



Wits Graduate School of Public & Development Management

MAINTAINING MORALE IN THE SOUTH AFRICAN ARMY INFANTRY FORMATION

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ABSTRACT

The morale of soldiers of the South African Infantry Formation has attracted much attention from various stakeholders for various reasons since the year 2000. Leadership has in most of the occasions if not all, intervened but it seems that the responses have not managed to achieve the outcomes as intended. Morale is a fluid and tri-dimensional construct whose resolve demands an all- inclusive approach rather than a one-dimensional approach. The purpose of this research was to conduct a quantitative research study in the form of surveys by individual questionnaires to investigate the trends and factors of morale in order to come up with strategies for leadership to uplift and maintain morale. These questionnaires were self-administered to one hundred and ninety four serving members or regular force individuals from both 4 and 7 SAI Bn. With all the interventions and the exposure that these enjoys, their morale levels seems questionable and diverse as a result of inherent factors attached to age, educational qualifications, former force, gender, race and rank. It is quite obvious that such factors were overlooked and therefore the researcher had tried to tackle them within the confines of this report.

DECLARATION

I declare that this report is my own, unaided work. It is submitted in partial fulfilment of the requirements of the degree of Master of Management (in the field of security) in the University of Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in any other university.

Knight Kotlo Mashile

Date

DEDICATION

I dedicate this research report firstly to my God and my parents who moulded me to be the person I am today. I also dedicate it to my beloved partner and closest friend Theresa and the children we are blessed with, for their support, patience and belief in me throughout my study journey. To my colleagues and supervisor at work, who had to sometimes stand in for me during the period of absences from work, I say to them that this would have been impossible without you all. To all members of Joint Operations Division, the SA Army Infantry Formation, the South African Army and the South African National Defence Force in general, I say thank you very much.

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GLOSSARY OF TERMS

1. Army: Ground forces of a country and a largest tactical formation or a large number of people trained to fight on land.
2. Battalion: Tactical army formation. Same as a unit, regiment or a force structure element.
3. Coimpitition: Cooperation and competition.
4. Corps. A functional division of an army.
5. Infantry: Branch of the army trained, equipped and organised to fight.
6. Infantry soldier: Member trained by the army for land battle and a member of the Infantry corps.
7. Non-commissioned officer: All persons in the SA Army, SAAF, SAN and SAMHS from the rank of lance-corporal to staff sergeant and or equivalent rank.
8. Officer: in relation to the Defence Force, means a person on whom permanent or temporary commission has been conferred by or under Act no 42 of 2002 and the Defence Amendment Act 22 of 2010, and who has been appointed to the rank of officer.
9. Private: A soldier holding neither an officer nor non-commissioned officer's rank in the army.
10. Rank: A position in a hierarchy signified through the use of insignia.
11. Warrant Officer: Officer holding his rank by virtue of a warrant.
12. Warrant: Letter of authority in which powers are set out.

LIST OF ABBREVIATIONS

AFCON – African Cup of Nations
ANC – African National Congress
APLA – Azanian People Liberation Army
AU – African Union
BCEA – Basic Conditions of Employment Act
BDF – Bophuthatswana Defence Force
Bn – Battalion
C2 – Command and control
C3 – Command, Control and communication
CCMA – Council for Conciliation, mediation and arbitration
CDF – Ciskei Defence Force
CHR – Chief Human Resources
COD – Council on Defence
CODESA – Convention for a democratic South Africa
CoS – Chief of Staff
C SANDF – Chief of the South African National Defence Force
C5I – Command, control, communication, coordination, collaboration and influencing
DOD – Department of Defence
DOD & MV – Department of Defence and military veterans
DPW – Department of Public works
ERG – Existence, relatedness and growth
FIFA – Federation of international football
FM – Field Manual
FSE – Force Structure elements
GDP – Gross Domestic Product
INDFSC – Interim National Defence Force Service Commission
INF FMN – Infantry Formation
J OPS – Joint Operations
KZSPU – Kwa-Zulu Self Protection unit
LRA – Labour Relations Act
MLQ – Multi factor leadership questionnaire
MK – Umkhonto we sizwe

MOD & MV – Minister of Defence and military veterans
MOOTW – Military Operations other than war
MSDS – Military skills development system
NCO – Non Commissioned Officer
NDFSC – National Defence Force Service Commission
OC – Officer Commanding
PA's – Performance agreements
PSO – Peace support operations
PSS – Positivist Social Science
Pte - Private
RPL – Recognition of prior learning
RSA – Republic of South Africa
SAAO – South African Army Order
SADC – Southern Africa Development Committee
SADF – South African Defence Force
SAI – South African Infantry
SAMHS – South African Military Health Services
SANDF – South African National Defence Force
SANDU – South African National Defence Union
SASFU – South African Security Forces Union
Sec Def. – Secretary of Defence
TDF – Transkei Defence Force
TAC HQ – Tactical Headquarters
UNDP – United nations development program
UN – United Nations
UK – United Kingdom
USA – United States of America
VDF – Venda Defence Force
WO – Warrant Officer
WDR – World Development Report

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