

MAINTAINING MORALE IN THE SOUTH AFRICAN INFANTRY FORMATION

CHAPTER 1

1.1. INTRODUCTION

The purpose of militaries world-wide seems to be similar in that it has to do with the advance and promotion of national values and interests, defence of own territories and states, protection of peoples and allies, advance to the prospects of peace, security and prosperity and making use of other elements of power in concert to achieve the afore-mentioned outputs. Locke and Hobbes in Buck and Korb substantiates this fact by arguing that “governments are founded in a negative fashion to provide security to the individual from the threat posed by other men and that the fundamental mission of the military under a constitutional democracy must always be associated with the common good, which is the good of the community it serves” (Buck and Korb, 1981:98). Actions in defiance to lawful orders and disturbing the peaceful co-existence are not for the common good, but however disobedience to illegal orders is.

Since the year 2000, despite the freedoms enjoyed by South Africans, the South African National Defence Force (SANDF) still finds itself in the lowest ebb in terms of its morale; however the observation is that this kind of situation is not attracting adequate attention. Edmonds states that, “the dominant characteristics of the military in the form of morale and discipline, will not be different from that of society it serves” (Edmonds, 1988:18).

Besides the day to day disciplinary issues such as absences without permission (AWOP), theft, misuse of alcohol and drinking during office hours, serious incidences such as fragging and mutiny attempts have been reported. Such incidences are often referred to as a culmination of low morale. With such questions, neither satisfactory answers nor solutions are found. Some guessed that to be a result of the fluidity of the constitution, many within the government and military practitioners themselves discern that to be a result of budget constraints and unionisation whilst the researcher perceives that to be a result of the lack of or poor leadership and that if there exists an element of leadership finesse in the SA Army Infantry Formation, then low morale will be a tale of the past and unionisation will be irrelevant. Money or financial resources are not the only factor necessary for the

lifting-up of morale, however good leadership will. The Interim National Defence Force Service Commission (INDFSC) in its final report indicated that “extreme low levels of troops morale was a result of the senior command personnel in Pretoria who only looked after themselves and happens to care less about members of the South African National Defence Force” (DOD INDFSC,2010:15).

Soldiers are recruited from society as volunteers and representatives, and organised in an institution to protect people, properties and states against exogenous, endogenous, natural and man-made or human induced threats. For the fact that they belong to an institution or organisation, signifies that they belong to a structure which has to be led and managed to attain operational effectiveness and success. Operational effectiveness signifies the attainment and successful achievement of both the primary and secondary tasks of the military in a specific country, and for that to be realised, requires morale which is dependent on effective leadership and its ability to apply motivation and discipline indiscriminately, fairly and consistently. Cantrell states that “defeating, killing and capturing an enemy require the highest level of morale, even before, during and after combat” (Cantrell, 2003:14). These leaders should possess an ability to uplift and maintain morale. They should be leaders imbued with the competencies to handle and connect current issues, look after the needs of soldiers and hook such expectations with the objectives of the organisation.

2.2. BACKGROUND

This research focuses its attention on the trends and levels of the morale of military practitioners within the SA Army Infantry Formation and units its under command, in order to assess and find out what the factors leading to low morale are, with an intention to recommend and present leadership strategies for consideration. In August 2009, a group of soldiers of the SANDF with about ninety to ninety five percent participants from the Infantry Corps embarked on a march to the union building to present their petition and demands. On investigation by the INDFSC it was revealed that their morale was low as a result of their pay and service conditions. What is obvious and known is that the SANDF conducts morale surveys every second year, however it is not known if the results there-of are disseminated to the leaders applicable, for the benefit of the organisation and its stakeholders.

According to the INDFSC, Kruys in Hough and Du Plessis and newspaper reports of the 26th to the 27th July 2010 purports that “SANDF soldiers’ morale was low and if not properly looked after will have adverse effects on national security” (INDFSC, 2010:15; Hough and Du Plessis, 2001:6; Sunday Times, 2010:4; Beeld, 2010: 2; Pretoria News, 2010:10; Business Day, 2010: 4 and The Star, 2010: 10). It becomes really worrying when an issue such as morale can influence those so much trusted in society, the cream of the crop and especially those who are mandated and given the powers to ensure that the security of the South African people and its state are realised. Even more so when those expected to be the last hope in the security of their nation and state, are in the forefront of causing such despair. Maintaining morale is a principle of war and therefore such responsibility in a hierarchical and group oriented organisation, lies with leadership. To achieve this objective requires great leadership skills and a capability to recruit, select, retain, empower, influence and direct a big followership of highly motivated individuals suitable for the defence and protection of their states and nations.

Internationally the recruitment and selection of military practitioners is based on volunteerism, representativeness and relevant competencies. The foundation of such a career is based mainly on servanthship and professional military ethics. These people are motivated by the robust persistence from military leadership to return them back to society as better citizens, by safe-guarding their pay and benefits, providing family support and care. These include the caring and support to the wounded, the sick and their veterans. Those members that are of no more use to the military are absorbed and or seconded to other state departments and constructively used for the benefit of the nation and state. To those still active and of reasonable military age is that their morale levels are assessed before and during deployments and psychologists are attached within units in order to continuously monitor morale and advice commanders accordingly. These aspirations and good intentions are achieved through the insistence of military professionalism amongst all members of the force, especially officers. Their morale is therefore high, manageable and levels and trends thereof are known.

Africa pre and post-colonial period was and is still troubled by colonial era challenges of land deprivations, economic inequalities, the issues of governance, ethnic dicombobulation and religious intolerance which has often stalled development and fuelled or increased the threats faced by such states. As a continent it has never designed a standardised tool in which their militaries have to

conform to in terms of their conduct within and outside the military, but has however replicated the standards of their colonial masters. Countries have to either follow a saxophone or francophone structural design and standard expectations taught to them by their former colonies. Even with the insistence of the African union on unity and similar practices, their structures and modus operandi seems to be distinct. Militaries in Africa portray a praetorian character and accord less emphasis on professionalism, thereby seeing themselves as defenders of their constitutions and a power unto themselves. Praetorianism is often challenged by the behaviour of soldiers to behave and see non-military members as irresponsible and second class citizens.

This can be observed in the interference of the military in politics which often has devastating results such as coups and undemocratic governments. Governments are changed on their terms by either challenging those that does not comply with their demands and needs forcing them into renegotiations immediately after integration. Some of them especially those in abundance of rebel groups, relies on black-magic or the use of child soldiers as the latter may be easily influenced or indoctrinated. According to Seegers “most disturbing challenges that militaries can be judged upon as a result of any intruding praetorian or coup making attitude is through actions such as external orientation, representative state control, non-partisanship and professionalism” (Seegers,2010:41-42).

In countries such as Zimbabwe and Kenya recruitment, selection and retention is transactional and based on allegiance to the ruling party. Their political connections and orientations in most cases ensures that they have a fair share of the nations limited resources and a better life after retirement as they may be recalled and used for projects in support of their governments both within and outside the military. This is exactly what is stated by Homes in Babbie that “people are more likely to discharge activities that they perceive as more valuable and successful to undertake and obtain a reward” (Babbie, 1992:59).

The other positive and negative factor is that the military sees themselves as the custodians of the constitution and therefore tends to take over in the advent of a perceived threat to their constitutions. A case in point is Zimbabwe, where leaders in the security sector shows obvious signs of political meddling as they are sometimes given platforms in political rallies, and their military veterans are

compensated with land to ensure their continuous support. Due to all what the state is giving to them, they are motivated and have high morale.

The South African National Defence Force as agreed during Convention for a Democratic South Africa (CODESA) was formed out of the integration of eight armed formations made out of the statutory forces (South African Defence Force, Transkei Defence Force, Bophuthatswana Defence Force, Venda Defence Force and Ciskei Defence Force) and non-statutory forces (i.e. Umkhonto we sizwe, Azanian People Liberation Army and Kwa-Zulu Self Protection Unit). The above statement indicates that members of the SANDF originate out of different backgrounds in terms of culture, educational levels, political persuasions, military training and experience, race and gender.

1.3. PROBLEM STATEMENT

The SA Army with specific reference to infantry soldiers were found to be grappling with the issue of low morale levels amongst its troops since the beginning of the 21st century with its leaders finding it difficult to devise a plan or a non-monetary strategy to revitalise and maintain morale (DOD INDFSC, 2010). South Africa together with countries such as Russia, Canada, and the United Kingdom (UK) has adopted “the maintenance of morale as one of the fundamental principles of war; however since the beginning of this century the former has appeared to be challenged in the realisation of the preceding principle (Hough and Du Plessis, 2001:6).

According to the SA Army leadership, command and management doctrine is that “the model adopted by the SA Army Infantry Formation is one that is highly active, inspirational, influential, transformational and known for its ability to uplift morale, compatible with the traditional concept of humaneness (Ubuntu), compassion, care, understanding and empathy” (SA Army, 2010: 2/4/1), however it is not known why the morale of these soldiers is low. The INDFSC (2010) has also made recommendations aimed at resuscitating morale of soldiers but still it is not known if such recommendations were implemented and if such has led to an improvement to morale levels within the SA Army Infantry Formation. In maintaining morale all stake-holders should be conversant of what their roles and responsibilities are, in order to act accordingly.

Kinney states that “high morale is the priceless dividend of good leadership” (Kinney, 1981:156). In her Budget vote in 2012 the then Minister of Defence and Military Veterans (MOD & MV) Dr L.N. Sisulu states that ‘morale will form part of the performance agreements (PA’s) of leaders in the military” (DOD; 2012). According to Kruys in Hough and Du Plessis is that an “an army is personnel driven” therefore managing such a resource requires best strategies in the recruitment, selection and retention of good men and women who are motivated, well-resourced and properly led by competent officers (Hough and Du Plessis, 2001:6). The employee in this context is a military practitioner who in blunt terms is a trained, regulated user and or bearer of arms employed for the defence and protection of the state and its inhabitants.

Domestically besides Kruys in Hough and Du Plessis who looked at the framework of army morale and discipline, nothing has been written within the country that looked at the issue of morale and its implication for national security, military effectiveness and or issues related to governance beyond the year 2000 (Hough and Du Plessis, 2001). Governance issues has tended to overshadow effectiveness matters, in that despite the need to execute the primary and secondary tasks, financial concerns takes precedence, thereby having huge repercussions on force preparation, readiness and employment . The fact is that the 1998 Defence review states that the government has adopted a broad, holistic approach to security, recognising the various non-military dimensions of security of the state and the security of the people whilst the 2012 draft defence review states that “national security is pursued by all means of state power, namely political, diplomatic, information, economic, social and lastly military power “(DOD, 1998 and DOD, 2012).

Without morale the SA Army is doomed to failure and morale without discipline will render it shapeless and susceptible to its own demise. The factors to be observed and or assessed are inclusive of those within the control of the individual, factors within the control of the SA Army Infantry Formation leadership and those at the army strategic and national strategic level. These factors should therefore be intertwined to produce the required results. The challenge with the issue of morale is that, there are disagreements in terms of what it means and the factors that goes with it, there was never a standardised tool or instrument to measure or assess morale and in South Africa it is solely a domain of specialists who sometimes does

not even share the results of morale surveys conducted with commanders on the ground.

The *raison d'être* for the soldiers to march to the union building in 2009 was a result of discontentment and dissatisfaction based on their condition of service. If individuals within military units are given opportunities to voice their concerns, debates issues of concern and continuously communicate (horizontally and vertically), then a march to the union buildings would have been unnecessary. Many leaders and researchers see the concept morale as something not to be tempered with, due to its lack of agreed upon definition among individuals, organisations and professions. This research will therefore focus its attention on the morale of the SA Army Infantry Formation since 2000, look at the theoretical background and debates about morale and the response by military command in order to gain an understanding of the factors leading to low morale and the impact that such response has on the lives of ordinary soldiers, present the findings on the levels of 'morale', interpret and analyse the findings and finally recommend leadership strategies for consideration.

1.4. PURPOSE STATEMENT

The purpose of this research is to firstly investigate the levels and trends of morale and the factors leading to 'low morale' in the SA Army Infantry Formation and secondly to analyse, interpret, present the findings and finally recommend leadership strategies for consideration.

1.5. RESEARCH QUESTIONS

In order to satiate the research topic mentioned above and in an attempt to answer the enquiry, the researcher investigated the questions as mentioned below:

- 1.5.1. What are the levels and trends of morale in the SA Army Infantry Formation and why?
- 1.5.2. What are the factors leading to 'low morale' in the SA Army Infantry Formation and why?
- 1.5.3. What are the leadership strategies for consideration?

1.6. STRUCTURE OF THE RESEARCH REPORT

The research report comprises of six chapters as follows:

Chapter 1 is an introductory chapter in which the research is familiarised and made known and consists of the introduction, background, statement of the problem and research questions. Chapter 2 provides a glimpse of the literature selected in pursuit of the applicable theories within the conception of morale and leadership that are of utmost importance in the understanding and investigation of the levels, trends and factors of morale applicable for infantry soldiers within the SA Army Infantry corps. In order to guide the reader throughout the literature the researcher started this chapter by looking at the etymological background to soldiering, the role of the SA Army Infantry Formation, described morale, described leadership, looked at the interventions of the SA military command, the effects of high and low morale, a description and discussion of military or leadership ethics, leadership theories, motivation and the theories of motivation, the levels, models and qualities of leadership and there-after concluded the chapter. Chapter 3 looks at the methodology used, the research design and approach and the data collection methods chosen for the study. Chapter 4 presents the collected data. The chapter gives a preview of the population and sample, described the instrument used and the procedure that was followed in the collection and manipulation of the data. Chapter 5 discusses and presents an analytical point of view in terms of the presented data from the collected information, unrestricted official and academic documentation. Chapter 6 provides and recommends leadership strategies for consideration and concludes the report.

1.7. SIGNIFICANCE OF THE RESEARCH

According to Stewart is that “proclaiming that morale is poor and denouncing that nothing is done about it suggests that fixing it is not your problem” (Stewart, 2009:84). Morale is a factor that concerns each and every one and should be properly assigned to attract proper attention and action. Firstly is that morale has throughout the years been a sole ambit of psychology and psychologist and thereby rendering it less interesting to line managers and those whose day to day tasks entails leading, commanding or managing other human beings especially in the SANDF. There is an obvious disconnect between these specialists and unit

commanders, as psychologists are sometimes not made available for utilisation within unit structures.

Secondly is that for confidentiality sake, it is often the norm that even after this surveys are conducted, line managers are sometimes not informed of the outcomes especially those that concerns relations between members within a unit in order for commanders and managers to be able to correct, revise and improve their efforts to obtain a motivated, efficient, effective, reliable and sustainable force.

Thirdly, the influence of globalisation, the epoch we found ourselves in, the unlimited needs of society, economic challenges (unemployment, poverty and inequality) and the behaviour of individual human beings has drastically changed from what it used to be including leading and the roles of leadership. The adoption of a broadened of a broadened national security approach also has demanding implications on the responsibilities, the roles and the way leaders should behave, for the nurturing and development of leaders is not the responsibility of the military alone, but of all in society. It demands of academics, professionals within the private and public sector to bring their heads together to find ways and means to bring about lasting solutions to the leadership challenge in order to alleviate the fears in society. South Africa is one of the few countries in the world, whose civil society tends to look down on their soldiers and therefore there is a constant need to educate and incite debates so as to build a cohesive South African nation. Strategically this research will assist the Infantry in understanding and reviewing their recruitment, selection and promotion strategies in order to retain the best talent for the defence force and our beloved country.

CHAPTER 2

LITERATURE REVIEW

2.1. INTRODUCTION

This literature review is based on the notion that the morale of soldiers of the SANDF is low and in contradiction with the pronouncements of well-respected and experienced generals such as Montgomery (Richardson; 1978:2) and Eisenhower (Eisenhower, 1948:372) that “morale is the single factor in war”, is the “soul of a soldier (*mens agitate molem*)” (Hall, 1920) and the “sacred flame that must always shine brightly” (Stewart, 2009:83). It is for this reason that maintaining morale to acceptable levels is a prerequisite and most important principle for military wellness and effectiveness. Cantrell discerns this concept as an aspect without which the military will not be able to fight and win wars (Cantrell, 2003). It is for this reason that morale and the maintenance there-of is the primary justification for the existence of military leadership. This is observed and confirmed throughout the chosen literature.

Mouton states that literature review’s importance in social research is to “avoid duplication from previous studies, to discover what the most recent and authoritative theorising about the subject is, find out what the most widely accepted empirical findings in the field of study are, identify the available instrumentation that has proven validity and reliability and lastly to ascertain what the most widely accepted definitions of key concepts in the field are” (Mouton, 2001:87).

This chapter provides a review of literature and a theoretical framework relevant and necessary for the uplifting and maintenance of morale among soldiers of the of the SA Army Inf Fmn, which is purported low by academics such as Kruys in Hough and Du Plessis and the media since the year 2000 (Hough and Du Plessis, 2001). There were some interventions as a result of commissions of enquiries (Setai and INDFSC); however the status of morale remains unchanged. The question that needed clarity was to find out what the real factors leading to low morale levels are, and the responsibility and influence of leadership towards morale of military practitioners of the SA Army Infantry in order to recommend and present leadership strategies for consideration.

To present and clarify these questions and in fulfilment of the objective of this research, this literature review discussed morale and leadership. For the purpose to arouse interest in the topic, the author started off by presenting a brief etymological background to soldiering, the role of the SA Army Inf Fmn before putting much emphasis on morale and leadership. Regarding the construct of morale the aspects such as the description of the concept of morale, the general factors affecting morale, the effect or impact of morale (high and low), the interventions of leadership within the military in response to the allegations of low morale were looked into. Concerning leadership issues, the author looked at the description of leadership, leader, military leadership, levels of leadership and their responsibilities, styles or models, qualities of leadership, military leadership ethics, theories of both leadership and leadership motivation and thereafter concluded the chapter.

2.2. ETYMOLOGICAL BACKGROUND TO SOLDIERING

Soldiers have existed ever since the evolution of mankind with a purpose to protect nations and states mainly against foreign attacks. As a profession soldiering has advanced in its tactics and development to include better weaponry, war gear, more complex and demanding. It is the most adventurous, exciting and physically taxing environment that demands alertness, a willing and persisting spirit for individuals to volunteer and give their all in the defence of their states and fellow country-men and women, for them to enjoy and toil without any threats or disturbances in their daily activities or life. For that soldiers have often faced hardship, deprivations, mutilation and death in battle and were not allowed to voice their concerns in public.

The most distinguishing characteristic is that having such an ability to persevere against all odds and the persistence that goes with it in the realisation of government objectives demands the free will of extra-ordinary people. Except in autocracies and totalitarianisms, governments in democracies are temporary, therefore the individual soldier is expected to serve without reservation or in compromise to their responsibility to protect (r2p) their people and defend states from harms-way.

Soldiering was historically based on this sentiment that military practitioners enter into a contract of liability with their states and therefore cannot unilaterally terminate their employment as they wish, are often subject to frequent relocations depending on the needs of the state, are supposed to be available for duty 24 hours a day, 7

days a week and 365 days per year, often have to work longer than an 8 hour day-shift. Legally is that they are subjected to the unique military discipline, laws and codes and may face prolonged danger which may even result in the loss of their own lives.

War-fighting was and is no longer seen as a group of murderers but a profession where individuals within this profession are expected to observe the rule of law, accountable to those they are defending and protecting, and conduct legitimised operations ethically based on a code of personal conduct for their specific profession. They are genuine volunteers who are comfortable in discharging such duties because of the support they receive from their families, community, organisation and their governments. Their actions and services are required and important and dictated by the era, its needs and challenges.

With such support even their societal responsibilities are supposed to be kept to the minimal and their rights are some-how limited. Such demands can only be realised when these set standards are known, enforced, directed and continuously emphasised by leaders within such establishments. Based on the above sentiments it is with emphasised truth that service in the military is not the same as employment anywhere else.

2.3. ROLE OF THE SA ARMY INFANTRY FORMATION

The SA Army Infantry corps is one of the corps musterings within the SA Army. It is one of the oldest, largest (almost two thirds of the SA Army) and most professional armed groups dating back to ancient years when fighting instruments were in the form of stones, arrows, self-made spears and shields. In the past there were no much restrictions on education for enlistment besides the physical well-being. It is for this reasons that soldiers were viewed as uneducated killing machines whose moral compass was asymmetrical and questionable.

The current entry requirement for enlistment in the SA Army Infantry Formation is Grade 12, and higher if an individual will like to be appointed and further developed as a leader, however educational qualifications is not the only prerequisite for promotion. The requirements are and not limited to consistent discipline, corps specific training and qualification, years of service, availability of funded posts, competencies and skills. SA Army Infantry personnel are divided into parachute,

mechanised, motorised, light and specialised infantry, distinguished according to the type of transport used during the execution of military operations other than war (MOOTW) and during wartime.

Their role during conventional war is to advance, make contact with the enemy and hold ground. They are also prepared and conditioned to be involved in hand to hand combat during difficulties. During peace-time they may be utilised in a wide array of tasks ranging from the guarding of national key points, border protection, peace support operations, humanitarian assistance, national emergencies and disasters. The SA Army Infantry Formation currently contributes almost 97% of the soldiers deployed for peace support operations, on the borders, during natural disasters and emergencies and during big tournaments such as the Federation International Football Association (FIFA) world-cup and the recent African Cup of Nations (AFCON). They provide a service and therefore are eligible for reimbursement by either the United Nations (UN) or the DOD in services within the SANDF for guards and sentry duties.

There is an obvious need to strike a balance of an effective defence force within the state, within the region, continentally and globally taking into cognisance the priorities and interests of the state. As part of the SANDF, its founding regulations are found in section 199 (2) of Act no 108 of 1996 which states that “the defence force is the only lawful military force in the Republic” (RSA, 1996). These members form part and parcel of the land forces (army). Section 200 (1) of the RSA Constitution Act 108 of 1996 states that, “the Defence Force must be structured and managed as a disciplined military force” (RSA, 1996). This is confirmed further by the governing principles as contained within Section 2 (c) of the Defence Act, Act 42 of 2002 which stipulates that “it must perform its functions in accordance with the Constitution and the international law regulating the use of force” (DOD, 2002). According to Section 200(2) of the said constitution, the primary role of the SANDF is to defend and protect the RSA, its territorial integrity and its people in accordance with the constitution and the principles of international law regulating the use of force (RSA, 1996).

Even-though its role regarding the assistance to the police in the combatting of crime and the employment among civil society is limited, the SA Army Infantry Formation has been found to be active and have recorded tremendous successes in peace-support operations in Africa, humanitarian and emergency operations within

and outside the RSA. During the world-cup in 2010 and during the public service strike, the SA Army Infantry was found to be the most significant and effective participant in the promotion of our national security. In this state it is obvious that the expectation from civil society and government from these combatants is enormous. It requires someone who can hook and balance these expectations with the needs and aspirations of individual soldiers in order to achieve the objectives as anticipated. Leadership capacity must be created to lead and manage and take advantage of these opportunities in order to alleviate poverty, under-development and build egalitarian societies where the “freedom from fear and want” is eradicated (UNDP, 1994).

2.4. DESCRIPTION OF THE CONCEPT MORALE

Many authors and military practitioners happened to understand and discern morale in the context of war, and have never really worried about this concept within a peaceful environment or a situation where war is shapeless and fluid. Park states that “the country that first solves its morale problem will infallibly outstrip the others in the race for stability, security and development” (Park, 1934:355). The concept (morale) is as ancient as the evolution of the human species and the beginning of conflict. It was first recorded in 1831 and traces its evolution from the French, *moral/e* which categorically referred to the morality of individuals (Friendly, 2007:368).

Morale is an imperceptible and conditional spirit behind the attainment of objectives and is susceptible to external influences and changes. It is a vertical and horizontal relationship adopting a top-down approach in its resolve and may be attained through the continuous communication and influence of subordinates with the intention to achieve national military objectives. As a result of the uniqueness of individuals and the different aspects motivating them, it is apparent that the definition of the concept will differ as a result of the emphasis placed on the different aspects of morale.

Morale means different things to different people, as a result of the context in which it is used. According to Johnsrud, Heck and Rosser is that “it is not well defined” (Johnsrud, Heck and Rosser, 2000:34). Wittgenstein in Antonakis, Cianciolo and Sternberg argues that “the way people in a culture use a term determines its meaning” (Antonakis, Cianciolo and Sternberg, 2004:305). Militaries world-wide

follows a form of a set-culture which is often similar and sometimes unique from the cultures found in societies. This learned culture often dictates the way soldiers should behave, conduct themselves and do business.

In SA since 2009, the word morale turned out to be famous as it was often heard in the in reference to police, soldiers, teachers and other employees in the private or public sector. It is not known if the context in which it was used befitted the professions they referred to or not. Motowildo and Borman defines morale as “a psychological state of mind, shared by members of a group that consists of general feelings of satisfaction with conditions that have an impact on the group and strong motivation to accomplish group’s objectives despite obstacles of adversity” (Motowildo and Borman 1977:177).

Many authors thinks and believes that military leadership is the most important aspect or factor in the resuscitation and maintenance of morale (Kinney, 1981; Gal, 1986; Shallit, 1988; Manning, 1991; Kott, 2008; Spear, 2009; Adler, Bliese and Castro, 2011; Mastrioanni, Palmer, Penetar and Tepe, 2011) and that “high morale is unlikely without good leadership” (Stewart, 2009:81). The researcher is not ignorant of the fact that leadership resides with everybody in society and within organisations, however the responsibility of group morale in military organisations are those appointed and authorised to lead. This is corroborated by the hierarchical and doctrinal reliance of such organisations. It entails the psychological, physiological and spiritual conception which may be achieved through simplicity, fortitude, the justifiability of the endeavour, the confidence in military dynamism and faith in achievability and ultimate success.

In this report the following definition of morale is adopted to be the guiding torch towards the achievement of the research questions that *morale is a satisfying, confident and optimistic spirit of an individual and a relentless and determined motivation (willingness) to contribute without capitulation towards group-goal achievement*. Van Boxmeer (2011) states that “out of the out of the social perspective some theorists have considered morale to be a feature of the group, whilst Britt and Dickinson understand it solely as a characteristic of the individual (Britt and Dickinson, 2006).

The author sees it to be a feature of both the individual as well as the group, because despite the importance of the individual, military goals can be achieved

only through group effort. In trying to articulate the challenge with the optimistic spirit within morale in a democratic dispensation de Tocqueville in Sarkesian, Williams and Bryant states that “when a nation loses this spirit, the career of arms immediately ceases to be respected and military men and women drop down to the lowest rank among public official, firstly because neither greatly esteemed nor well understood and secondly the elite of the nation avoids a military career because it is not held in honour ” (Sarkesian, Williams and Bryant, 1995:29).

The challenge with the definition is that individual writers have often confused morale with motivation, satisfaction, confidence, commitment and attitude, however neither of them is a synonym there-of. In order to clear that doubt, all the constructs within the definition were briefly defined, discussed and used in formulation of the questionnaire. Kotter states that “motivation and inspiration energises people, not by pushing them in the right direction but by satisfying human needs” (Kotter, 2001:9). The SA Army military leadership manual seems to support these sentiments by stating that training administration and operations must be based on the premise of satisfying a person’s basic human needs (DOD, 1985).

The ability to apportion tasks enjoys little or no significance. Tasks are sometimes given to subordinates as they were received from higher level headquarters. With the broadened middle management such individuals emanates into individuals having nothing and or challenging tasks to complete. According to Bandura in Maree with the social cognitive career theory is that confidence is aroused and motivated by the ability to carry-out the task and or an expectation of a positive result (Maree, 2012: 65).

Attitude for example is a reciprocal relation that demands cooperation from both the leader and subordinate. O’Toole writes that “leaders often fail when they have an inappropriate attitude and philosophy about the relationship between themselves and their followers” (O’Toole, 1996: 37). Diagram 2 below explains the different dimensions of morale which are divided into a physiological and psychological attribute and a spiritual conception. To achieve symmetry, individuals require simplicity, fortitude and absolute faith over and above the mental and physiological

attributes and the spiritual conception. See Figure 1 below:

Figure 1: The Conception of 'morale'

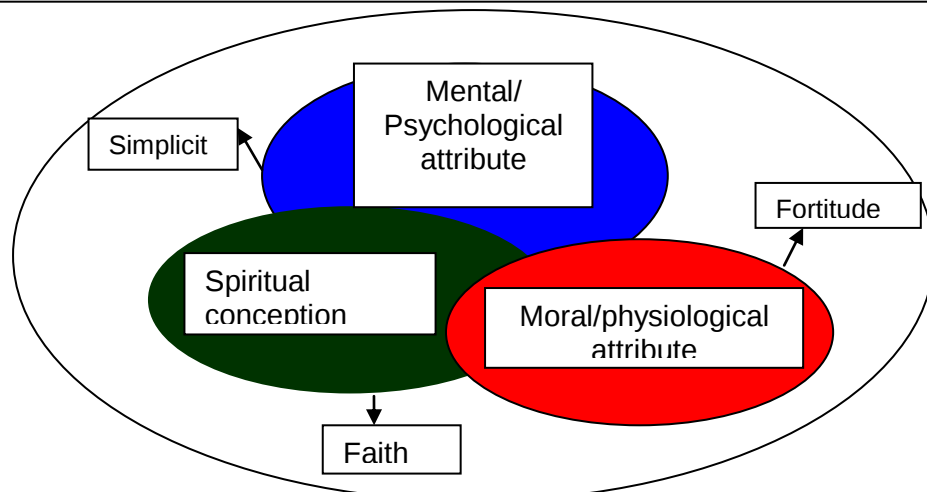


Fig 1: Ingraham & Manning, (1981: 6) US FM on Leadership, (1983: 228) and Smith, (1985:53)

From the above description on morale, it comes out clearly that leadership has a predominant role to play in the lowering, uplifting and or maintenance of morale, therefore the description of leadership was found suitable in the endeavour to investigate and find the answers about the factors of morale.

2.5. DESCRIPTION OF THE CONCEPT OF LEADERSHIP

Leading a soldier is however different from leading a worker in a factory or farm elsewhere. Soldiers are people who volunteer to do the type of tasks that normal human beings in society will not like to engage in them. The Great man's theory of leadership argues that leaders are born and not made whilst the behavioural theories is of the stand-point that leaders are made and not born. This two arguments contains important facts, however their validity is dependent on the elements that can be manipulated to make leaders the best one can get as per societal requirements and standards. Kinney states that besides troops being influenced by virtue of having a job, others are inspired by fine leadership, rewards, individual or group priviledges, unusual provisions for comfort after arduous duty, well-earned leave of absence, decorations and promotions (Kinney, 1981:156).

This indicates the uniqueness and complexity of each individual, influenced by the external environment and time, which therefore requires different leadership styles, qualities and behaviour. Leadership within the SA Army Infantry Formation units

exists within a heterogeneous setting presenting a texture of diversity in terms of beliefs, gender, sex, language, age, race and ethnic, thereby playing a bigger role in decision-making and the management thereof. Leading is therefore the ability to mould and motivate such individuals for the attainment of organisational objectives.

The US Army Field Manual defines leadership as the process of influencing people by providing purpose, direction and motivation while operating to accomplish the mission and improving the organisation (US Army FM 6-22, 2006). The author is of the comprehension that the issue of leadership like morale is full of disagreements in the manner in which it is applied and what role it plays in reviving morale. The diagram that follows is a morale model used by the New Zealand Army (NZ Army) and presented by Williams during studies at a US Army General Staff and College, which intends to explain and highlight the role and place of leadership within the morale arguments and debates, and the factors to be taken into consideration in the resuscitation and maintenance of the preceding aspect (Williams, 2002). It also highlights the fact that even-though the morale aspect takes a centre stage to the achievement of operational effectiveness, it is however also influenced by other factors within and outside the control of the military organisation, in this case the NZ Army. See Fig 2.

Fig 2: Leadership influence to morale as perceived by the NZ Army

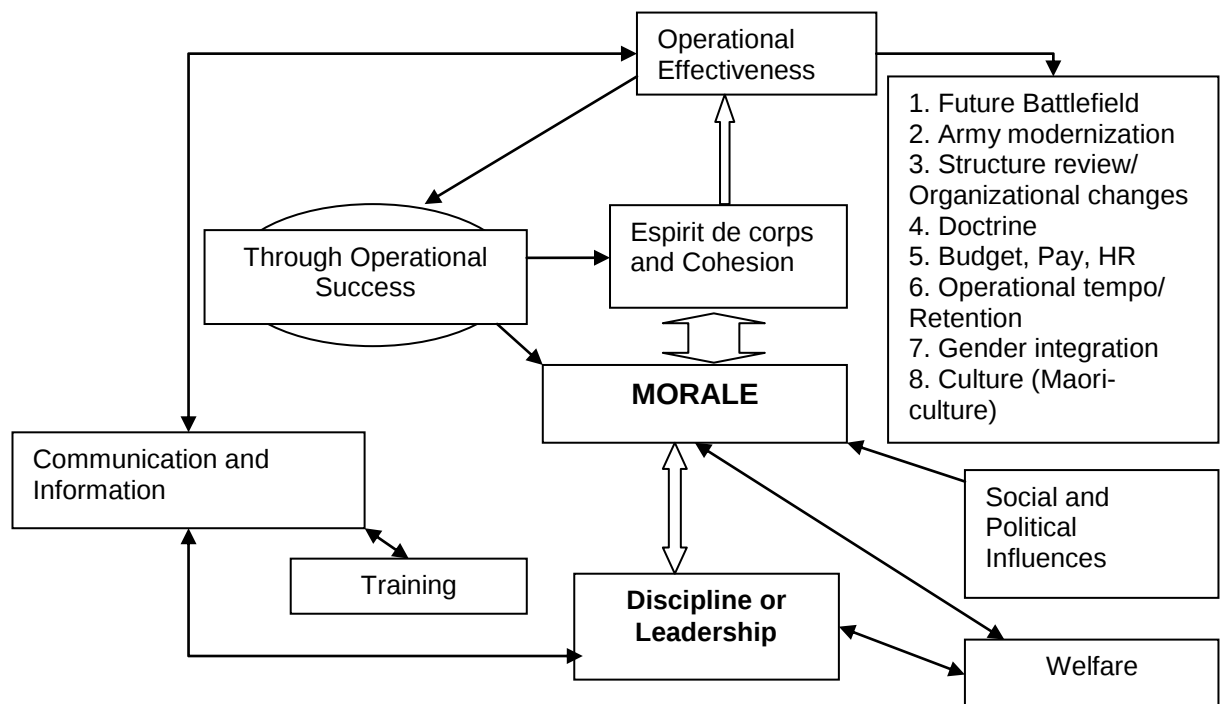


Fig 2: New Zealand Army Morale model (Williams, 2002: 58).

The challenge with the model is that leadership and discipline are inter-twined, thereby making it to look like they mean the same thing, however the author articulates that leadership is the driver of the process and endeavour to achieve the required military objectives, and discipline is the tool used to enforce and achieve morale. On the positive side is that this model acknowledges the fact that leadership has a very important role to play in the uplift and maintenance of morale.

The figure that follows was taken from the SANDF website and whose intention is to highlight the fact that morale is both an individual and group construct. The author is in agreement with the model, but however in disagreement with the manner in which the SANDF depicted leadership occupying the same level and status as aspects such as empowerment, communication, regimental aspects and operations. The author therefore states that the afore-mentioned aspects are tasks, roles or responsibilities of leadership and therefore cannot occupy the same level or position. Leadership is the driver of the process and therefore occupies a position of predominance. Even with the best technology on offer, the human being with specific reference to the leader still occupies a position of importance. There is no existence without the human being (See Fig: 3 below).

Fig 3: Leadership's influence to morale as perceived by the SANDF

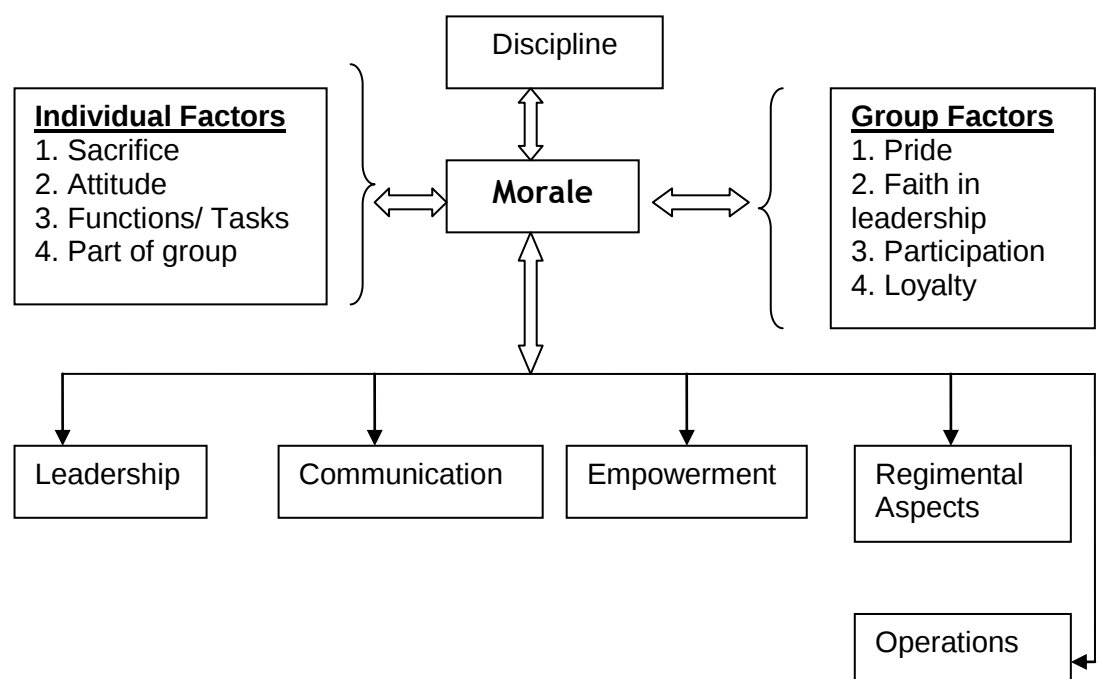


Fig 3: DOD Website: <http://www.mil.8080.Za>

In the diagram that follows the author's intention was to highlight the fact that the maintenance and or resuscitation of morale is dependent on leadership and highly influenced by societal, group and individual unique factors.

See Fig 4 below:

Fig 4: The environment of military leadership

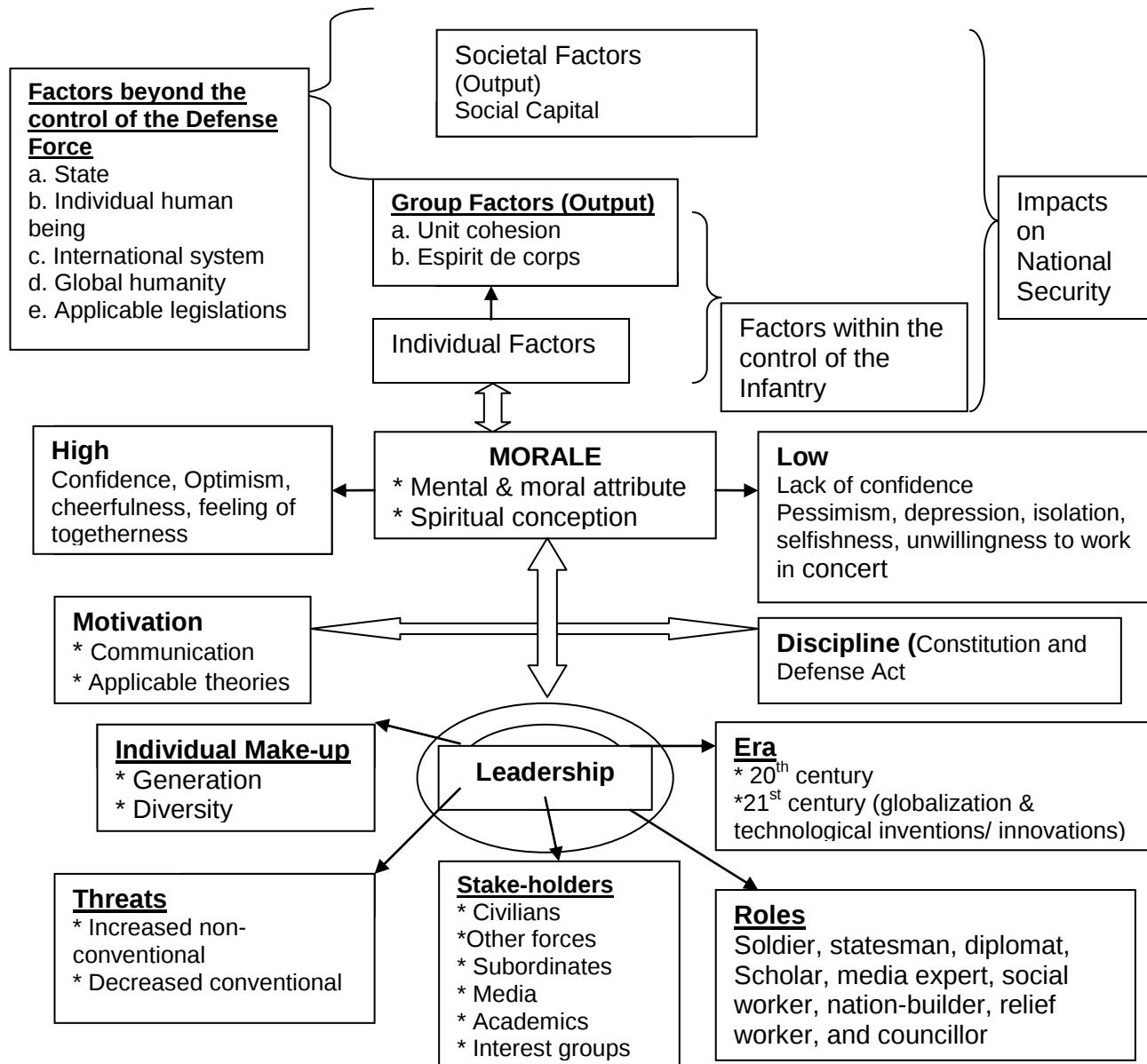


Fig 4: Morale and leadership inter-connectedness and relationship as perceived by the researcher

As depicted in figure 4 is that individual unique and group factors are within the direct control and influence, whilst societal factors remain outside the control but however indirectly influence issues within the SA Army Infantry Formation.

Secondly is that for the leader to be able to manage such an environment requires a good understanding of the epoch in which one finds oneself, the distinctions in terms diversity and the generation, threats, current roles of soldiers and the stake-holders. Meyer & Boninelli substantiates this fact by arguing that “present day leadership is about balancing the interests of a variety of competing stakeholders and should consider current issues on globalization, organization effectiveness and performance, because while understanding the potential of each individual is important to build leadership capacity” (Meyer & Boninelli, 2004: 270).

Strategic leadership development requires an understanding of competencies that will be recognized by the organization. Such is the ability to anticipate, challenge, interpret, decide, align and learn, the so-called observe, orient, decide and action cycle in military terminology (OODA).

2.5.1. LEADER

Kinney defines a leader as “one fitted by force of ideas, character or genius or by strength of will or administrative ability to arouse, incites and directs individuals in conduct and achievement” (Kinney, 1981:158). This definition indicates to us that every individual leader is unique and is blessed with unique and distinct talents.

2.5.2. MILITARY LEADERSHIP

The military is often viewed as a no-go area for those not practicing military-craft, however these sentiments are wrong. Militaries serve the interest of their societies therefore their actions and conduct should be dictated and authorised by the people. It is for this reason that many folks perceive the military to be an authoritative structure ignorant of other leadership styles. If the above statement is true that the dictates of society takes precedence over individual decisions then, military leaders should be driven by the aspirations and demands from society in terms of what leadership style is preferable, based on internal organisational and external societal factors.

Military leaders are catalysts that facilitate the command, management and use of the full spectrum of power and resources to defend and protect nations, states and its interests and values against endogenous and exogenous threats. These elements are different from other organisations as they have included command as

another element, over and above leadership and management commonly applicable and in use within non-military organisations. This is depicted in Fig 5 which details the components of military leadership as the combination of command, leadership and management.

Fig 5: Relationship between leadership, management, command

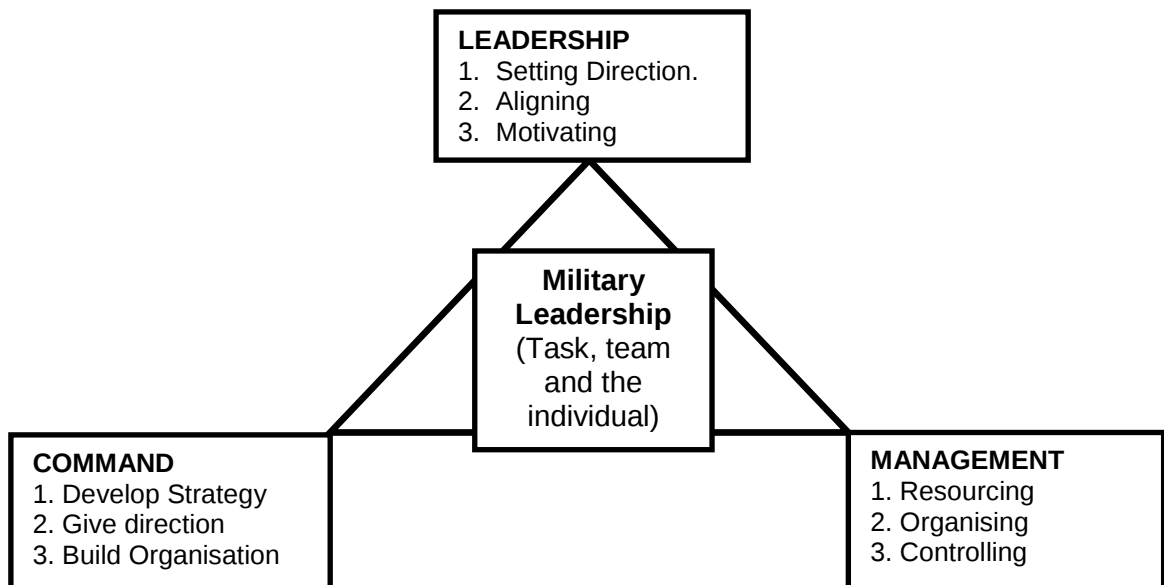


Fig 5: Adapted from Kotter 2001 to show the relationship between leadership, management and command

Command may be defined as the authority, responsibility and accountability and duty bestowed on an individual by virtue of rank and level of competence to direct, co-ordinate and control military forces whilst management is defined by Marx as “the process whereby people in leading positions utilise human and other resources as efficient as possible in order to provide certain products and or services, with the aim of fulfilling particular needs and achieving the stated goals of the organisation” (Marx,1984:160).

Leadership is therefore about rallying people, management is about organising and controlling resources to achieve objectives whilst command is the believe and trust of a spontaneous and obedient reaction and behaviour in the event of an order. With the quantity of resources available and required to be apportioned, managed and accounted for, contemporary leaders should possess both the required leadership skills, management competencies and command know-how to use them interchangeably in order to be relevant and successful now and in the future. Leadership in the military is about life and death and therefore the handling of subordinates and

execution of assigned duties and tasks should be handled with care, decisively and with a sense of robustness.

Military leaders present themselves into two categories namely formal and informal military leaders. Formal leaders are those that are empowered, authorised and warranted to make decisions on behalf of the people of South Africa. They consists of the President as the commander in chief, the ministers within the security cluster, the minister of defence, Secretary of defence, and ranked military leaders from general to lance corporal. They occupy a very important ladder of leadership and therefore should be sure of what they represent and what is wanted. Because of the fluidity, responsibilities and current demands on leaders, they often get confused and by default or design neglect their duties. Informal leaders are those that negatively or positively challenge the status quo for prominence or as a result of their skill or competencies.

It is often a fact that the only opportunity for such leaders to present themselves is when legitimate and appointed leaders' shows an element of powerlessness, denials and excuses. They then avails themselves for automatic take-over, which ends up causing a lot of suffering and mismanagement of limited resources. It is for these reasons that military leaders should be aware and be able alternate their leadership styles as and when dictated by the situation.

The challenge with leadership in the 21st century is that firstly the nature of conflict and war has changed and stretched, therefore military leaders are required to effectively and efficiently manage and prevent such exigencies, in order to create an environment of lasting peace. Secondly is that like all other organisations the military sphere is blessed with a multitude of leaders some formal and some informal occupying different levels of the military leadership hierarchy.

Due to their responsibility and the significance of the services to be rendered, military leaders should undergo progressive, sequential and carefully planned mentoring, training and education in order to reach higher levels of competence in the management and utilisation of resources. Because of the nature of their calling and urgency in which these tasks should be executed, it is for this reason that over and above the normal leading and managing tasks they are expected to possess an ability to command. These can be used in unison or alternately as required by the situation.

Military leadership is about duty, service and sacrifice. It is for this reason that they are supposed to take an oath in the acceptance of their willingness to serve within the military family. Tulock states that due to political leader's lack of democratic tendencies and the addicted fear of military take-over, individuals who are politically loyal to the regime are promoted and frequently rotated instead of those who are a leadership material and militarily competent (Tulock, 1987). It is for this reason that soldiers of the SANDF ended up joining unions as a result of having no avenues to voice their concern and that the only opportunity left for them, was through the mouth-piece of trade organisations. The researcher envisions that discussing morale without touching on ethics within the military environment will render this research study incomplete, therefore military ethics is deliberated here-under.

2.6. ETHICS WITHIN A MILITARY ENVIRONMENT

Morale draws its roots on ethical conduct of the individual, group and the legality of the mission or tasks at hand. The ultimate goal and most enervating and or taxing activity of human existence are their engagements in activities that spearhead their survival. This often leads to the derailment of others endeavours to survive, which therefore warrants regulation.

These challenges which bothered ancient soldiers are still relevant to contemporary military practitioners and will still trouble them in the future. In the book of Luke 2 verse 14 it is recorded that some soldiers asked John the Baptist of their expected conduct and he answered them saying, "do not take money from anyone by force or accuse anyone falsely, and be content with your pay" (Goodnews Bible ,2008). The scripture reading shows us how important ethics is even within the conduct of military affairs.

There is often confusion on whether ethics and moral are similar or different conceptions with different meanings. According to Antonakis, Ciancolo and Sternberg is that "ethics is about social values, which is what other people expects from the individual and they are judges whilst moral is about personal values where the judge is the individual her/himself" (Antonakis, Ciancolo and Sternberg, 2004).

Military ethics is concerned about the image of the soldier within and outside the military and their conduct and professional behaviour required in fulfilment of their primary and secondary tasks and roles. The compact Oxford English Dictionary

defines moral as “pertaining to the distinction between right and wrong, or good or bad in relation to the actions, volitions or character of human beings whilst ethics as concerned with virtue and vice or rules of conduct, ethical praise or blame, habits of life custom and manners” (Compact Oxford English Dictionary, 1991:534). Soldiers should not be mistaken for warriors or militias for they are supposed to be apolitical and non-partisan, whilst the latter are pro-politics and partisan in the conduct of their roles, tasks and responsibilities.

Within the soldiers there are those soldiers who see themselves as practitioners and those who see themselves as careerists. Military careerists does not contemplate the how of their success or promotion but will put all their effort in trying to pull and grab anything in their power to satisfy personal interests whilst practitioners are observant of the requirements and roles of what to achieve for the organisation, how, when and the impact thereof. Ethics serves as a compass on the required behaviour, attitudes and character required and expected of soldiers, for without such a comprehension the military will present a threat to those it is required to serve and protect. Creel and Miller states that “undermining the ethical basis for conflict and MOOTW, current conflicts can swiftly bring about a decline in morale of both combat troops and the civilian population” (Creel, 1941; Miller, 1941).

One stanza within the SANDF code of conduct asserts that “I will not obey an obviously illegal order”(DOD ,1999), but the question that arises from that is how does subordinates distinguish between a legal or illegal order, good or bad decision, right or wrong behaviour or conduct especially in situation where time and action is of utmost importance. With globalisation, fluidity of the current threats, emphasis on education, military leaders often finds themselves in a situation where subordinates are no longer passive, but active participants in issues surrounding their tasks, roles and the legality of orders and instructions issued by their superiors. Soldiers are often by design or default exonerated from disciplinary action in the instance of disobedience to an obviously illegal order. This could only be solved through education and training, the inculcation of discipline, non-partisanship and the adherence to professional ethics. Liefoghe, Jonnson, Conway and Morgan states that “there is a difference between ancient and the current breed of soldiers for the latter demands more information and does not blindly follow orders” (Liefoghe, Jonnson, Conway & Morgan, 2004:9).

Ethics frameworks are contained within national legislations, international statutes and laws governing the use of force. The legitimacy and ethical justification in South Africa is found in the Constitution, Defence Act, White paper on Defence and subsequent policies of the department. Actions for the declaration or employment of force are contained within sec 201 (2 and 3) of the RSA Constitution, and it is also expected of soldiers to always carry their code of conduct with them for quick reference purposes. A card tells much but does not have any measure to prevent an individual from undertaking an unethical or immoral conduct. What is obvious is that public declarations also do not often result in the expected ethical conduct and behaviour. Toner states that the “the heart of ethics lies within the ability of the individual to excel morally beyond the expectations placed on the group” (Toner, 2002:318). There are opposing views in terms of the argument that ethics should be a training requirement and the virtues and values thereof should be prescribed.

Mattox argues that “military leaders are not robots and therefore prescription will limit their mental capacity to discuss, initiate and debate in order to come up with good and current focussed decisions”, (Mattox, 2002:303). UK Officers in Robinson argues against such sentiments stipulating that “in order to avoid imprecision, ethical judgements should be prescribed and rendered as drills, orders, procedures and instructions and should not be a matter for discussion or personal interpretation” (Robinson, 2007). The author therefore argues that the ability to make the choice between right or wrong, good or bad, legal or illegal is dependent on training and experience; therefore military leaders with the help of the prescribed standards and experience will be able to excel in their role to determine and make appropriate judgements. These virtues and values will therefore develop automatically over time based on the training and education presented to soldiers.

2.7. INTERVENTIONS OF THE MILITARY LEADERSHIP IN RESPONSE TO THE ALLEGATION OF ‘LOW MORALE’

The INDFSC has made a number of recommendations in the final report submitted to the MOD & MV. These recommendations correlates with submissions made by ordinary soldiers, benchmarking with reputable countries and deliberations made in conjunction with the leadership and ordinary members of the SANDF. These recommendations entail the following aspects:

2.7.1. RELATIONSHIP BETWEEN MILITARY COMMAND AND DEFENCE SECRETARIAT

Boundary management in terms of the development and separation of the Secretary of Defence and SANDF strategic plan. There was a break-through and progress in terms of the demarcation of the roles and functions of the SANDF and the Defence Secretariat.

2.7.2. DISEMPOWERMENT OF OFFICERS COMMANDING

Officers commanding were issued with the necessary delegations to improve effectiveness and efficiency within their areas of responsibility. Their command and management directives dictates that they maintain effective discipline and promote morale within their units/ships and that their areas of concern are immediately raised directly with their commanders. They were also urged to continuously interact with their soldiers in order to resuscitate communication within their units.

2.7.3. DEFENCE BUDGET ALLOCATION AND COMPOSITION

The current budget of 1.3% of Gross Domestic Product (GDP) places severe constraints on the entire DOD budget and affects many aspects of the operational state of readiness. A task team headed by the Deputy MOD & MV has concluded its task, thereby making recommendations to the Council on Defence (COD) to improve the effective and efficient use of the budget.

2.7.4. NEED FOR A NEW DEFENCE REVIEW

A task team was appointed to undertake an extensive Defence Review to pay close attention to the mandate, capabilities and funding of the DOD. The task team has submitted a draft strategy already, which had led to a comprehensive public participation process, including parliament. The process that is left for completion is the revision, ratification and publication there-of.

2.7.5. THE STATE OF DEFENCE INFRASTRUCTURE

An inter-departmental engagement between the DOD and the Department of Public Works (DPW) has taken place between the various management levels to iron out

the challenge of dilapidated facilities. There was also an endeavour by the DOD to move away from total reliance on the DPW with regard to the maintenance of facilities. This was done through the opening of the works regiment.

2.7.6. PROFESSIONAL HEALTH SUPPORT

The retaining of health care practitioners was the most significant intervention in the sustainment of services rendered by the South African Military Health Services (SAMHS). The solution was presented to the INDFSC and addressed with Chief Human Resources (CHR). The budgetary requirements to support these efforts were considered before implementation.

2.7.7. TRANSPORT ASSISTANCE

The SANDF has attached a high priority in ensuring that transport is provided where required. This required the re-prioritisation of the allocations to rejuvenate transport fleets. Efforts were made for pool vehicles to serve members in areas where the means of transport was inadequate. Further negotiations were entered into with the public and private sector transport services regarding the use of their services at reduced rates for employees of the DOD.

2.7.8. CAREER MANAGEMENT

Career managers at all levels were tasked to ensure that succession planning is visible to individual members. This improvement in transparency regarding career progression and prospects were foreseen to have an ability to contribute to improved morale and curb immature exits of personnel. Career management and promotion policy was also reviewed as a matter of urgency.

2.7.9. MILITARY SKILLS DEVELOPMENT

The MSDS policy is under review with the intention to establish and replace the current policy with a better one.

2.7.10. TRANSFORMATION

Transformation is an extension of organisation development that seeks to create changes in an organisation structures, processes, culture and orientation to its environment in order to improve effectiveness. Transformation is change in the form of outward appearance, character or disposition which is non-incremental and simultaneous change in an organisation strategy and structure. Transformation is successful when it changes structure systems, culture, costs and capabilities. Change is a process of making something different or becoming a new state of things. This change can happen instantaneously or over a long period of time (Meyer & Botha, 2000: 223). The SANDF has to continuously monitor the progress of the transformation within the ranks and makes the necessary interventions through staffing and recruitment targets.

2.7.11. GRIEVANCE MECHANISM

The grievance management system within the DOD was streamlined and implemented within the Services and Divisions. The Office of the military Ombudsman was also established.

2.7.12. COMMAND, CONTROL AND COMMUNICATION IN THE SANDF

An internal communication plan and guidelines was issued for implementation by commanders at all levels.

2.7.13. PROMOTION AND UTILISATION

The SANDF was tasked to review the whole system of promotion and utilisation in order to develop radical, effective measures to achieve a fair transparent and efficient method of using the services of all its members optimally.

2.7.14. REMUNERATION AND CONDITIONS OF SERVICE FOR THE SANDF

To advance this endeavour the SANDF has developed a remuneration dispensation which recognises the military uniqueness for the SANDF in the form of occupation service dispensations (OSDs).

2.7.15. ESTABLISHMENT OF A PERMANENT NATIONAL DEFENCE FORCE SERVICE COMMISSION

The Defence Amendment Act was implemented on 1 April 2011 providing for the establishment of the NDFSC.

The need for such an intervention was in response to the issue of low morale. The view of the researcher is that the intervention was tilted, unbalanced and considered mainly individualistic and reliant on financial issues thereby neglecting the other factors. Secondly is that its implementation is a high mountain to climb. Its implementation was supposed to address the principle of fairness and even-handedness in its distribution. Soldiers need something to do, the necessary respect and appreciation that goes with it, therefore monetary interventions alone is inadequate.

2.8. FACTORS AFFECTING MORALE

Spear (2009) initially identified two hundred factors affecting morale, but after further research and interviews on American soldiers returning from deployment, these factors were decreased to six factors such as leadership, stressors (psychological, physiological and physical), motivators (political, financial and cultural), welfare issues, impact of the media and working conditions . Other contributions and factors influencing morale from different authors are summarised in Table 1 below for ease of reference.

Table 1: Factors influencing morale listed per reference

SNo	Reference	Factors Identified as Influencing Morale
1.	Gal (1986)	Confidence in immediate and senior commanders Confidence in oneself, team and weapons Unit cohesion Familiarity with mission and frontage Enemy evaluation Legitimacy of mission Worries and concerns
2.	Shalit (1988)	Leadership Knowledge of the enemy Courage Discipline
3.	Manning (1991)	Cohesion Esprit de Corps Leaders Social support Individual factors: - Physical = good health, good food, adequate rest, clean

		clothes, washing facilities, protection from the elements. - Psychological = a goal, a role and a reason for self-confidence for each soldier. Group factors: - Soldiers' relations with those around them - Ability to identify with group - Identifying with the history (traditions) of the group - Unit cohesion (social support) - o Common social background - o Shared experiences - o Clear and meaningful group mission - o Confidence in each other and in training - Esprit de Corps
4.	Kott (2008)	Mutual confidence between leaders and subordinates Motivational leadership
5.	Adler, Bliese and Castro (2011)	Patriotism Pride Good leadership Nationalistic motivations Primary group loyalty Perception of engaging in meaningful work Confidence in unit functioning and leadership Perceiving benefits from having been deployed.
6.	Mastrianni, Palmer, Penetar and Tepe (2011)	Leadership that promotes unit cohesion Goal oriented Confidence Commitment to a larger purpose

Table 1: Factors of morale

Looking at the factors in the preceding table it shows without doubt that leadership has a salient role to play in morale. Its role and responsibility in a military set-up and in relation to morale, is that of the proper use of motivational tools in pursuit and promotion of morale.

South Africa is one of the few countries in the world whose soldiers are execrated and taken for granted by its own society. One of the reasons may be as a result of the role of the military in the past and the lack of knowledge by society in terms of military affairs. Leaders must try by all means possible to bridge this gap by inculcating a sense of discipline and responsibility to their subordinates and influencing their behaviour and attitude for the good of the nation.

The responsibility of leaders is to ensure that subordinates are prepared adequately within the limited resources awarded to them by the state. Horrocks states that "modern soldiers need more information than did their predecessors, however there is a common annoyance in the army of not being told anything and that when told, the information is false, too late or inaccurate" (Horrocks, (1962). Leaders must

have the ability to motivate, train their subordinates towards objective goal achievement and to do that they need to possess an ability to apply discipline impartially, timeously and without remorse.

Baynes elaborates further by stating that morale is a “quality of mind and spirit that combines courage, self-discipline and endurance in time of peace, good morale is developed by sound training and the fostering of esprit de corps. In time of war, it manifests itself in a soldier’s absolute determination to do his duty to the best of his ability in any circumstances. At its highest peak it is seen as an individual’s readiness to accept his fate willingly even to the point of death” (Baynes, 1967:108).

2.9. THE EFFECT OR IMPACT OF ‘LOW AND HIGH MORALE’

Morale is like a see-saw, and must be balanced by fairness in the application of discipline and the judicious use of rewards and that, indicates excellent leadership. The outcome is that the slackness in keeping that balance will result in the failure to achieve outcomes, lack of discipline and low morale. Morale of military establishments especially those in democratic dispensations depends on the support of all sectors of society, and leadership is the main link or the key towards achieving such a relationship. It is for these reasons that such establishments owes their existence to society and therefore their size, structures, policies and the application thereof should be subjected to public scrutiny and approval from parliament before ratification by the president.

The question is what happens when the morale of such a society is low. Cawthra states that even-though South Africa looks powerful economically and militarily, “there are limits to the country’s ability to project power upon its neighbours, as a result of its national morale which might not be able to withstand protracted external operations” (Cawthra, 1997:128). It is a fact that morale can either be negative (low) or positive (high) and is dependent on factors perceived by those involved, time and context. Neuman states that “high morale involves confidence, optimism, cheerfulness, feelings of togetherness and willingness to endure hardship for the common good whilst low morale is the opposite thereof” (Neuman, 2011:202). According to the researcher is that the result of low morale can have serious ramifications to a country in that it lowers the nation’s self-esteem, their confidence, leading to pessimism, depression, isolation, selfishness, unwillingness to put forth an effort for others, absenteeism, misuse of alcohol and drugs, malingering, endless

complaints, resignations and sometimes coups attempts. In the past morale appraisals were done by either “monitoring letters from home” (Mac Kenzie; 1992), “examining battalion (Bn) sick rates, frequencies of accidents or malingering” (Baynes; 1967), which were “influenced through training, education (courses) and or propaganda” (Mac Kenzie, 1992).

The recommendations of the INDFSC indicate the presence of low morale among members of the SANDF. However what is amazing about our countries soldiers is that even-though they are spoken badly within national media circles there has been some praises within and outside the country during their deployments in Peace Support Operations (PSOs), humanitarian assistance, emergency and other operations mandated by the state. The challenge with this state of affairs is that it can only mean that it is utilising its last energy which might have serious implications if triggered. It might tap on its effectiveness, the achievement of pre-determined objectives, discipline, attitude and the confidence among comrades, trust, negligence and the ignorance of legislations and policies.

General George C Marshall once said “You can have all the material in the world but without morale, it is largely ineffective” (Fitton, 1990:193). According to Sawyer in Sun Tzu is that morale entails both the metaphysical and psychological aspects; however the recent South African doctrine, US FM on leadership, Ingraham and Manning and Smith had added on a spiritual conception as another dimension (Sawyer, 1994; Smith, 1985; US Army FM, 1983 and Ingraham and Manning, 1981). In reality morale becomes a me-first self-serving and selfish spirit where the betterment of the individual takes prominence, whilst ideally the protection and defence of states and people occupies a secondary role. It is through this understanding that the individual’s welfare consideration should be noted, respected and cared for.

The how of it is a domain of the leader who occupies an important role in the resuscitation and maintenance of morale. Colonel Charles-Ardant du Picq states that “the art of war is subjected to many modifications by industrial and scientific progress. However, one thing does not change and that is the heart of the man. In the last analysis, success in battle is a matter of morale” (du Picq, 1880: 84). South Africa has acknowledged through the efforts and wisdom of its leaders that every person can be a leader. Leaders must therefore be selected, nurtured and retained based on the premise that everybody can become a leader. Hocking states that “the

relentless challenge that military leaders experience, is the inability and difficulty to assess morale by the average line manager or military commander” (Hocking, 1918:14). The neglect of soldiers’ morale comes with serious repercussions.

Much has been written about morale internationally and domestically, however SA leaders have shown little interest in the matter especially those in the military. The observation of morale is not included in their combat, mission, operational evaluations, inspections or reports in constant use by the military in their preparations and or training. It is for this reasons that the Republic of South Africa (RSA) experienced a march by disgruntled soldiers to the administrative seat of government in 2009, something described as mutiny in other circles. The researcher does not intend to enter into a discussion on the technicalities of what transpired and who was right or who was at fault, but would like to articulate that mutiny is an element of a lack of command and control and military discipline. The Concise Oxford English dictionary defines mutiny as “an open revolt against a constituted authority, especially by soldiers against their officers” (Concise Oxford English Dictionary, 1995:898).

Within the department there has been a differing commentary and claims about the state of discipline of which some are of the belief that poor discipline results from poor leadership, Motaung (SA Soldier, 2010:46) and Tshabalala (SA Soldier, 2010:6), whilst others such as Dlakamela, believes that to be a result of both the leader and the led and therefore, demands a combined effort, (SA Soldier, 2011:6). During her Budget speech in 2010 former MoD & MV Ms L.Sisulu stated that “the military is a disciplined organisation and one of the ways that society can resurrect and instil discipline in society” (DOD, 2010). The researcher supports the view that discipline must be an effort from both the leader and his or her subordinate. It is for this reason that in understanding morale and its implications, leaders in the military will be able to revise policies to suit the situation and secondly recruit and retain candidates suitable for utilisation in an infantry environment.

The Concise Oxford English Dictionary defines discipline in threefold: Firstly as “control or order exercised over people or animals, especially children, prisoners, church members, military personnel etc., secondly as the system of rules used to maintain this control and thirdly as the behaviour of groups subjected to such rules (Concise Oxford English Dictionary,1995:384). The author’s observation from the definition is that there must be subjects, rules, an expected outcome and or

behaviour. In situations where behaviour is expected, a leader, referee or guardian is required to monitor and evaluate the result. The South African Army's Military leadership manual defines discipline as 'an attitude instilled to an individual or group through good training and good leadership, resulting to promptness and obedience to orders, (SA Army, 1985:134). Soldiers are part and parcel of society and therefore not exonerated from the ills and challenges facing the state and its populace.

Despite the legality of the existence and missions executed by the SA Army Infantry Formation personnel is that disciplined soldiers are constantly capable of performing their tasks and responsibilities in an effective and in a morally responsible way. Despite the wisdom imparted by this legislations and policies and the recommendation of previous commissions (e.g. the Setai commission) there seems to be a lack of willingness, motivation and satisfaction of our country's soldiers whose morale is professed low, doubtful and plummeting as purported by the media, academics and as per the recommendations of the INDFSC. It is quite obvious that on lower levels and individually these issues are only seen to be incidents but on a national level the implications are a lot much bigger and having an impact on national security.

2.10. DESCRIPTION OF THE CONCEPT NATIONAL SECURITY

Security, stability, development, prosperity and governance are inseparable concepts that require capable leadership and leadership conversant with the approaches and issues of security, national security and security for the purpose of prosperity and development. Regardless of the fact that national security is not a responsibility of the military alone, the SANDF still remains the primary institution responsible for the management of peripheral threats facing the state. According to section 2.2-3 of the RSA Constitution is that, "security is an all-encompassing condition in which individual citizens live in freedom, peace and safety; participate fully in the process of governance; enjoy the protection of fundamental rights; have access to resources and the basic necessities of life; and inhabit an environment which is not detrimental to their health and well-being, divided within the national, regional and international security interests or objectives" (RSA; 1996).

The definition of national security is influenced by each country's specific historical, geographical and geo-strategic conditions, available human and material capital and

its capacity for further development, political and socio-cultural conditions, its interests and values, regional, continental and global peace and the effect of globalisation. Jordan defines national security as the protection of a nation and its territory against physical assault by strong security forces as well as applying economic and political measures to achieve that end, failing which could threaten the fundamental values and validity of the state (Jordan, 1999:3).

Security is no longer only concentrated on the hard issues of security but however is inclusive of the soft issues of security in the form of a safe and healthy environment, human development through education, adequate nutrition, health care, clothing, security of employment and the guarantee of human rights and fundamental freedoms. The UNDP in Jordan and Hutchful elaborates that “national security is compartmentalised into food, health, education, political and economic security” (Jordan, 1999:3 and Hutchful, 2008:68). Measures prominently used by states besides military power to achieve such an end-state is diplomacy, use of economic power to facilitate or coerce cooperation, maintaining of effective security forces, national coordination, readiness and or response against disasters and contingencies, detection by intelligence operators against espionage, protection of classified information against those not required to possess such, regulation of private security companies and private military companies and the use of police to protect individuals and property.

2.11. SOUTH AFRICA’S APPROACH TO NATIONAL SECURITY

The approach in which national security is defined and adopted in a specific country demonstrates the ways, means and ends of how a nation rationally allocates its resources in the achievement of national security objectives. It is based on the innate fears in society which is emphasised by the separation of powers. These fears are summarised by Seegers in Vrey, Mandrup and Esterhuyse who articulate the “three fears as the fear that the people will make war on each other, that the government will make war on the people and that the soldiers will make war on government” (Vrey, Mandrup & Esterhuyse, 2010: 32). In brief is that this state of affairs justifies the requirement for effective and healthy civil military relations.

The Defence Update 2006 and White paper on Defence 1996 states that South Africa has adopted a broadened approach to national security, incorporating the political, economic, social and environmental matters (RSA Constitution, 1996 &

Defence Update, 2006). According to Hutchful is that “this new security approach sees phenomenon such as poverty or food shortages, lack of health facilities, environmental degradation, lack of education, humanitarian crisis, civil wars, population displacements, terrorism, poor governance and lack of development as the fundamental sources of human insecurity” (Hutchful, 2008:69). At the heart of this approach is a paramount concern “for the security of the people i.e. human security” (DOD, 1996 and 2006).

Human security seeks to address the two pronged questions of “freedom from fear and freedom from want”, as the main *raison d’être* for a national security endeavour or resolution (UNDP, 1994: 229). Freedom from fear implies, comprehends and substantiates the notion that violent threats presents aggravating effects on the existence of peaceful human existence, due to it being perceived as a course of poverty, under-development and inequalities. Freedom from want implies to the notion that “the threats agenda should be broadened to include incidences such as hunger, disease, terrorism and natural disasters, for they are collective challenges and goes beyond the capacity of the individual human being and can be resolved only through the application of collective means” (UNDP,1994). The withdrawal of labour by soldiers from planned operations regardless of it being within and outside unit’s premises is unfortunate and irresponsible and leaves government assets immune to theft, destruction and sabotage.

Even-though SA has shown an intention to follow the broadened national security approach, it has however found to be lacking a national security policy. According to Baldwin is that “the only viable option for a nation state to alleviate the perceived fears is through a national security policy” (Baldwin,1997:14). The broad approach to national security and the absence of a national security policy suggests that there is no clarity or specification in terms of the values and interests which had to be to be protected or defended. Hutchful and Jordan states that a broadened approach in national security is sometimes not good, for it is susceptible for manipulation to suit the interest of the ruling elite who would often securitise everything to advance their narrow interest by, oppressing the people in order to protect their regimes (Hutchful, 2008:69 and Jordan, 1999:3).

In a country where this fears are not addressed there will be confusion in terms of what interests to pursue and what values to uphold, thereby instilling confusion in the classification and categorisation of threats. According to Sperling is that even-

though the reason for state formation is human beings, it is prudent for the referent object to primarily be them and not their states and therefore a broadened security policy seems to be inadequate (Sperling, 1995). For that to happen requires leaders that are adept with the most salient aspects of current security approaches, adheres to the principles of good governance and not motivated by the rewards and power associated with such positions, but by the honest need to serve the people and not vice versa.

Security or national security is professed to be a buttress for development and good governance and a fuel for collective endeavours or goal achievement, and therefore has to be properly led and managed to achieve collective outputs. As a result of this argument the researcher thinks that the maintenance of morale is a prerequisite for the proper delivery of services in a state and seems to be relevant in the era we find ourselves in. The implication that low morale have on national security is that it increases the threats already faced by states and society and often leads to the emergence of ill-discipline, unbearable economic challenges for the military practitioner, disrespect for leadership, and ineffectiveness within the military environment. The World Development Report 2011 reiterates that “the 21st century threats are different from those of the 20th century and are more inclined to non-conventional, rather than conventional threats, thereby placing demands for determined leadership and a system refitted to address such threats” (WDR, 2011:2). It is therefore in the author’s opinion that such a situation was never anticipated and therefore no reviews of policies and cultural conceptions were made to refocus and motivate the human capital within organisations. According to sec. 200 (2) of the RSA Constitutionⁱ is that the primary object of the defence force is to defend and protect the Republic, its territorial integrity and its people in accordance with the Constitution and the principles of international law regulating the use of force (RSA, 1996). The South African National Defence Force is a collective organisation which demands the genuine participation of its entire populace, a respect for the organisation, its people and the resources there-in and the confidence in the individual, the organisation, its leaders and the systems in use.

2.12. THEORIES OF LEADERSHIP

The conception of the leadership theories are based on the perception that “leaders are born and not made” and the activities that are conducted on the job (Lussier and

Achua (2004:4). In trying to explain the theories is that, they are distinguished in terms of the epoch and the debates around leadership as follows:

2.12.1. TRAIT THEORIES

Trait theory's attempt is to explain the physical characteristics accounting for leadership efficiency and effectiveness. Analysis of this theory was on the physiological and psychological traits such as high energy levels, appearance, aggressiveness, self-reliance, persuasiveness and dominance to assess a set trait that all successful leaders should possess. The objective of the analysis was not about trait but the success that such leaders should bring within organisations. According to Lussier and Achua is that "the good thing was that the traits were identified however as this was supposed to be for promotional purposes, the incumbents were found to be wanting" (Lussier and Achua, 2004:4).

2.12.2. BEHAVIOURAL THEORIES

Behavioural theories are based on the thought that "what the leader does on the job" warrants applause and recognition (Lussier and Achua, 2004:4). It attempts to explain the distinctive styles used by effective leaders in order to identify the differences in the behaviour of effective leaders. According to Lussier and Achua is that the challenge was that even-though this "theory was adopted and two generic dimensions of leadership behaviour was adopted there was no agreement in terms of adopted leadership style for all situations" (Lussier and Achua, 2004:4).

2.12.3. CONTINGENCY LEADERSHIP THEORY

As a result of the failure to come up with or adopt a specific theory, a need to cover all situations in terms of a theory was required. This was seen in the crafting of the contingency theory in the 1960s. The objective of this theory was to explain successful, influencing leader- follower relations and the situation within the environment of work. This was aimed to interrogate and analyse the work situation in order to connect it with the aspirations and competencies of the leader and the needs of the worker or follower.

2.12.4. INTEGRATIVE LEADERSHIP THEORY

This was an attempt to merge the trait, behavioural and contingency theories in order to explain successful influencing leader follower relationships. The departure point was to ascertain why followers of some leaders are willing to work hard and make personal sacrifices to achieve group and organisational objectives whilst others do not and secondly on how effective leaders influence the behaviour of followers.

2.12.5. MANAGEMENT TO THE LEADERSHIP THEORY PARADIGM

This theory was a confirmation by analysts that there are differences in leaders and managers. This theory seems to be true and also applicable within military organisations, as leaders are perceived different from either commanders or managers and occasionally does different kinds of jobs for the organisation. Leaders crafts policies on which commanders has to react to, whilst managers or staff officers are to ensure that the process and procedures are followed to the latter in the realisation of such objectives. Because this situation is temporary; leaders, commanders and managers are expected to master all the roles.

2.13. THEORIES OF LEADERSHIP MOTIVATION

Authors such as Reeve and Schermerhorn, Hunt and Osborn perceive motivation as inclusive of components such as “energising human behaviour, directing behaviour and maintaining and supporting behaviour” (Reeve, 1996:2 and Schermerhorn, Hunt and Osborn, 1997:87). In explaining the “maintaining and supporting behaviour” Grobler, Warnich, Carell, Elbert and Hartfield elaborated it to be “the tendency to persist, even in the face of one or more obstacles” (Grobler, Warnich, Carell, Elbert and Hartfield, 2004:105). It demands and includes complex factors such as the proper articulation of the needs of the individual and group, incentives and rewards, tensions in the form of punishments and sanctions and other mechanisms with an ability to energise, direct or canalise and sustain human behaviour for the purposes of carrying out a particular action (Drafte and Kossen, 1998:273).

Although motivation is influenced by exogenous factors, it is however emanating from within an individual. Leaders at all levels need to have a higher comprehension to articulate the needs of subordinates in their effort to alleviate a feeling of

deprivation, discontentment and uneasiness. Without undermining the importance of organisational objectives, they are expected to harmonise the expectations of the employer and society with the needs of individual subordinates. Previous written work by Smith and Cronje (1997:307), classifies theories of motivation theories into content, process and reinforcement theories of motivation.

Content theories answers the 'what' of motivation and were theorised in Maslow's hierarchy of needs, Herzberg's two factor theory and Mc Clelland's achievement motivation theory whilst, process theory answers the 'how' of motivation viz. expectancy theory which is based on the work of Victor Vroom, its extension by Porter and Lawler and the equity theory. Reinforcement theory "emphasises ways in which behaviour can be acquired". It proposes that behaviour can be explained, predicted and controlled through consequences of behaviour. Lussier and Achua have identified reinforcement theory to be positive, avoidance or negative, extinction and punishment" (Lusier and Achua, 2004: 87). What is explained with the four aspects is that leadership should care, appreciate good and commendable conduct and enforce behaviour through punishment, reprimands and the withholding of rewards and benefits.

Shriberg, Shriberg and Kumari has identified and compartmentalised these leadership motivation theories into eight distinct theories namely Maslow's hierarchy of needs theory , Existence, Relatedness and Growth (ERG) theory, Herzberg's Dual factor theory, Mc Clelland's theory of needs, Mc Gregor's theory X and theory Y, Equity theory, Expectancy theory and reinforcement theory (Shriberg, Shriberg and Kumari, 2005:74). The following theories of motivation were discussed for the purpose of the research:

2.13.1. MASLOW'S HIERARCHY OF NEEDS THEORY

Maslow's hierarchy of needs theory is based on the premise that "human needs are many and can only be managed in a hierarchical format of physiological, safety, belonging, self-esteem and self-actualisation needs" as depicted on the following figure (Shriberg, Shriberg and Kumari, 2005:74)

Fig 6: Maslow's hierarchy of needs

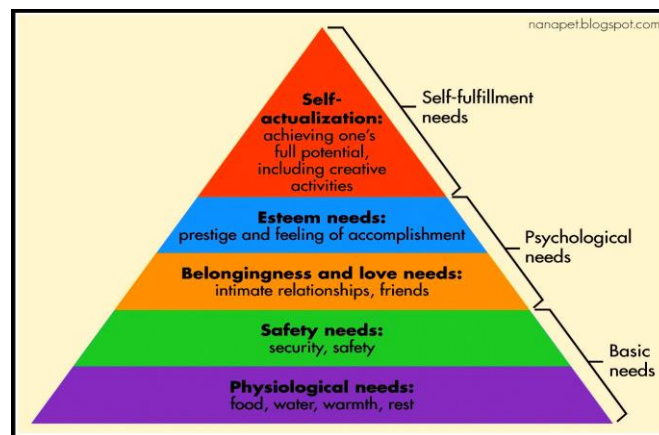


Figure 6: Maslow's basic hierarchy of needs, (Drafke and Kossen, 1998:277).

Basic needs and psychological needs combined together are referred to as physiological needs. Morale is also psychological and physiological as articulated by Kruys in Hough and Du Plessis stating that "morale is a mental state, but very sensitive to material conditions" (Hough and Du Plessis, 2001:108).

2.13.2. EXISTENCE, RELATEDNESS AND GROWTH (ERG) THEORY

ERG theory of motivation is actually a continuation of what Maslow was prophesying about, however Alderfer argues that "human needs does not need to be hierarchical because, achieving a higher level need without satisfying a lower level need will be frustrating to individuals and that is termed frustration regression hypothesis" (Shriberg, Shriberg and Kumari, 2005:74).

2.13.3. MC CLELLAND'S TRACHEOTOMY OF NEEDS THEORY

According to Shriberg, Shriberg and Kumari is that the two theories discussed above are not aimed to understand leadership motivation but however human needs (Shriberg, Shriberg and Kumari, 2005:74). This theory articulates that power, drive for achievement and affiliation are drivers to accelerated motivation. Shriberg, Shriberg and Kumari states that the tracheotomy of needs according to this theory is power, drive for achievement and affiliation as depicted in table 2 (Shriberg, Shriberg and Kumari, 2005:74).

Table 2: Traits theory

S/No	TRAITS		
	Power	Drive for Achievement	Affiliation
1.	Vigorous action and determination to use their power.	Consistently taking responsibility.	Belonging
2.	Scheming in order to influence others thinking and behaviour.	Competitive	Love
3.	Serious concern about their standing with others.	Looking for feedback on their performance.	Connection with others.
Table 2: Summary of Mc Clelland's tracheotomy of needs theory			

The challenge with this theory is that those in the position of leadership will possibly be inclined to abuse their underlings. Those in support of the leader have a probability to benefit in relation to those critical to the leader.

2.13.4. HERZBERG DUAL FACTORY THEORY

This research used Herzberg dual factor theory as a theoretical framework for the study. According to this theory as cited in Shriberg, Shriberg and Kumari is that there are factors associated with job satisfaction and dissatisfaction, the so-called hygiene factors (Shriberg, Shriberg and Kumari, 2005:75). Factors that signify satisfaction includes opportunities for achievement and advancements, responsibility, job challenge and recognition. The absence of these factors can often lead to dissatisfaction and consist of job security, quality of supervision, inter-personal relationship, working condition and adequacy of pay and benefits. This forms the cornerstone of the endeavour of leadership in their effort to revive and maintain morale among its members.

2.14. LEVELS OF LEADERSHIP

Military organisations are massive organisations which cannot be led, managed or commanded single-handedly. In order to respond to the fluidity and immense task of leading such organisations, it is customary and a norm to structure such entities into levels for proper command and control. Such organisations are hierarchical in nature, comprising of different rank levels grouped in force structure elements

(FSEs) within different leadership levels and connected from strategic, operational and tactical or direct level. There are three main levels of leadership in the SANDF, i.e. strategic, operational and tactical level. However as a result of the tasks and physical responsibilities, strategic level is further divided into a national and military strategic. The following figure (fig. 7) was used to properly articulate the levels, responsibilities and requirements as per structural levels of command and control.

Fig 7: Levels of leadership



Figure 7: Levels of leadership. Adapted from Millet, Murray and Watman (1986).

In order to expatiate on the 'who' part of leadership the above diagram was used to support the discussion that follows.

Strategic leadership level is divided into national and military strategic level and has a role to play in leading military organisations. Leaders on a national strategic level are responsible for the crafting of national security policy and the driving of national security objectives of government. It is for this reason that the president is called the commander in chief for he/she should consult with parliament and other stakeholders before any employment of the military takes place. Military strategic level leaders are responsible for the setting up of policy, managing governmental priorities, objectives and resources, establishing long term vision and empowering others to perform the mission. Leaders at this level are required to master the core leader competencies, should be multi-skilled and possess the ability to operate with ease at all levels of leadership, by applying their vast experiences and knowledge for success across the spectrum of current conflicts.

The above-mentioned levels are not the levels on which the SA Army Infantry Formation operates as its domain and responsibility only starts at the operational

and ends at the tactical level. According to Millet, Murray and Watman is that Operational level leadership is concerned with the selection, analysis and development of institutional doctrines and the orchestration and direction of military activities which includes planning, intelligence, preparation, morale and logistics whilst on the tactical level, leadership is concerned with the mobilisation and deployment of troops, the quality of such troops, their training, morale, the will to fight, the effective use of fire-power, logistics and other tactical support and engagements (Millet, Murray and Watman, 1986). What is synonymous in the activities in these two levels is the responsibility for the morale of troops and logistics which are the most important factors in the resuscitation and maintenance of morale. Also responsible for the implementation and enforcement of laws (international and national), policies, doctrines and instruction from the strategic level as and when required.

2.15. STYLES OR MODELS OF LEADERSHIP

Besides the levels of leadership is that there are also styles or forms of leadership that can be mastered and used to achieve organisational success. That also depends on the maturity of the leader to read the situation and apply them accordingly. Applicable leadership styles are dependent on the progression of leadership styles from the most passive and ineffective transactional to the more active, objective and effective transformational leadership styles described as full range leadership model. These are further divided into autocratic, bureaucratic, charismatic, democratic, laissez-faire, task oriented, people oriented, servant, transactional and transformational leadership styles.

Autocratic leadership is a form of leadership where one individual has all the powers to make decisions, enforce them and gives little opportunity for others to voice their concerns or make suggestions. Regarded mostly as efficient and quick in getting the job done; however happens to invite resentments as a result of the need for people to be heard and participate actively in the activities that concerns their well-being. Mostly suitable in the event where time is limited, also applicable to passive and unskilled workers and soldiers during the execution of military operations.

Bureaucratic leadership is a type of leadership that is rigid and not subjected to any sort of persuasion, but works by the book. Mainly suitable in circumstances where dangerous substances are used and the omission of processes and skipping

procedures might result in injury or death. Charismatic leadership is leadership that portrays an element of enthusiasm in everything that the leader does. Expect leader to be available during events of crisis and despair and happens to portray an element of having answers to all challenges up to a stage. The leaders is often mistaken or confused with a divine being. Democratic/participative leadership encompasses leaders that rely on the inputs of those concerned or those in subordinate position before taking decisions.

Laissez-faire leadership is a leadership style that portrays a don't care attitude and seems to be aloof and not interested in making decisions as and when required. The challenge with this type of leadership is that those under his or her leadership will suffer the consequences of being less committed, less motivated and directionless. Task-oriented leadership are leaders that does not have a problem with the individual, but are highly concerned about the attainment of set goals whilst people/relations-oriented leadership is the opposite there-of. People/relations-oriented leadership does not undermine set-goals but, however portrays awareness and the importance of the individual in the attainment of set goals.

Servant leadership portrays an understanding of the voluntary manner in which leadership is obtained, and therefore depicts a willingness and inspiration to lead and subscribe to the demands of those under his/her leadership. This is realised by the leaders for being creative and showing a sense of easiness in giving power back to those in subordinate position and equipping and encouraging them for the fame and relative advantage of the individual, group and or organisation.

Transactional leaders believe in the principle of goal accomplishment or achievement before reward, whilst transformational leaders portrays principles such as a sense of belief in self, flexibility, and a willingness to change, as dictated by the circumstances and subscribing to the values of integrity. According to Bass is that "steady pay, secure benefits, and lifetime employment are no longer guaranteed for meritorious performance" therefore transactional leadership alone cannot provide for the required job satisfaction (Bass, 1999:2). Developing and stimulating individuals and groups within organisations will infuse in them a determination to reach greater heights in life, thereby discarding in their minds the conception of securing one's job for a life time even in the advent of stagnant development and non-utilisation.

Bass states that transformational leadership uplifts morale, motivates and restore morals and that women leaders are better transformational leaders as compared to their male counter-parts (Bass, 1999). It emphasises the notion of what you can contribute for your country contrary to the notion of what your country can do for you. Has a future oriented outlook, tends to inspire and sets goals that are clear and properly utilise communication methods as a tool to motivate followers in the attainment of goals.

2.17. LEADERSHIP QUALITIES (CHARACTER AND COMPETENCIES)

As a result of the type, nature and uniqueness of activities executed by military it is required of military personnel to possess certain qualities, attributes, values and skills in order to achieve required objectives. According to Lewis, Butler, Challans, Craig and Smidt in Mc Cann and Pigeau is that the most easy to use and comprehensive way of summarising and understanding the qualities of leadership is through the Be-Know-Do table (Mc Cann and Pigeau, 2000:128). This table highlights the values and attributes required of a leader which is what a leader needs to be, the skills required i.e. the things a leader needs to know (competencies) and the actions that leaders need to undertake (DO) in their endeavour to achieve organisational goals. This is portrayed here-under in Table 3 as follows:

Table 3: Be-know-do leadership qualities

THE LEADER of Character and Competence Acts to achieve Excellence			
BE		KNOW	DO
VALUES	ATTRIBUTES	SKILLS	ACTIONS
❖ Military professionalism	❖ Mental (Depicting a sense of will, drive and initiative)	❖ Interpersonal	❖ Influencing ✓ Communicating ✓ Decision-making ✓ Motivating
❖ Integrity	❖ Physical (Strength, health and ability to excel in demanding situations)	❖ Conceptual	❖ Operating ✓ Planning ✓ Executing ✓ Assessing

❖ Respect	❖ Emotional (portraying meaning in dealing with stressful situations)	❖ Technical	❖ Improving ✓ Developing ✓ Building ✓ Learning
❖ Accountability		❖ Tactical	

TABLE 3: *Be, Know, do qualities of leadership.* Adapted from Mc Cann and Pigeau (2000:128)

2.18. SUMMARY

The interest in the topic for analysis was based on the fact that despite the good things that has happened to South Africans with specific reference to the activities that have taken and continue to take place within the SANDF since 1994, Infantry soldiers still experience questionable morale levels. The SANDF has taken more than enough steps in trying to resolve the issues related to low morale; however the result shows to have not achieved the expected results. The fact of the matter is that avoidance strategy and or money had been exclusively used to diffuse or reduce the differences between management and low level soldiers. In trying to investigate the matter and to determine what the real levels and factors are through the confines of available literature, the researcher as a form of background looked at the history of the military profession, the role of the SA Army Infantry, described the concepts morale, leadership, leader, and military leadership, looked at ethics of military professionals, the most prominent factors affecting morale, the impact of morale (high and low) the theories of leadership, theories of motivation, levels, styles, qualities of leadership, the approach of South Africa on national security and the interventions made by the military command with the intention to elevate and maintain morale and there-after concluded.

2.19. KEY POINTS OF LITERATURE REVIEW

From the literature it is recorded that firstly morale is a fluid concept that could be understood in terms of what those affected define and perceive it to be, and that it can be defined to suit each specific country, culture and profession in the realisation of needs, aspirations and expectations. Secondly is that morale is dependent on the intentions and quality of leadership for its revival and maintenance. Such leaders

should possess the necessary competence and comprehension to utilise all the tools for leadership as and when dictated or informed by the situation. Thirdly is that this morale can also be influenced by factors within and outside the environment of work, therefore requires a holistic view in its resolve and maintenance. Fourthly is that leadership skills, competencies and tools are not tailor-made for every situation in military activities and that individuals as well as their needs are different whilst the expectations and dictates of this generation wars are gloomy.

2.20. CRITIQUE

The challenge with such an understanding is that it can be easily manipulated and swayed in any direction positive or negative to suit and satiate individual's selfish interest or that of other organisations.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. INTRODUCTION

This chapter reports on the methodology employed in the research and describes the approach; the design, the survey population, sample selection, data collection techniques and data analysis that were applied by the researcher to answer the foregoing research questions. Neuman describes methodology as the comprehension of the whole process of research, “including its social-organisational context, philosophical assumptions, ethical principles and the political impact of new knowledge from the research enterprise, whilst methods refer to the collection of specific techniques used in a study to select cases, measure and observe social life, gather, refine and analyse data collected and reporting on results” (Neuman, 2011:2).

The aim of this study was to investigate the levels and trends of morale as well as the factors leading to low morale among soldiers in the SA Army Infantry. Literature reviewed and presented indicates that there are many factors that depress morale to low levels however the most prominent one is leadership and its interaction with those in subordinate positions. Based on the literature revised, the following hypotheses were formulated that:

- 3.1.1. Low morale has serious repercussions for organisations as well as its societies.
- 3.1.2. There is a split between policy formulation and a show of a lack of know-how in its implementation.
- 3.1.3. Subordinates are not properly trained and or educated to understand the process and timelines in policy implementation.
- 3.1.4. Leadership responsibilities in terms of morale are not properly articulated or are obscured.

3.2. RESEARCH APPROACH

There are approximately three approaches in the conduct of social science research namely qualitative, quantitative and mixed research methods. According to Lee is that qualitative research methods “typically assumes that multiple subjectively

derived realities can co-exist, where the researcher is an active participant and can act overtly and in a value laden and biased fashion, using most of the time personalised, informal and context based language to analyse social reality” (Lee ,1999:6). Mixed research method is a combination of both quantitative and research methods. The reason in the application of mixed research method is solely influenced by the perceived view of the deficiency and inability to accomplish the objectives of the research if qualitative and quantitative research methods are used separately and the availability of time.

Neuman elaborates that quantitative research method intends “to measure objective facts, focuses on variables, is much more reliable, separates theory and data, is value free, is independent of context , intends to analyse statistics and that the researcher is passive participant” (Neuman, 2011:17). The researcher used quantitative research methodology in the answering of the research questions. Due to the number of people serving in the SA Army Infantry, quantitative research was better suited to yield superior and conclusive results because of its reliance on surveys, as this can accommodate more people thereby alleviating prejudice.

The purpose of this study was to provide a quantitative research to determine the levels or trends and factors for the professed low morale among elements of the SA Army Infantry Formation soldiers, in order to analyse and thereafter recommend leadership strategies for consideration. It is true that commissions of inquiry were set-up and came-up with recommendations, however it is not known if an improvement in morale was realised. Babbie states that “morale as a behaviour falls within trend studies, a type of longitudinal studies which has an ability to change within a general population over time” (Babbie, 1992:99). Morale is a feeling and therefore, is susceptible to change at any time depending on a wide array of dependant and independent variables.

According to Curtis and Curtis, is that “this approach is based on hypothesis testing, following a variable-centric approach which begins at a conceptual level with an intuition or problem that can be posed as a relationship between two variables” (Curtis and Curtis, 2011: 124). For example what is the relationship between national security, leadership and low morale and low morale and national security? It is for this reason that the researcher confirmed the responses from the military or army command in addressing the dissatisfaction and discontentment portrayed by the soldiers in order to ultimately resolve and assure the people of South Africa in

terms of their concerns pertaining to security. The process followed in gathering and analysing the data were based on the subordinate questions listed above, with the purpose to properly satiate and address the primary question: Is the current leadership of the SA Army Infantry Formation, adept and capable of promoting morale, which finally enhances the principles of national security? The researcher's analysis of the subject matter reflected on the current state of the SANDF including all the factors that might affect morale in the armed forces, its objectives, values, ethics, culture and its social and political aspects. The context of the research was conducted through surveys in the form of self-administered individual questionnaires and documentary analysis. To support this research and to be realistic, the current structure vis-à-vis the primary and secondary tasks of the SANDF and its implications, including the issues of transformation and down-sizing challenges were discussed.

3.2.1. REVIEW OF LITERATURE

The foundation of this research was based on the theory of Positivist Social Science (PSS) which as stated in Neuman prefers the "use of quantitative data frequently making use of experiments, surveys and statistics" and secondly is that it is "one of the three major approaches to social research which emphasises the discovery of causal laws, careful empirical observations and value-free research" (Neuman, 2011:95).

3.2.2. APPLICATION

The reason for using quantitative research method relies on the use of hard data in the form of numbers. The SANDF usually measures its morale through surveys every second year, it is not known what the purpose of these surveys are, whether they are shared with all leaders, managers and commanders of and within divisions, formations, brigades and units and secondly if the remarks made by the INDFSC was also based on these results. The purpose of this research was based on the assumption that 'low morale can threaten national security and therefore the intention of the researcher was to investigate the factors leading to 'low morale' in the SA Army Infantry Formation, present the findings, interpret and analyse the findings and finally recommend leadership strategies for consideration.

Quantitative research methodology deals with data in the form of numbers, variables and hypothesis. The researcher has found it appropriate to use quantitative research methodology based on the dictum as cited by Thompson (1891-1894) in Curtis and Curtis who stated that “when you measure what you are speaking about, and express it in numbers, you know something about it, but when you cannot express it in numbers, your knowledge is of meagre and unsatisfactory kind” (Curtis and Curtis, 2011:138). Other authors have the following to say: Neuman states that survey uses “hard data in the form of numbers” (Neuman, 2011:178), Hopkins argues that “the expression of relationships between variables, opinions, attitudes and behaviour can only be quantified through quantitative research” (Hopkins, 2000) whilst Cohen in support of the above sentiments further states that this research “is not interested in issues of the ideal world or the ‘what ought to be’ but however the ‘what is’ issues of the real world” (Cohen, 1980). Curtis and Curtis elaborate further by stating that “this type of research has the confidence in researchers to reveal the truth” (Curtis and Curtis, 2011:139).

3.2.3. DESCRIPTION OF THE MEASUREMENT INSTRUMENT

Morale is both an individual as well as a group attribute. Britt & Dickinson and Britt, Dickinson, Moore, Castro, & Adler states that assessing morale at the unit level can be easily conducted through measuring individual morale and aggregating the results into an index of the average unit morale (Britt & Dickinson, 2006; Britt, Dickinson, Moore, Castro, & Adler, 2007). The researcher was also of the opinion that everybody within an institution can be a leader and leadership should therefore be assessed to confirm the capacity of leadership styles contained within the SA Army Infantry.

The measurement instrument used in this research was adapted from a morale questionnaire in use by the psychological support professionals of the Netherlands Defence Services Centre for Behavioural sciences (van Boxmeer, 2011), in combination with the multi-factor leadership questionnaire (MLQ) (Bass and Avolio, 1991). To validate, confirm and align the questionnaire to context, time and space considerations, the researcher thought it wise to adapt the dimensions on the questionnaire to be in line with the working definition of morale as per this report. The MLQ was aimed to assess the profile of leaders within the organisation in order to confirm the frequency and possession of either transactional or transformational factors or both. Bass and Avolio state that “effective and satisfying leaders are more

transformational and less transactional” (Avolio & Bass, 1991). It was for these reasons that this questionnaire was included, however only scores from all NCOs, WOJs and officers were considered to establish the quality and nature of leadership within units in question.

Both the instruments consisted of forty six (46) questions of which the first twenty five (25) measures factors of morale and the remaining twenty one provides descriptive format questions that measure and confirm the leadership styles as contained within the SA Army Infantry Formation units. Besides the demographic factors the questionnaire was in the format of a matrix or grid questions on categories ranging from strongly disagree, disagree, neutral, agree and strongly agree (See Appendix A). Respondents were requested to circle around, tick or make a cross on each number with a pen or a pencil for the purpose of answering the questionnaire. The marks allocation for each answer were four for strongly agree, three for agree, two for disagree, one for strongly disagree and zero for neutral. The reason for the allocation of zero for neutral is that military activities are a choice between life and death therefore failure to make a choice or decision might present adverse repercussions for the individual, group and or organisation.

3.3. RESEARCH DESIGN

Morale can be measured directly through the application of conventional methods in the form of survey interviews, observation and debriefs and indirectly by making use of records of factors such as attendance, drunkenness at work, fragging, fights amongst comrades, sick reports, sick leaves, feigning of illness, theft etc. Without offsetting the other measurement tools, the design followed was correlational studies with the mode of observation being documentary analysis and questionnaires. The respondents were in the form of a company from 7 SAI Bn in Phalaborwa and another one from 4 SAI Bn in Middleburg (Mpumalanga). According to Neuman is that “this type of studies closely reproduces or represents features of interest and that the data can be generalised to the entire population, if sampling has been done randomly with adequate response rate” (Neuman, 2011:241). Curtis and Curtis further states that survey research is an interactive approach type of research where the researcher and respondent create data at its point of collection” (Curtis and Curtis(2011:139).

3.4. DATA COLLECTION TECHNIQUES

To reach the intended outcome of the research, data was collected from primary and secondary data collection method as follows:

3.4.1 PRIMARY DATA

Primary data was collected through survey questionnaires in accordance with the format, structure and procedure mentioned above. Oakley in Curtis and Curtis states that survey research is better than other research types for it has the ability to amalgamate the three Ps which are the case against positivism, the case against power and the case against p values” (Curtis and Curtis, 2011:142). Two companies, one from 7 SAI Bn and another one from 4 SAI Bn were the preferred sample for this survey. They were required to fill in a self-explanatory survey questionnaire which was self-administered by the researcher. The reason for that was to ensure that lack of clarity and misunderstanding could be sorted out immediately and when they arise. The researcher made use of road transport on two return trips from Pretoria to Phalaborwa and Pretoria to Middleburg in the accomplishment of this task.

3.4.2 SECONDARY DATA

Secondary data was collected through the reading of official and non-official publications i.e. current legislative frameworks, policy publications, books, newspapers, media commentary, journals and documents from the intranet and internet. Legislative frameworks provided an in-depth understanding of the legal frameworks currently in use while policy publications were analysed to obtain the stand-point of the military in terms of aspects relating to the two concepts ‘morale and leadership’. Academic and non-academic books of relevance to the subject under discussion matter were also scrutinised to follow up on current debates and interventions regarding morale and leadership. Journals, internet, intranet, print and broadcasting media were analysed for comments for deliberations and remarks from civil society.

3.4.3. SAMPLING

In order to reach the objectives of the research and of having a representative population of analysis, probability sampling method in the form of stratified sampling technique was used to try and achieve the outcome of morale satisfaction survey. The researcher used members of the above-mentioned units/companies to answer a pre-prepared questionnaire which limited their responses only to questions contained within the questionnaire. The study was non-experimental with no manipulation of the time allocated as per required standards. Neuman states that quantitative research design “speaks the language of variables (dependent and independent) and hypotheses” (Neuman: 2011:178). In this research the independent variable was leadership which has a relationship with the dependent variable morale. It may however lead to the hypotheses that leadership within the SA Infantry Formation was and is responsible for the coordination of resources towards the realisation of national security and that human resource is one of the most important resources, and with ‘morale’ that is questionable this resource will be unable to achieve as expected. Leadership plays an important role in the realisation of morale and the fumbling or indecisiveness thereof lowers morale. Morale can be assessed or measured through investigating issues related to satisfaction (job), motivation, confidence, commitment, attitude and cohesion. It is however distinct from the above factors and secondly is that demographic factors such as age, years of service, educational qualification, race, sex and rank or position can also play a role in the measurement of morale.

In designing the questionnaire the author was aware that there were interventions by the military command, however is not sure if the interventions has managed to motivate, satisfied typical soldier’s needs, enhanced commitment and revived the confidence necessary to change attitudes and relations in and among soldiers with their colleagues, counter-parts, superiors and other leaders within the organisation. The researcher’s unit of analysis were in the form of two companies one each from 4 and 7 SAI Bns. The military is a hierarchical organisation and therefore a company was perceived to be more than enough sampling frame for a representative sample of the attitudes and perception of the SA Army Infantry soldiers about morale , their leaders and what they perceive of their organisation.

3.4.4. RESEARCH PROCEDURE

The questionnaire was administered to one hundred and ninety five soldiers ranked from major and downwards to privates in 4 SAI Bn in Middleburg and 7 SAI Bn in Phalaborwa. Prior to administering the questionnaires, permission to conduct the research was obtained from Defence Intelligence Division of the DOD, after which as a matter of courtesy and good manners and orderliness, the SA Army Infantry Formations' Chief of Staff (CoS) was also notified in order for him to take note of the researcher's movement within his units and also to sensitise the units (See Appendix B, C and D). The dates and times of the questionnaires were as depicted in table below:

S/No	Participants	Date	Time	Remarks
	A	b	c	d
1.	7 SAI Bn (Pte's, NCOs, WOs and Officers)	13/12/2012 17/12/2012	11:20 -16:00 08:00 - 1600	The unit was highly occupied and therefore had to postpone for the after 17 of Dec'12. As arranged an opportunity was granted for troops to assemble and talk to the researcher as requested.
2.	4 SAI Bn (Pte's, NCOs, WOs and Officers)	20/12/2012	08:00 – 16:00	The plan was to assess 21 SAI Bn, but due to the unit being deployed, the researcher thought of it to be unfair to assess those left in the unit.

Table 4: Time and task plan

The completed questionnaires were collected immediately after administration for capturing and scoring. In capturing, storage and editing the data, the researcher made use of Microsoft Office Excel spread-sheet 2010 to capture code and analyse the data. The questionnaires were kept safe for confirmation and editing by a neutral evaluator for errors and omissions.

3.5. DATA ANALYSIS

Data analysis was conducted through the use of descriptive and inferential statistical analysis approach as outlined by Curtis and Curtis, which allows the researcher to deduce or infer about the population from analysis of the sample (Curtis and Curtis, 2011:127). This was to ensure that measures of central tendency and measures of spread is taken care of without superseding the crux of the primary research questions which was used for the conduct of the discussion.

3.6. VALIDITY AND RELIABILITY

Neuman states that it is not feasible to have a flawless reliability and validity however the two concepts are only ideas that help to establish the truthfulness, credibility, or believability of findings (Neuman, 2011: 208). According to Babbie is that reliability, dependability or consistency refers to the likelihood that a given measurement procedure will yield the same description of a given phenomenon, whilst validity or truthfulness refers to how well an idea fits with actual reality (Babbie, 1991:135 and Neuman, 2011:208). The researcher considered the suggestions made by Neuman on how to improve reliability by “clearly conceptualising constructs, use the precise level of measurement, use multiple indicators and pilot tests” (Neuman, 2011: 209). Pilot tests were conducted six weeks before the execution of the final test.

Even-though the participants in the pilot tests were a different group of people they highlighted the flaws in the questionnaire as well as the difficulty that may be ensued in the actual tests. The deficiency in the format, structure and ambiguity of the questions were revised immediately after the pilot test to avoid ambiguity and confusion before the final survey. The researcher further employed a process of triangulation of measure and theory in order to ensure validity and reliability of data collected. Neuman defines triangulation as “the idea of looking at something from multiple points of view in order to improve accuracy” (Neuman, 2011:164). The researcher was aware that an argument can arise that 7 and 4 SAI Bn cannot be a representative sample due to certain characteristics the units have, however according to Merton as stated in Babbie is that “people judge their lot in life not so much by objective conditions as by comparing themselves with others around them- those who constitute their reference group” (Babbie, 1992:31). The author was aware that respondents may recuse themselves from participating by either spoiling

or absenting themselves; therefore in order to provide for those eventualities is that additional respondents were availed through the channels of command to be on stand-by and extra questionnaires were carried along to replace spoiled ones. To avoid bias, the respondents were randomly assigned in a way that ensure balance in terms of the demographic dimensions available for example age, gender, sex, educational qualification, rank, race and former force.

3.7. LIMITATIONS

It is unfortunate that this research was only limited to members of the SANDF restrictively those in 4 and 7 SAI Battalions. Besides the reading of documents and academic books is that the views or perceptions (primary data) of individuals outside the military realm or civil society were not considered.

3.8. ETHICAL CONSIDERATIONS

Rights, interests, sensibilities and privacy of those interviewed and those participating in the survey were and will be protected and used only for the purpose of this research.

3.9. CONCLUSION

In this chapter the researcher looked at the adopted approach for this research, the research design, techniques used for data collection, the method used in the analysis of data collected, discussed the issues related to validity and reliability, the limitations ethical considerations and there-after concluded the chapter.

CHAPTER 4

DATA PRESENTATION

4.1. INTRODUCTION

The target population for this research were infantry soldiers of the SA Army Infantry Formation (4 and 7 SAI Bns), for which the plan was for two company strengths, however due to personalities only one hundred and ninety four availed themselves and completed the questionnaire. They were adequately represented in terms of the dimensions of age, gender, education level, rank, former force and race. The above dimensions as articulated above are depicted in table 4.1 below. Their age ranged from eighteen to sixty years. In order to properly, sequentially and purposefully make in-roads into the crux of the research, the survey questionnaire was classified into the factors of job satisfaction, motivation, commitment, confidence and attitude.

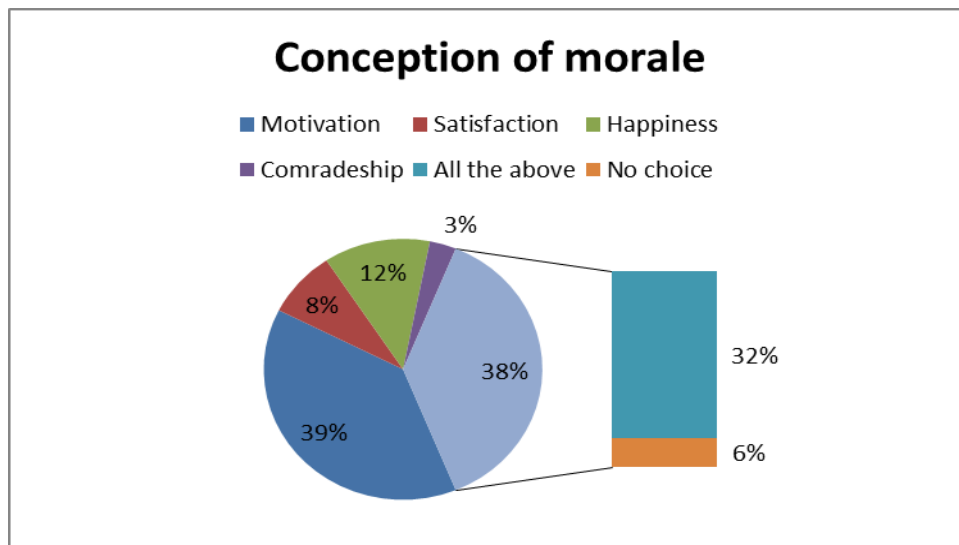
The researcher used inferential as well as descriptive statistics strategy in the presentation and analysis of collected data. According to Mouton is that this “strategy gives the researcher the leverage to present data in table formats, reduce data by making use of regression or factor analysis tools, and use statistical graphics in the form of bar, ploy and pie charts for clarity and explanation” (Mouton, 2001:153). In order to achieve the objectives of the report, the researcher made use of tables and bar graphs to present data collected for the purpose of the discussion and analysis to follow in chapter 5. Table 4.1 below presents participation totals per percentage of low and high morale as per sub-categories in terms of each demographic factor. To resolve the challenge of morale, it was found important to confirm the understanding of concepts and the responsibilities or utilisation of such and the trends or levels of morale before any inferences or descriptions could be made towards an effort to uplift and maintain morale.

4.2. THE CONCEPTION OF MORALE AND LEADERSHIP

4.2.1. MORALE

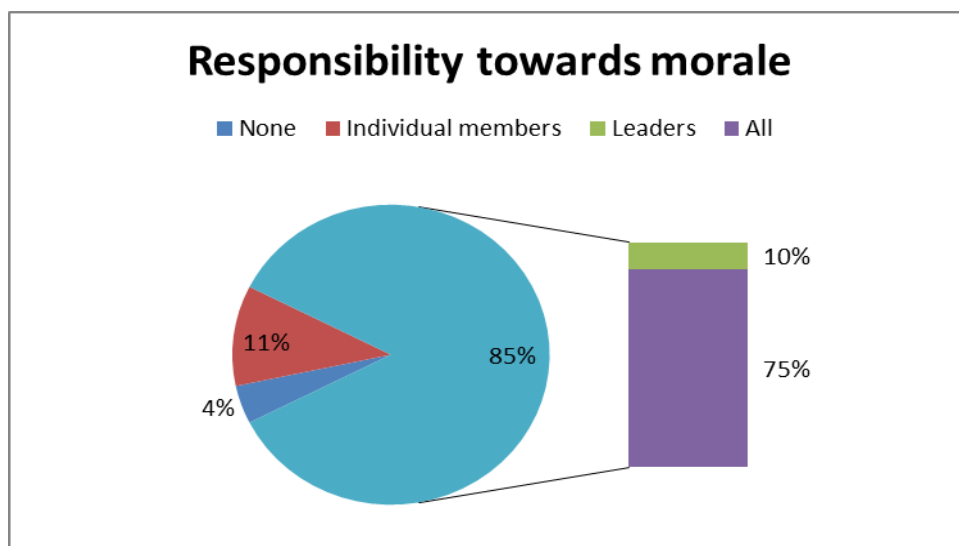
In trying to understand the conception of morale and leadership among respondents 38.66% perceived morale to be motivation, 8,25% as satisfaction, 12,37% as happiness, 3,09 as comradeship, 5,67 had no choice whilst 31,96% understood morale to be a representation of all the above-mentioned factors. Apart from that

73% responded that they are frustrated when they have nothing to do or not tasked to do anything. See corresponding graph below:



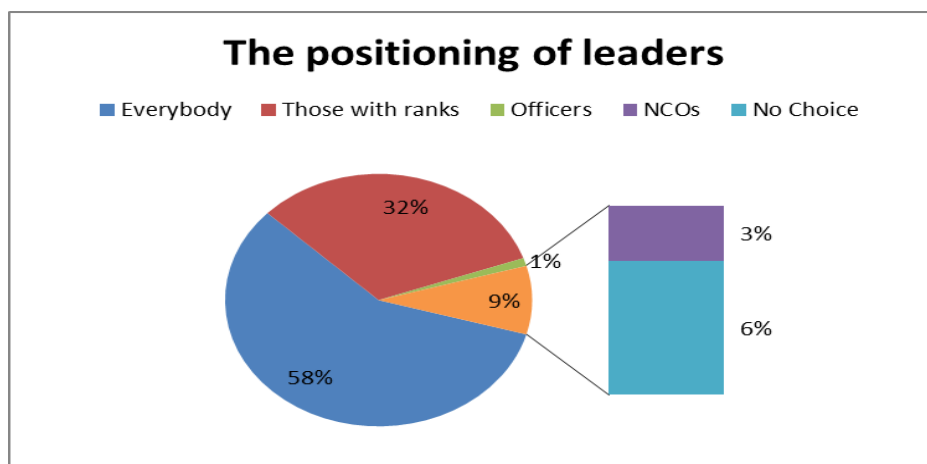
4.2.2. RESPONSIBILITY TOWARDS MORALE

Regarding the responsibility towards morale 74,74% attests to it to be the responsibility of all, whilst 10,82% sees it to be a responsibility of individual members within an organisation , 10,31% sees it to be a responsibility of leaders whilst 4,12% sees it to be nobody else's responsibility. See corresponding graph below:



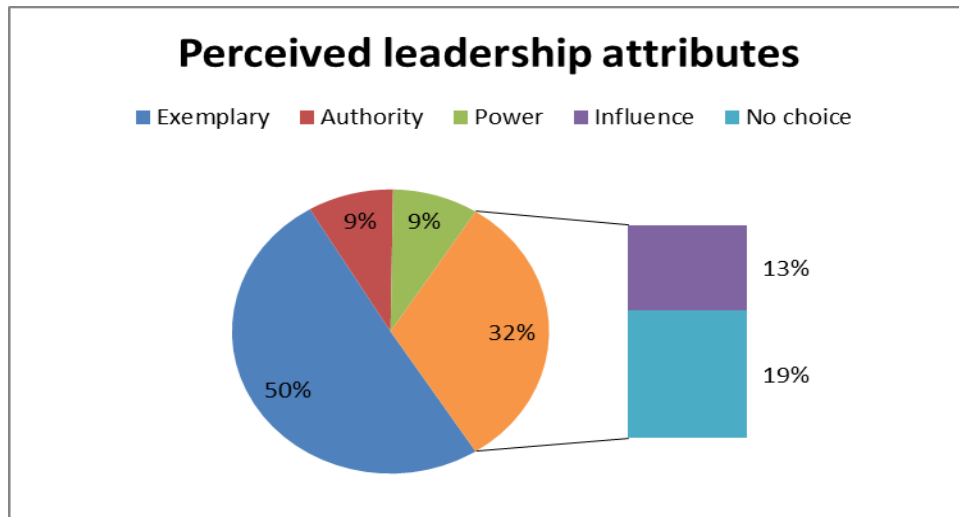
4.2.3. LEADERS

In striving to ascertain the issue of who leaders are and who not, 57,73% feels that leaders are everybody, 32,47% as those with ranks, 6,19% had no choice, 2,58% sees leaders as non-commissioned officers (NCOs) whilst 1,03% sees them to be commissioned officers. Knowledge of ranks and equipment in use in the SANDF is mostly presented in basic military training. The challenge with the confusion regarding leaders and leadership responsibilities implies that individuals did not attend such training or they were not assessed or competent enough or did not pay attention to grasp the content of the programme and its objectives. If such confusions really exist, it will only mean that they will not be able to react as expected nor present their grievances to the appropriate individual or authority. See corresponding graph below:



4.2.4. ATTRIBUTES OF LEADERS

In an attempt to establish an understanding in terms of what the respondents perceive to be the attributes of leaders 50, 52% requires of leaders to be exemplary, 19, 07% had no choice, 12, 89% as people who can influence action, 8, 76% as people with authority and power respectively. See corresponding graph below:



4.3. LEVELS AND OR TRENDS OF MORALE

According to the literature reviewed and data collected it is demonstrated that in order to explore the factors liable for low morale levels amongst infantry soldiers, it will be a futile exercise if the measures of central tendency and deviation as well as the percentage levels in terms of the sub-categories of the biographical factors are not revealed to find out what the real challenges were.

4.3.1. MEASURES OF CENTRAL TENDENCY AND DEVIATION

The total average for morale was 71.18 mean scores which were below the requirement for acceptable morale levels of 75-100. Mean scores were calculated according to the score item of dimensions of job satisfaction, motivation, commitment, confidence, cohesion and attitude. The mode and median had both 73 scores respectively. The average deviation scores of morale from the mean were calculated at 26.95. Regarding leadership out of 59 respondents the mean, mode and median scores were all 62, with a deviation ratio of 8.98. The scores for the two constructs are depicted and summarised in a table format below as follows: See table 5.

S/NO	FACTOR	NT	MEAN	MODE	MEDIAN	STANDARD DEVIATION
	a	b	c	c	e	f
1.	Job Satisfaction	194	11.91	12	12	17.22

2.	Motivation	194	11.25	12	12	10.80
3.	Commitment	194	11	12	12	14.58
4.	Confidence	194	12.33	12	13	14.45
5.	Cohesion	194	12.33	12	12	14.39
6.	Attitude	194	12.32	12	12	13.52
7.	Morale Total	194	71.18	73	73	26.95
8.	Leadership Total	59	62	62	62	8.98

Table 5: Measures of central tendency and deviation

4.3.2. TABULAR VIEW OF MORALE AND ITS RELATIONSHIP WITH ASSESSED DEMOGRAPHIC FACTORS

Data collected presented the following results as summarised in the table below. Each biographical dimension signifies a 16.67% importance in the measurement.

Table 6: Totals of respondents scores per demographic factors

S. NO	DEMOGRAPHIC FACTOR	SUB-CATEGORY	TOTAL PARTICIPANTS	HIGH	LOW
	a	b	c	d	e
1.	Age	18-23	43	28	15
		24-35	44	13	31
		36-45	73	28	45
		Over 45	34	12	22
	TOTALS		194	81	113
2.	Education level	Grade 10-11	39	10	29
		Grade 12	139	53	86
		National Diploma	10	4	6
		Bachelor Degree	6	4	2
	TOTALS		194	71	123
3.	Former Force	Statutory Forces	79	33	46
		Non-statutory forces	29	11	18
		SANDF	16	2	14
		Non-disclosure	70	37	33
	TOTALS		194	83	111

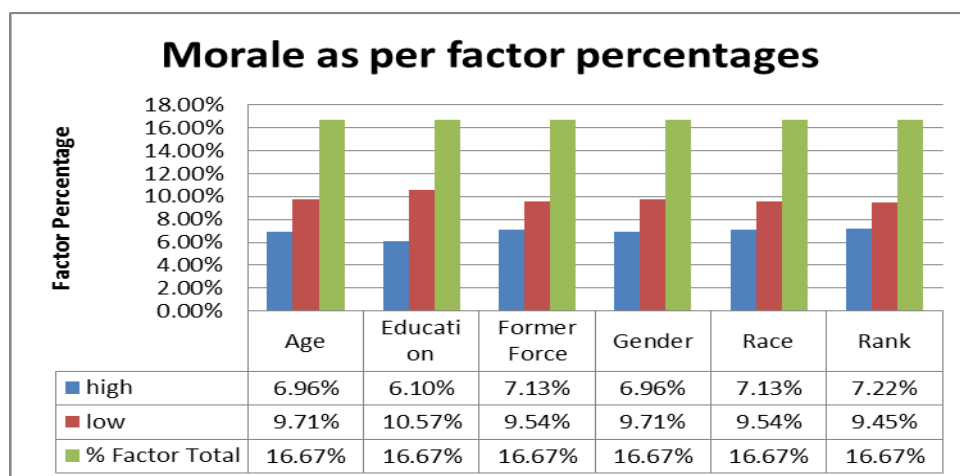
4.	Gender/Sex	Male	155	67	88
		Female	28	7	21
		Non-disclosure	11	7	4
	TOTALS		194	81	113
5.	Race	Africans	175	74	101
		Asians	1	1	0
		Coloureds	15	8	7
		Whites	3	0	3
	TOTALS		194	83	111
6.	Rank	Privates	134	61	73
		NCOs	43	13	30
		(WO	1	0	1
		Officers	16	10	6
	TOTALS		194	84	110

Table 6: Totals per sub-categories of the demographic factors

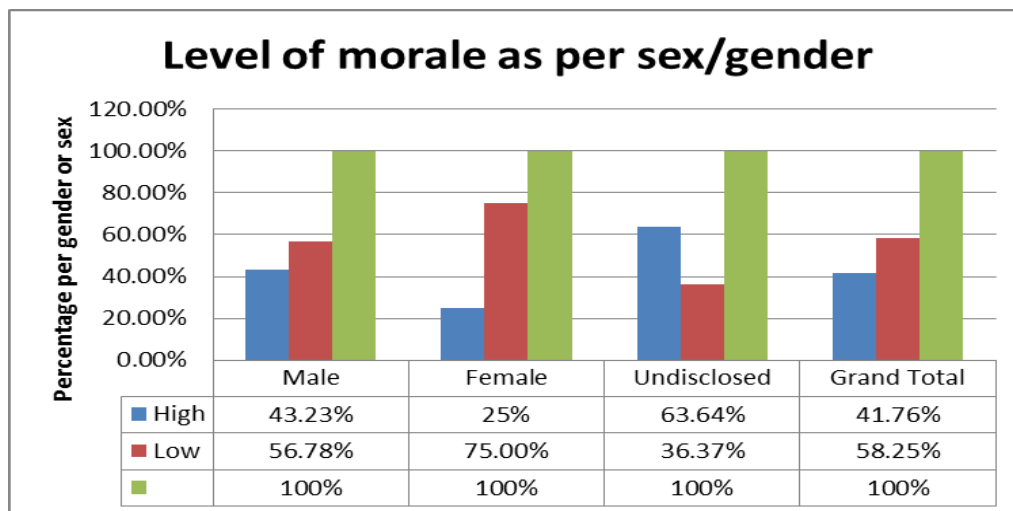
4.3.3. GRAPHICAL VIEW OF MORALE AND ITS RELATIONSHIP WITH ASSESSED DEMOGRAPHIC FACTORS

To be precise the above-mentioned data was presented with the aid of a bar graph in terms of its sub-categories: See bar graphs 1- 6

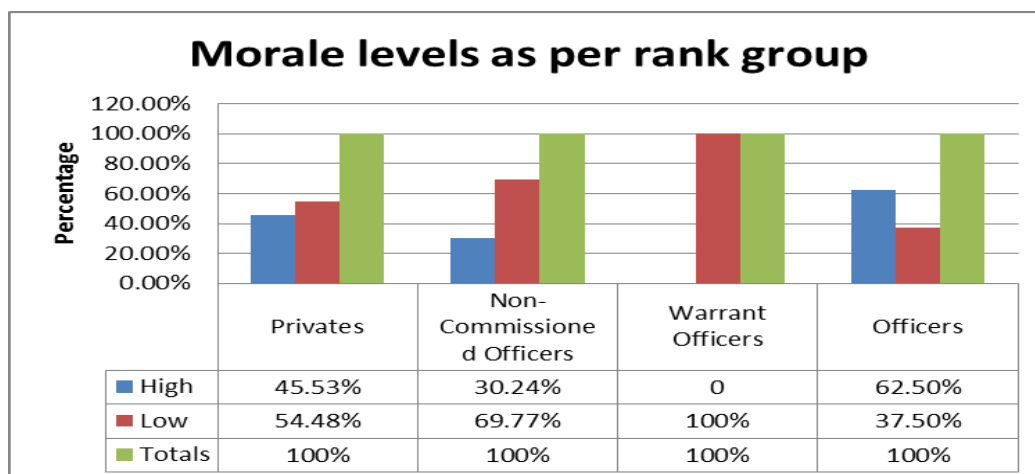
4.3.3.1. FACTOR PERCENTAGE TOTAL



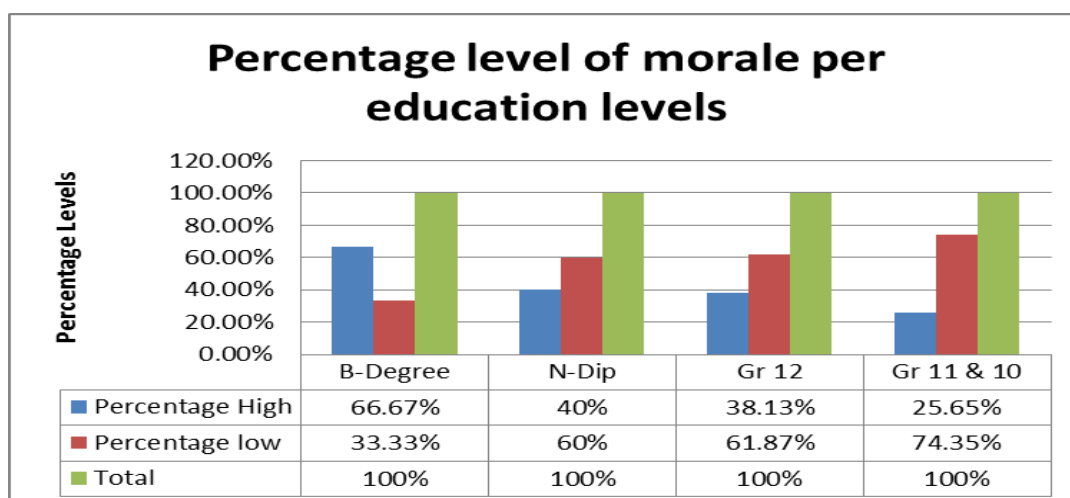
4.3.3.2. PERCENTAGE LEVELS OF MORALE PER GENDER



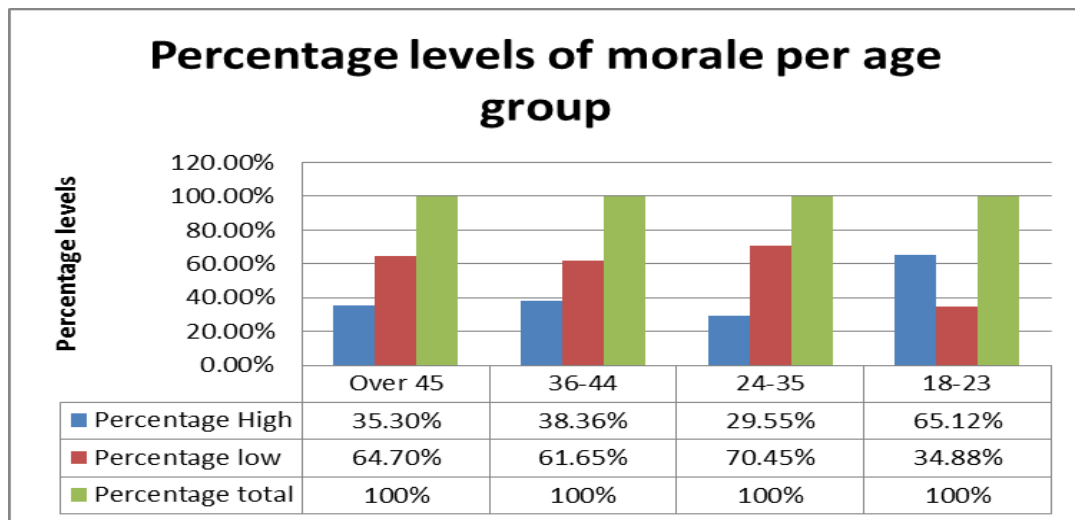
4.3.3.3. PERCENTAGE OF MORALE PER RANK GROUP



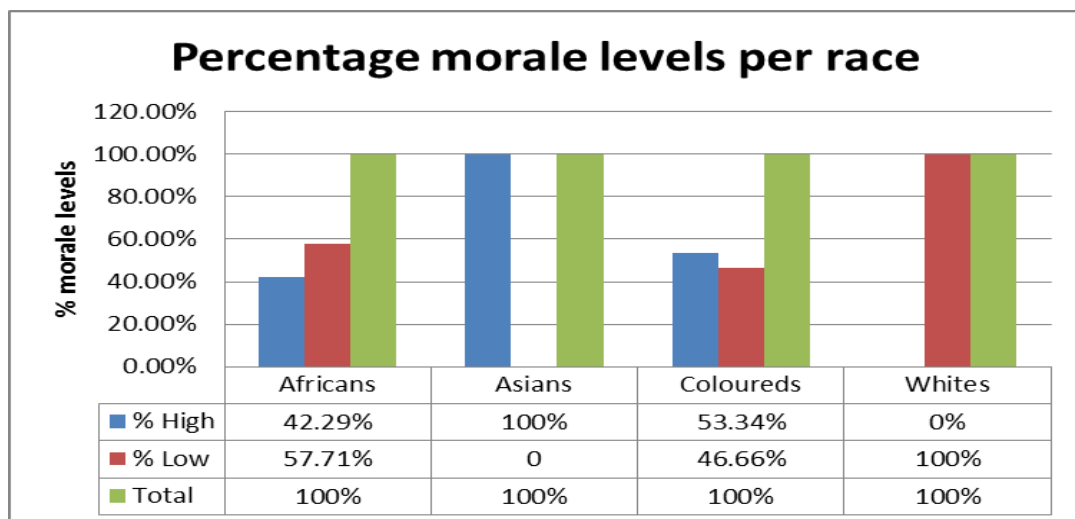
4.3.3.4. PERCENTAGE LEVEL OF MORALE PER LEVELS OF EDUCATION



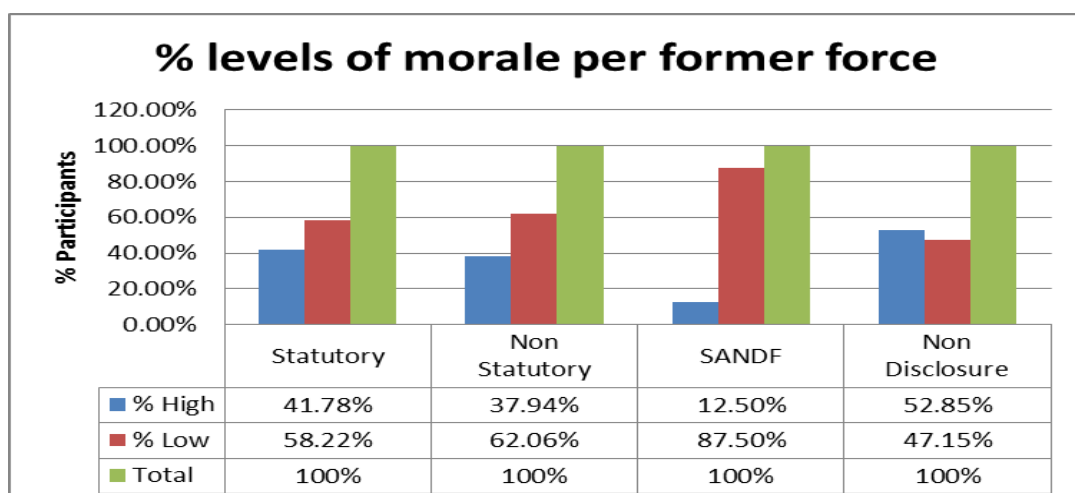
4.3.3.5. PERCENTAGE LEVELS OF MORALE PER AGE



4.3.3.6. PERCENTAGE LEVELS OF MORALE PER RACE GROUP



4.3.3.7. PERCENTAGE LEVELS OF MORALE PER FORMER FORCE



4.4. CONCLUSION

This chapter presented in the form of tables, bar and pie graphs data collected with the survey questionnaires. It depicts a general picture that morale within the SA Army Infantry was questionable. It does not however mean that all Infantry soldiers are demoralised, but is due to the fact that morale is an individual attribute which has a big influence on the morale of the group. In order to find out, the author used the innate biographical factors within the SA Army Infantry to properly investigate and articulate that.

CHAPTER 5

DATA ANALYSIS AND DISCUSSION

5.1. INTRODUCTION

It is true as shown in the literature review and collected data that morale is both an individual and group responsibility; however within groups and or organisations the responsibility to direct and orchestrate matters to uplift and maintain morale to required standards belongs to those authorised and ranked to lead. This does not however take away the responsibility for individual members to look after issues that demoralises them, but to group this issues and responsibility for proper attention and resolve.

Analysis of this report was based on the literature review, interventions made by the military high command and the data collected. In trying to connect from the three dimensions, it is evident that there was a disconnect in terms of what we see, say and do. Based on the data presented, it was found that the morale of members of the SA Army Infantry Formation is despondent based on factors such as age, education and training, sex, rank and experience or lack of service. The results of collected data was analysed and discussed per themes based on the research questions.

5.2. JUSTIFICATION ON THE LEVELS AND TRENDS OF MORALE AMONG INFANTRY SOLDIERS

According to the RSA Constitution is that “the state may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race , gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth” (RSA Constitution, 1996:8).The SANDF was formed out of the realisation that the oppression of one human being by another based on age, race, gender, creed, or language is wrong. As depicted from the graphs in Chapter 4, the levels and trends of morale among Infantry soldiers is doubtful based on the preceding factors highlighted below.

5.2.1. RACE

The manner in which race relations has been handled in South Africa since 1948 still presents serious upshots for the country and its future in that it still presents incised animosity, uneasiness, fierce competition and lack of trust among the racial and ethnic groups within the SA Army Infantry thereby hampering progress and stalling development. This is portrayed in the representative levels among members of different race groups. Some sees the SANDF as representing the aspiration of one race group above the others, however the DOD transformation policy acknowledges the fact that “talent, ability and potential is inherently distributed across the population” (DOD, 2009:1). The challenge with this policy is vague because the “how” part is not properly spelt out and that what the SA Army Infantry gets is what is provided by society. Without society changing its perception about the SA Army Infantry, the representativity quotas expected will not be realised.

5.2.2. AGE

Inherent, rank, age requirements policy acknowledges the fact that both combat support and combat tasks, demands of members to be fit , young and representative of the population in order to avoid low morale and low output (DOD:2002) . The challenge with this policy is that its suggestion to rejuvenate does not provide enough avenues for those to be affected by such initiatives. It also does not provide the necessary leadership support for actions to be taken in trying to put members to be affected at ease before facilitation and implementation. In a country with high levels of unemployment and in the name of humaneness, it becomes hard for commanders and top management to implement without a tangible product at hand to quash questions of uncertainty and discontentment.

Mac Arthur in Hillier & Barrow states that “you are as young as your faith, as old as your doubt, as young as your self-confidence, as old as your fear, as young as your hope and as old as your despair” (Hillier& Barrow, 2011: 16). This iteration shows that no matter what, age matters and most definitely in professions that requires mind, body and soul. The life of a human being is not stagnant and increases each day with both negative and positive repercussions. On a positive note is that the individual is able and competent to make informed decisions based on experience and expertise, especially for those individuals who have stayed on the same

occupation for a long time. On the negative side is that it erodes an individual's physical as well as mental strength and capacity. Rowe in Hillier and Barrow states that "physiological changes that occur with advancing age influence the functional status as well as the development of heart, mental, as well as respiratory diseases" (Hillier and Barrow, 2011:3 and Williams, 2012:265). Exogenous as well as endogenous factors such as diseases, family and family responsibilities, relationships at work, home and within the community and health are the driving force towards the resilience of such individuals.

In a study by Barrow in Hillier & Barrow about how college students describe older people or people of middle aged, the former articulated that the latter are "dependent on physicians, drugs, ambulatory medication, medical institutions and their later years are full of unhappiness, stress, pain, sorrow, weeping and self-introspection" (Hillier & Barrow, 2011). This is not different from members of the SA Army Infantry Formation. Due to restriction imposed by the UN on member countries, members are classified in medical categories which are instituted to justify deployments and utilisation of disease free soldiers. Individuals whose medical category is questioned, are exempted from such tasks especially those outside of the home unit. They are therefore quarantined within the precincts of units without anything or any challenging tasks to do.

5.2.3. EDUCATIONAL QUALIFICATIONS

Bryant states that "the survival of the state in the new security environment requires military officers who are well trained and educated, officers not motivated by financial rewards but by their ability to switch inter-changeably from being warriors, with the competence to be managers, technicians and politically sensitive individuals" (Bryant, 1995:11-13). Education has proven to be the most important element in cultivating an understanding and a change of heart between people of different cultures, beliefs, background and conscience, in that it can cultivate the distinction between knowing and understanding. The findings from the research indicate that four out of six people with bachelor degrees shows and presents high levels of morale. The current modus operandi within the SA Army Infantry Formation is the emphasis on training and a show of disregard for civilian oriented education on military practitioners especially officers in their selection, development, promotion, utilisation and recognition. It is for these reasons that Infantry officers who are educated beyond grade 12 does not usually stays long within the infantry

especially when their new found skill and competence is not well utilised within the posts they are assigned.

5.2.4. GENDER

The White Paper on Defence specifically states that “to secure the legitimacy of the armed forces, the Department of Defence is committed to the goal of overcoming the legacy of racial and gender discrimination” and that it will seek to create “a Defence Force that is professional, efficient, effective and broadly representative” (DOD 1996:32). The current arrangements is that both elements in terms of the traditional expression of gender (male and female) participates within the family, community and work environment, however their roles and responsibilities within such structures are different. Kgosana in van Dyk states that both the military and family are ‘greedy institutions’ seeking exclusive and undivided loyalty (van Dyk, 2008:103).

With the impact of health and social challenges soldiers are also affected by the universal challenge of single parenting. For those who do not have a close family; the military presents to them the only family they have. The pressure of being alone and single parenting increases their scope of stressors over and above the stress of work. As depicted on the graph for percentage levels of morale per gender the observation is that both male and female experience low morale levels, however those who felt not to disclose their gender, experience high morale levels. The concern might be about children and the responsibility towards them. The Defence Force is aware, however the implementation there-of is a problem.

In acknowledgement of the fact is that former MoD & MV Dr L. Sisulu reiterated the need and her intention to free women soldiers to pursue their careers in the same way as men by ensuring that pre-schools and crèches are opened within the precincts of units where soldiers resides and work (DOD, 2012). According to Fu and Shaffer ; Beauregard and Dilworth is that despite the change in roles and the fact that generally women are more educated , participate fully in the labour market , evidence continues to suggest that women still carry the primary responsibility for family work (Fu and Shaffer,2001; Beauregard, (2006) and Dilworth, (2004). Their low morale is basically based on their role within both the family and work whilst that of their male counter-parts is only related to the coimpitition with the former at work, which was traditionally perceived to be a male domain. For the female the pressure

at work does not only relate to work related issues alone but also the hostility and disrespect that their male counter-parts takes them for. Words such as what is she doing in a male dominated area, she is boyish, she has or is sleeping her way up the ladder, are always heard from men against their female counter-parts. They are often treated and seen as war or infantry mistresses rather than capable soldiers within fighting units. According to Goldstein (2001:41) is that women are capable and motivated as their male counter-parts and that includes their brain capacity, behaviour and performance. Performance within the military environment is not related to gender because war affects both sexes equally. Mussolini in Goldstein states that "war is man what maternity is to women and that men fears competition and interference whilst women prefers in the middle rather than being elevated and feeling alone (Goldstein (2001:44-46). The challenge is not the women in uniform but, male leaders are often challenged in terms of the managing of female subordinates especially within the military environment.

5.2.5. RANK

Rank presents not only advantages but also challenges to militaries. Firstly is that people who have tasted promotions yearns for further advancement. Some will be patient to wait for their turn before recommendation for further elevation whilst other will not and will pull others left and right for their further development and advancement. Such action often hurts and demoralises others. Secondly is that rank has its own privileges, status and expectations that goes with it. Should the environment where such individuals are posted, not present such paraphernalia, then individuals often are disheartened, dispirited and cannot perform as expected. For example office dimensions such as size and position, office space, type of furniture, accommodation, equipment that goes with and its exclusions and privileges. When there is no distinction between those supposed to enjoy such, it becomes a demoralising factor on both those enjoying such privileges and those observing such arrangements.

Thirdly is that promotion is not a right but a privilege and a result of military qualifications, competence, discipline and years in rank. Within the SA Army Infantry two-third of the respondents have a service of more than ten years and from the privates rank group about seventy five percent have remained in the same rank for a very long time. For example one prominent private (rifleman) that the researcher spoke to before the survey indicated that he was in the defence force since 1994

and had not progressed even once ever-since even-though he has no misdemeanour in his file. He has not attended any promotional or development course and is therefore not earmarked for promotion. This type of actions and attitudes are unfair and makes it difficult for the organisation to be marketable, especially to those that can take this organisation forward. Career management and development is bad for members within the infantry it becomes even worse when members are transferred to units, formations and divisions outside the SA Army Infantry.

5.2.6. FORMER FORCE

One popular slogan that became popular before 1994 was that [we have told the boers that Umkhonto we sizwe is coming, helele ma] *“siba tselile mabhunu, o yeza mkhonto we sizwe, helele, ma”*. The lyrics of this slogan profess the happiness and hope that South Africans had on the non-statutory forces and especially MK; however this contentment presents expectations and equal responsibility on those singing the slogan and those praised in the slogan. Pertinent issues that go with it entail the issue of discrimination, fairness and justice as articulated in our constitution and legislations and policies in support thereof. Most of the integratees challenged the fairness of the integration process and still questions its validity. The transformation process there-after whose foundation was in the integration process had also suffered in that regard.

In response is that it is incumbent upon leadership at all levels to understand that there is an urgent need to transform and that indicates the fact that military organisations are becoming less and less confined to rigid structural arrangements and or hierarchical channels of command. According to Shamir and Ben Ali in van Dyk is that they contain less fixed structures and more temporary systems, whose elements , both people and technologies are assembled and disassembled according to the shifting needs of specific missions, tasks or projects” (van Dyk, 2008:8). This is also a result of the dictates by restrictions placed on the deployment of disease free soldiers in internal and external missions. Some individuals might also perceive processes to be moving in a snail’s pace, making it difficult to keep the initial enthusiasm and momentum going. This creates the challenge of leaders to stand up for the progress of the selected few there-by shying away from their responsibilities.

5.3. CONCLUSION

In this chapter the researcher introduced the chapter (analysis and discussion) , looked at the justification of the levels and trends of morale by discussing the biographical factors of race, age, educational qualifications, gender, former force and rank and there-after concluded the chapter. What stand out in the chapter was the fact that subordinates above grade 12 are not recognised and properly utilised, stringent deployment prerequisites often leaves those with questionable health statuses quarantined in units, thereby creating boredom and no means to supplement their salaries, needs of subordinates are not aligned and communicated to every-one and that gender based challenges especially those concerning single parents are not always catered for.

CHAPTER 6

LEADERSHIP STRATEGIES FOR CONSIDERATION AND CONCLUSION

6.1. INTRODUCTION

Lack of progress out of poverty or inequalities experienced in many poor or developing countries are not an incised characteristic, but a result of leaders postponing or transferring current challenges for the future, developing, empowering, promoting and rewarding individuals who happen to be in agreement with them and or either using promotion and rewards as a form of showing compassion or trying to silence differing opinions, or satiating a financial burden or deficiency, because that goes with responsibilities and privileges. Current battlefield dynamics demands of soldiers to execute a wide range of activities over long distances which ultimately impacts negatively on their ability to become a cohesive force as required. The military is a taxing environment in terms of the spiritual, physical and the mental capacity. Individuals whose capacities are eroded should be seconded to departments where their efficient and effective utilisation can be realised.

6.2. LEADERSHIP STRATEGIES FOR CONSIDERATION

According to Neuman is that “the reason to conduct research firstly resides in the need to advance knowledge of the social world in ways that avoids the many failings of alternative, non-scientific ways in which people creates knowledge and secondly to improve decision making” (Neuman, 2011:22). Investigating without giving alternatives or suggestions will result into a fruitless exercise. The researcher thought it wise to suggest the following leadership strategies for consideration.

6.2.1. ASSESS, REVIEW AND CONNECT INDIVIDUAL NEEDS WITH SOCIETAL AND ORGANISATIONAL EXPECTATIONS

Leadership should be adept in assessing, revising and hooking individual needs with organisational and societal expectations. To achieve that the military environment should be properly scanned in order to understand the limitations posed by both natural and unnatural hindrances to achievement and excellence. The following model is suggested to guide military leaders in the execution of their mandates and

in offering the necessary support to subordinates, appreciating their needs and limiting their stressors. The model (motivation model) indicates that endogenous and exogenous environmental influences creates felt needs and expectations which can be properly manipulated to influence efforts taken resulting in performance which can either justify rewards or sanctions. This may positively lead to external praise in the form of promotions, rewards, medals, letters of appreciation etc. which might improve the level of interaction among subordinates and colleagues with their superiors. See Figure 8 below:

Figure 8: MOTIVATIONAL MODEL

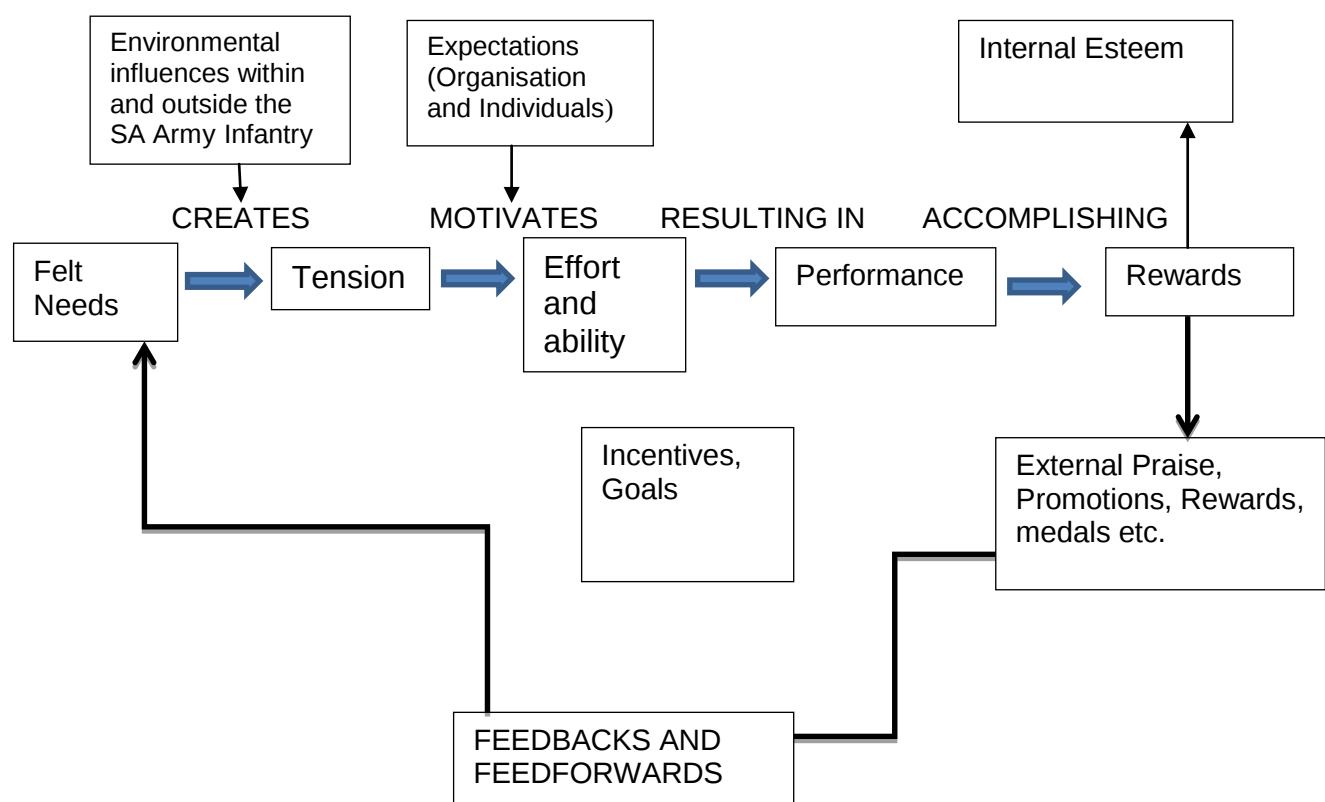


Figure 8: *Motivational model. Adapted from Drafke and Kossen 1998:275*

6.2.2. ADOPT AND COMMUNICATE A HIGHER PURPOSE

South African society is individualistic in nature in which leaders cannot and should not expect automatic obedience or obedience without questioning, therefore they should expect to do more to influence, inspire subordinates for the purpose of collective reaction and organisational goal achievement. Leaders should possess an understanding that life is not static and their role is about prophesying and persistently guiding people towards the attainment of a purpose beyond the current

status quo. It is for this reason that leaders should have the know-how and persistence to soldier on even in situations of difficulties and limitations. They should accept and comprehend that followers and subordinates were brought up differently, within different epochs with diverse characteristics, therefore implying that their resilience, experience and needs might be different. This difference can only be harmonised through the alignment of soldier's needs, interests and aspirations with that of the group, organisation and society and through continuous training, education and development.

Leaders must individually and as a collective articulate policies and changes without additions, omissions and/or altercations as and when required by the organisation. The challenge of ambiguity and lack of implementation should have been overcome if leaders spoke in one voice. In relation to that is that a forum for Officers Commanding should be formed and hosted on a rotational basis in units so that attendees should be able to share their experiences, offer some advice and motivate each other. For that they need maturity, ideals, judgement as well concerns for achievement, self-actualisation and the well-being of others, the group, organisation and society at large. Leaders and their followers should be filled with a spirit to balance between pleasing others and themselves. The issue of pulling each other down for self-aggrandisement and promotional and or developmental prospects at the expense of others should come to an end.

6.2.3. LEAD BY EXAMPLE

According to Smith and Cronje is that "the best known behaviours of exceptional leaders are by challenging the process, inspiring a shared vision, enabling others to act, modelling the way and encouraging the heart" (Smith & Cronje, 1997:297). It is often said that leaders should lead by example and this is guided by the inability of individuals to be explicitly articulate and to speak and act in concert to what is said. With those challenges related to disagreement in terms of abstract concepts such as morale and leadership the differences will be wider and vague. All stake-holders within the military environment must have an opportunity to define such concepts articulate their needs and stressors in order to pave a way for those in command to contextualise the term and its use. Leaders should also understand that within public entities and organisations, ownership lies with the people that funds such institutions therefore, leaders should comprehend that they represent both the employer and the employee and are not supposed to be members or represent the interests of

unions or political organisations in their day to day activities. They should possess the maturity and judgement to avoid relationships that undermine respect for authority or either impact negatively on morale, discipline and respect for commands, authority or missions of the SA Army Infantry Formation.

6.2.4. TRAIN, DEVELOP, EDUCATE AND MENTOR

In trying to suggest a solution to the challenge of low morale Kruys in Hough and Du Plessis states that “the maintenance of morale requires of soldiers to be well trained, well administered, physically fit and imbued with high morale to achieve the aim (Hough and Du Plessis, 2001:6). In the current epoch the threats to a peaceful co-existence are no longer obvious or static but fluid and gloomy, therefore refuting the reliance on traditional attributes alone, but expecting of those aspects to be inclusive of good education, especially to those that has to interact with other stake-holders to make decision in the three dimensional war (3DW). Horn in Le Roux states that “to operate in this multifaceted environment requires soldiers to be highly educated” (Le Roux, 2008:162). These individuals should not only be empowered but an effort should be made to appreciate, recognise and utilise them in challenging posts that befits their well-earned qualifications.

Morale, leadership and war or military tasks are three dimensional and its resolve should be resolved holistically and not separately. The spiritual component should be enhanced by the understanding from the chaplaincy services to allow individuals to practice and enjoy their beliefs and religion. They should also possess the ability to connect members with their religious affiliation at community and places of residence. This will assist in resolving challenges when individual members are posted, seconded or deployed far from home.

The moral or physiological attribute should be developed through understanding, compliance, maturity and the determination to carry on under all circumstances. Compliance includes the inculcations in subordinates of an understanding to conform to the expectations of society; discipline and ability to differentiate between lawful and unlawful orders. Opportunity should be afforded to officers to discuss, revise, debate and review own and subordinates moral beliefs in order to ensure they match and are compatible with those in society. The reason for this is that military organisations are often seen as unique and having its own culture, but the problem with that is it often stagnates and in disagreement with what is available in

society. The military is a service and therefore subordinates should be taught to understand that the benefit to self comes last in military service.

The physical component of morale is easy to resolve as it entails training, education and mentoring. The SANDF is blessed with an abundance of skills and behaviours that could take the country forward if properly exploited. In order to address the issues concerned with education the first and foremost is to conduct a skills audit for all infants for purposes of obtaining an understanding on the levels of education and skills contained within the SA Army Infantry Formation, in order to appreciate the skills required and knowledge disparities before the design, planning and presentation of training. In doing that it will present a good opportunity for top management to agree and make decisions regarding programmes to be recognised for prior learning (RPL) and for promotional and development purposes. RPL will assist in the organisation in exempting those with experience and qualifications beyond the prerequisite for enlistment, thereby giving such opportunities to those to be developed for purpose of saving limited finances for other projects and endeavours. This will help strengthen the reputation and relationship between the SA Army Infantry and academic institutions outside the military. It will also discard the praetoristic manner in which military institutions have been handling the issue of RPL.

Financial education should be included in learning programmes from basic military training, progressing throughout the ranks in order to inculcate in individuals the ability and the know-how of managing individual's and organisational finances.

Barker in Tucker states that "the challenge in leadership training is its focus on traits and behaviour which often suffers from problems such as a lack of agreements on what traits and behaviour are effective thereby making no in-roads in differentiating between what makes a good leader, an effective manager or both and that no-one who has attended such training programs has emerged to have excelled in these competencies" (Tucker, 2008:29).

Education, training, mentoring and development should form part of the primary business of an every commander and should be interconnected. Units, Regiments and Formations should be capacitated to train individuals from raw recruit level to lance-corporals leader and possess an ability to mentor leader group from rank corporal to lieutenant colonel. Firstly is that this capacity will assist the defence force in the training soldiers and beefing up deployment requirements as and when needed by the state. Secondly is that with the emphasis on distance learning this

should assist in getting individuals to be properly nurtured and made combat ready. Individuals will on a rotational basis be able to be seconded to active units and staff compartments to exercise learned skills and competencies, to experiment and to build an experience and understanding. All infanteers in institutions of higher learning should be tracked and adequately used to bring in new insight, inputs and advice. This will assist the infantry to beef up its research capacity and in the revision and alignment of doctrine based on after action reports, debriefs and lessons learnt. These individuals should be over and above elements attached for utilisation and under the supervision and support from the School of Infantry. The challenge within the SANDF is that the action to assess individuals in competencies related to either of the functions are done late and based on a wrong measure or criteria. It is based on a theory on safety and not on performance and is often discriminately applied to suit individual and not organisational success and performance.

6.2.5. EMPHASISE ON GOOD ADMINISTRATION

Most of the challenges encountered are a result of bad or weak administration. Volunteers or members of the SA Army Infantry should be given an opportunity to be applied within a training, operational and staff environment. In order to assist with the rejuvenation of the force is that all new entrants should undergo infantry training so that those already over the rank-age pyramid should be trained and transferred to other corps for the sake of rotation, utilisation and job enlargement. In order to account for unaccounted and forgotten infanteers placed outside the SA Army Infantry environment, all infanteers should be affiliated and allocated to units for development, mobilisation and unit readiness especially for utilisation and the maintenance of reserves in the event of deployments, exercises and operations. This will assist in the alleviation of personnel shortages as a result of training and development and prerequisites for deployment due to health statuses and as per concurrent health assessment results.

All resilient structures should be connected on all leadership levels and should be connected with same structures in the communities where troops reside in order to assist in the quick resolve to social challenges especially when far away from home units. Social workers, psychologists and chaplains should form part of such structures and commanders can be co-opted to assist as and when required. Forums such as the spouses or woman's forum or any forum established to support

and assist troops should be connected and structured up to unit level so that the needs, concerns and frustrations of subordinates can be easily established. This will also assist the families of members especially those deployed and those that are frustrated with certain administrative issues to be supported and advised during absences of a member in such families.

6.2.6. TAKE ADVANTAGE OF CURRENT COMMUNICATION CHANNELS AND TECHNOLOGY

Leadership in the Infantry must use communication judiciously and should go beyond Command and control (C2) to command, control, communication, coordination, collaboration and influencing (C5I). From an economical point of view is that resources availability is limited and therefore should be used efficiently, effectively and economically. It is therefore important that within the confines of security, communication technology should be integrated and used as required for the benefit of both the security sector and the public sector taking into consideration its security sensitivities and limitations.

6.2.7. DEMONSTRATE THAT YOU CARE

Stewart states that “ in order to improve the morale of subordinates, leaders should demonstrate that people matter, ensure confidence , professional and believe in their calling and instil pride and discipline collectively and individually (Stewart, 2009:85). Leaders need to be human and humane in their interactions and relations with subordinates. The little things that seems not to matter, means a lot and has positive consequences on the psyche of individuals. For example issues such as greeting, remembering names, remembering important occasions for subordinates and reminding them continuously to connect with family matters. Ensure that subordinates are treated fairly and without prejudice and ensure that matters that can be sorted out should be done quickly and satisfactorily.

Subordinates should not only be allowed to come up with challenges but should be encouraged to bring about solutions with each and every problem they present. This will help eliminate the transferring and shedding away of responsibility which will eventually empower and develop subordinates for the future. Commanders at all levels should try and instil confidence by ensuring good, competitive and realistic training, shooting exercises and competitions, drill competitions and periods, fitness

tests, physical training periods in the form of jogs, class and or platoon competitions and competitive sports. In the current era of rights it is often due to a lack of foresight that leaders often express their care wrongly by the institution of soft and “pass one pass all” training, however within the military this type of training presents more disadvantages than advantages. Stewart states that “training should be physically and mentally challenging and that training that does not conform to the two requirements is a waste of time and resources” (Stewart, 2009: 87).

6.2.8. MONITOR THE MORALE OF YOUR ORGANISATION REGULARLY

Besides routine roll-call parades, inspections and evaluation, there must be a tool designed for the commander to be used concurrently with that used by specialists (psychologists) and that there must be a continuous interaction with line managers and commanders in an effort to advise and assist with the latest in terms of troop morale and the ways and means to ward-off such a situation.

6.2.9. REVISE PREREQUISITES FOR DEPLOYMENT

SA Army Infantry can do 100% more of what it is doing if 100% of its personnel are used. According to Heitman in Williams is that “the SANDF is doing an eighteen Bn job with an eleven Bn army, which might be unsustainable” (Williams, 2012:259). The challenge here is that leaders should possess the ability to match people and tasks accordingly in order to achieve assigned objectives. With its current personnel standing below its health status requirements, and the numbers that can be used to achieve its primary and secondary tasks, then it is doing good. Unfortunately such actions come with serious repercussions for such individual’s health, social and psychological make-up will wane as soon as it is realised. Current ailments are going to be with us for a very long time and therefore ways and means should be found to link the current demands of the SANDF with reality. The areas earmarked for the deployment of troops are known and supposed to be reconnoitred before deployments takes place. In such reconnaissance samples of the water, temperature, humidity, soil, dangerous plants and insects should be taken so as to come up with solutions to limit the imposed restrictions and beef up pre-deployment preparations.

6.3. CONCLUSION

In order to come up to the conclusions of this report, the author used both documentary analysis of selected literature review as well as data collected through quantitative methodology in the form of survey by questionnaires (See appendix A). Within the literature review the author started off by looking at the etymological background to soldiering, the role of the SA Army Infantry, described constructs in the form of morale, leadership, a leader and military leadership, explored what the response of military command was, in response to the claims of low morale, examined the theoretical factors of morale (low and high morale), discussed ethics of military practitioners, looked at the impact of high and low morale including its impact on national security, examined the theories of leadership and motivation, the levels of leadership, styles or models of leadership, leadership qualities and thereafter concluded my literature review with a summary, the key points thereof and a critique.

What was evident from the literature review is that a fit one fit all approach is incompatible and will not work in the current epoch. Leaders must possess a mix of competence in the form of knowledge and character, knowledge of the profession, knowledge of handling people, and lastly knowledge of self. Leaders should put all their efforts in learning more and to impart such learning to their subordinates in order to be prepared mentally, morally and spiritually for now and the future.

In the research methodology chapter the author introduced and described research methodology, looked at the research approach used, the design, data collection techniques, approach used in the analysis of the collected data and how the validity and reliability of the data was ensured and guaranteed taking into consideration the applicable limitations and the ethical considerations to be observed. As confirmed through data collected is that the morale of infantry soldiers is questionable as a result of leadership's inability to understand the people they are leading, to adequately appreciate their efforts, to differentiate between leadership, management and command, to comprehend that leading is not to be static or rigid but should be dictated by the situation.

This does not mean that nothing was done in response to the challenges of low morale, however my observation was that the money and or financial rewards was seen to be the only alternative to resolve the claims on low morale. Money without

the consideration of other factors will not improve morale but create more challenges for the SA Army Infantry Formation. Huntington states that “in under-developed societies promotion and pay does not matter much, but what is of importance is complementing those with the distribution of power and status throughout the political system” (Huntington, 1968:194). Everybody must just do his or her part in the responsibilities or tasks expected by the defence force. In order to differentiate the factors biographical factors such as age, educational qualifications, gender, former force, race and rank was used to investigate the root causes of discontentment and low morale. Management must take note of such factors so as to properly articulate the needs, expectations and stressors of the environment the military finds itself and use such dimensions for the benefit of the organisation and the development of communities and society at large.

It is true that nobody is born a leader and therefore innate characteristics in individuals should be nurtured and mentored to produce above expectation results within the environment one is applied. Leaders are therefore expected to grow within the ranks before exceptional and effective leadership skills are adopted. This can be achieved through training and education in the form of both military courses and academic leadership programmes. Bass and Avolio in the SA Army leadership, command and management doctrine is of the belief that “leadership progresses from the most inactive (LF) and ineffective to the most active and effective style of leadership” (DOD, 2010:2/4-1). It is for this reason that leaders in the SA Army Infantry are appointed and promoted based on capabilities and expertise; however this process is reliant on managers to manage properly.

Data collected was valid and representative despite the fact that the Warrant Officers (WOs) rank and Asians were not properly represented due to structural design challenges and lack of representativity.

The good thing about the SA Army Infantry Formation is that it has initiated and in possession of good and progressive policies, however such policies have not been implemented as a result of their deficiency to provide solutions for the identified policy gaps. An example is the rank; inherent age pyramid which has identified the challenges posed by age in soldiering, but however does not present solutions on how to assist management on the action to be taken and in assistance those to be laid off or seconded to other departments as a result of aging and stagnancy in rank.

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