320



SOUTH AFRICAN POLICE SERVICE

Verwysing Reference	58/11
Navrae Enquiries	DIVISIONAL COMMISSIONER R. LALLA
Telefoon Telephone	(012) 3601037
Faksnommer Fax number	(012) 3471505

**THE DIVISIONAL COMMISSIONER
 CRIME INTELLIGENCE
 PRETORIA**

2005-07-29

**A. The Head
 Graduate School of Business
 University of KwaZulu Natal**

**B. The Area Heads
 Crime Intelligence
 R.S.A**

**C. The Provincial Heads
 Crime Intelligence
 R.S.A**

**PERMISSION TO CONDUCT A RESEARCH PROJECT: CRIME INTELLIGENCE
 ORGANIZATIONAL STRUCTURE: PERSAL NUMBER 0622244-7: RANK ASSISTANT
 COMMISSIONER: NAME D. MOODLEY**

A - C

1. I hereby confirm that I have approved a request from the above mentioned Officer to conduct research on the Organizational Structure of the Crime Intelligence Division.
2. The study is limited to non classified material only
3. Please extend your fullest co-operation to this endeavour, as it may realize tangible benefit to the South African Police Service as a whole and the Crime Intelligence Component specifically.
4. I am looking forward to viewing the finished research product.

Kind Regards

**R. LALLA: DIVISIONAL COMMISSIONER
 CRIME INTELLIGENCE**

**DIVISIONAL COMMISSIONER
 CRIME INTELLIGENCE : HEAD OFFICE: PRETORIA
 R. LALLA**

SURVEY

CRIME INTELLIGENCE ORGANIZATIONAL STRUCTURE

Thank you for taking part in this survey and taking time to complete this questionnaire.

NOTE TO THE RESPONDENT:

- (1) I need your opinions to better understand the current organizational structure of Crime Intelligence.
- (2) Please ensure that you have filled in the whole questionnaire.
- (3) Please **TICK** or **CROSS** the appropriate box or **CIRCLE** the appropriate number on the scale.
- (4) Please feel free to contact the researcher [Assistant Commissioner D. MOODLEY] on Cell **0825695398** if you require any clarity on either the process or the questionnaire itself.

PLEASE REMEMBER:

- (1) Fill in your personal details on this questionnaire.
- (2) Your answers are confidential and will be treated as such.
- (3) Please take your time and answer carefully.

PART A

GENERAL BIOGRAPHICAL DETAILS

1. What is your Gender group?

Male (1)	Female (2)
-------------	---------------

2. Please state your Age group:

25-32 Years (1)	33-40 years (2)	41-49 Years (3)	50-60 Years (4)
-----------------------	-----------------------	-----------------------	-----------------------

3. What is your Race group?

African (1)	White (2)	Indian (3)	Coloured (4)	Other (5)
----------------	--------------	---------------	-----------------	--------------

4. Please state your highest level of education:

Non Matriculated (1)	Matriculated (2)	Diploma (3)
Degree (4)	Masters (5)	Doctorate (6)

5. Please state the number of years service that you have in a formal Intelligence environment:

00-05 Years (1)	05-10 Years (2)	10-20 Years (3)	21-30 Years (4)
--------------------	--------------------	--------------------	--------------------

6. Please state the number of years that you have served as an Area Head of Crime Intelligence [or at an equivalent level]:

00-05 Years (1)	06-10 years (2)	11-20 Years (3)	More than 20 Years (4)
--------------------	--------------------	--------------------	------------------------------

PART B
CONTRASTS BETWEEN A MATRIX & DIVISIONAL
ORGANIZATIONAL STRUCTURE

The following brief information is included to assist you in completing this part of the questionnaire:

- (I) Crime Intelligence is currently adopting a hybrid Matrix organizational structure. The primary feature of this type of organizational structure is that it is subjected to dual command. In your case your Area Commissioner is regarded as a Project manager, whereas your Provincial Head is referred to as the Functional Head.
- (II) Further to this the Crime Intelligence structure is grouped under financial programme 4 as an insulated Division within the SAPS. This financial arrangement recognises a Divisional organizational structure for Crime Intelligence and refers to the grouping of all intelligence activities as a unique service within the SAPS. This is commonly referred to as a functional structure.
- (III) We will now explore the existing and /or potential advantages and disadvantages of the current Matrix structure as well as the Divisional Structure. Please indicate to what extent you find the following instances applicable to you.

☐ **THESE 3 QUESTIONS DEAL WITH ORGANIZATIONAL STRATEGY**

Explanation: This refers to the effectiveness of the structure on the strategic planning and direction of the SAPS. This includes issues relating to the vision, mission and operational planning of the organization.

7. Which type of structure is best suited to the achievement of organizational strategy [SAPS]?

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

8. Which structure promotes a greater orientation towards the overall outcomes of intelligence activities?

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

9. Which structure has a greater potential to negatively promote Crime Intelligence (CI) or Project objectives over that of the broader SAPS?

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

☐ **THESE 5 QUESTIONS DEAL WITH LINE OF AUTHORITY**

Explanation: The line of authority proposes the formal reporting lines of subordinates. These formal reporting lines represent the formal communication lines. There should normally be clear lines of authority that run from the top to the bottom of an organizational structure. These vertical lines of authority are deemed essential because they represent the formal right to expect actions from sub-ordinates. This concept is, however, not embraced within the functioning of a matrix structure due to applying a system of dual command.

10. **IMPACT ON PERFORMANCE:** In your opinion which of the following structures facilitates a more positive impact on your level of performance?

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

11. **RESPONSIBILITY & AUTHORITY:** Which of the following structures will give you more clearly defined levels of responsibility and authority to execute your job confidently?

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

12. **CONFLICTING DEMANDS / PRIORITIES:** Which of the following structures is more prone to having you cope with conflicting demands or priorities from both your Area Commissioner and your Provincial Head?

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

13. **PROPENSITY FOR MANAGEMENT CONFUSION:** According to your collective experience, which of the following structures is more likely to lead to situations that create management confusion?

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

14. **PROPENSITY FOR MANAGEMENT FRUSTRATION:** In your opinion which of the following structures is more likely to lead to situations that create management frustration?

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

- ☐ **THESE 16 QUESTIONS DEAL WITH CO-ORDINATION & CONTROL**
Explanation: Co-ordination refers to the efforts by management to harmonize work processes in order to foster co-operation towards achieving the goals of the organization. Control on the other hand refers to the monitoring of progress towards the achieving of these goals and deals largely with feedback and the institution of remedial action to deal with identified dysfunctions.

15. This type of structure will promote greater cohesion within Crime Intelligence?

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

16. This structure will ensure greater accountability by Commanders:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

17. This structure is better suited to the delegation of authority and responsibility to sub-ordinates:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

18. The organizational structure should promote the necessary levels of co-ordination between the different Components of the Police to provide better service to our communities. To what extent do you believe that this is more applicable to the structures listed below?

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

19. This type of structure is time consuming because of the added protocols that you have to interface with:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

20. This type of structure leads to more frequent meetings because of the added protocols that you have to interface with:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

21. This type of structure leads to more conflict because of the additional levels of management:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

22. This structure provides opportunity for a broader range of responsibility and experience with regard to the Intelligence environment:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

23. This structure provides opportunity for a broader range of responsibility and experience with regard to broader Policing issues:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

24. This type of structure will enhance the relationship that I experience with other Component Heads that is based on the principles of a partnership:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

25. This type of structure will promote a line functional approach where each Commander looks after the interest of his/her own Component and not an integrated approach:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

26. The structure will better recognise and acknowledge key inter dependencies with other Components of the SAPS in operational planning:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

27. This structure is more suitable for making complex decisions:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

28. This structure will address frequent changes in an unstable environment more effectively and efficiently:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

29. This type of structure requires greater effort from me to maintain the power balance between the Area Commissioner and the Provincial Head:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

30. This structure will promote active involvement in the core functions and minimize the attention that I have to pay to secondary issues:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

☐ **THESE 4 QUESTIONS DEAL WITH RESOURCE UTILIZATION**

Explanation: This dimension refers to the extent to which the structure facilitates the use of human and physical resources as efficiently as possible in order to provide quality Intelligence products to our clients.

31. There is more room for skills and resources to be used inefficiently in this type of structure:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

32. This structure is flexible enough to allow for the sharing of human and other resources when rendering service to the public [joint crime prevention or detection operations, motor vehicles, technical resources, etc]:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

33. There may not be enough of Intelligence work to use members' skills and abilities fully in this type of structure:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

34. With regard to human resources this structure will limit the career advancements of Intelligence personnel that want to pursue opportunities at other Components of the SAPS:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

☐ **THESE LAST 4 QUESTIONS DEAL WITH TRAINING & SKILLS**

Explanation: This dimension refers to the extent to which the structural choice allows for greater latitude with regard to the development of skills, knowledge and the attitude of Intelligence personnel. The overarching aim is for the organization to be more effective and efficient.

35. The structure is more suited to diversification of intelligence activities:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

36. The structure is more suited to the transfer of intelligence specific skills and informal training interventions:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

37. This structure provides opportunity for broader skills development with regard to both the Intelligence environment and with regard to wider Policing issues:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

38. This type of structure requires good interpersonal skills and training for it to function appropriately:

Matrix Structure	Divisional Structure	No difference	No Opinion
1	2	3	4

PART C: CONCLUDING COMMENTARY

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[Please continue on a separate attached folio]

NAME OF RESPONDENT : _____ AREA HEAD : _____

PLACE : _____ DATE : _____

SIGNATURE : _____