

UNIVERSITY OF KWAZULU-NATAL

**EFFECTIVENESS OF HIV/AIDS PROGRAMMES IN
THE MOTOR INDUSTRY IN DURBAN**

By

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DECLARATION

I, Devan Pillay, declare that:

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ABSTRACT

The HIV/AIDS virus has been acknowledged as being the largest threat to developing countries with respect to economic and social issues. There is a large amount of information available with respect to causes, treatment, and generalities pertaining to HIV/AIDS. The information available is relevant to many different types of industries. There seems to be little information available on the HIV/AIDS programmes that companies are implementing to curb the effects that the virus is having on issues like the loss of skilled labour, the drop in productivity due to absenteeism, the decline in morale and the immensely high costs associated with training and recruitment. This study aims to look at the effectiveness of HIV/AIDS programmes in the motor industry and the perception of employees with regards to these programmes. The automotive industry is one of the key contributors to the wellbeing of the South African economy. The sustainability of the organisation relies heavily on the skill that the organisation has, and the ability of the organisation to carry this skill into the future. The data collection for this research was conducted via a web-based questionnaire using the online research programme Question Pro. All questions were close-ended. Some of the more important findings include that HIV/AIDS awareness needs to be promoted more strongly in the organisation. Succession planning was observed to be inadequate in the organisation. Another salient finding was that management needs to make it more evident to the workers that they are championing the HIV/AIDS initiatives within the company. The key recommendations are that management need to pay more attention to the concept of succession planning, and to encourage the workforce to participate in the community outreach programmes, as this has a positive effect on the macroeconomic outlook of the country. There are a number of companies in South Africa which do not conform to the appropriate level of HIV/AIDS programmes and further research should be undertaken to explore the deficiencies of these programmes and recommendations should be made based on the findings.

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CHAPTER 1

INTRODUCTION TO THE RESEARCH

1.1 Introduction

The virus that is responsible for causing AIDS is referred to as the Human Immunodeficiency Virus (HIV). AIDS is the acronym used for Acquired Immune Deficiency Syndrome. The intent of this research was to ascertain current effectiveness levels of the HIV/AIDS programmes in the motor industry in Durban in particular. According to Ellis and Terwin (2005), there are internal and external impacts of HIV/AIDS to an organisation. Some of the factors that can be associated to an internal impact include the following:

- High turnover of staff;
- Reduced productivity due to absenteeism;
- Employee morale being on the decline;
- Increased benefit costs; and
- High costs associated with training and recruitment.

Some of the macroeconomic factors include the impact on the country's Gross Domestic Product (GDP), stability of the country's currency and foreign investment. A survey conducted in 2005 by Ellis and Terwin (2005), revealed that selected business sectors in South Africa have reported a decrease in profitability due to the adverse effects of HIV/AIDS on the various industries.

An overview of the research undertaken, details discussing the motivation, problem statement and objectives which are presented in this chapter.

1.2 Problem Statement

There is a vast amount of information pertaining to the generalities of HIV/AIDS globally. There is also a plethora of information focusing on HIV/AIDS and the global economic impact, categorising the impacts into the various types of industry. Dickinson (2009) has asserted that South African businesses are profoundly affected by the HIV/AIDS epidemic, in areas such as investor confidence, skills in the workforce and the markets that they operate in. There seems to be little information or focus however on the HIV/AIDS programmes that companies are implementing to curb the effects of losing skilled labour to this dreaded disease.

The attitude of South African companies seems to lean towards being responsive rather than strategic in the attempts of addressing HIV/AIDS in the workplace. According to Dickinson (2009) the larger companies have had a very significant response to the HIV/AIDS epidemic, whereas the smaller companies still lag far behind. The responses of the smaller companies to combating HIV/AIDS can possibly be described as unsustainable and even misdirected, and this could be attributed to the lack of infrastructure and finance.

There are many small to medium size companies in the motor industry that support Original Equipment Manufacturers (OEMs) like Toyota South Africa Manufacturing (TSAM), Volkswagen South Africa (VWSA), Mercedes Benz South Africa (MBSA), Ford South Africa and General Motors South Africa (GMSA), which have all the relevant accreditations in terms of parts supply, and yet they do not have the necessary HIV/AIDS programmes in place to ensure continuity of the labour skill.

The problem observed is that most of the OEMs have structured HIV/AIDS programmes in place and yet the tier one, two and further down the line suppliers do not have effective programmes in place. This could be due to the lack of budget available for these programmes or just the lack of know-how, owing to the fact that the Human Resources departments in these smaller companies are not as structured as the larger OEMs.

1.3 Motivation for the Study

The automotive industry is a key contributor to the wellbeing of the South African economy. The sustainability of an organisation is dependent on the skill that the organisation has, and the organisation's ability to carry through that skill into future ventures. According to Page, Louw and Pakkiri (2006) the majority of people affected by HIV/AIDS, are observed to be in the economically active stage of their lives. As time progresses, the infected individual becomes less productive in the work environment.

The success of HIV/AIDS programmes is also reliant on the support of the community stakeholders, and they need to encompass the cultural and religious values of the community (Dyk, 2008). The Employee Assistance Programmes that are in existence in companies needs to be managed appropriately for maximum effectiveness and efficiency. Attention will be drawn to the custodians of these programmes and the role that management plays with respect to encouraging the workforce to participate in these programmes. The best practices of some of the largest companies in the motor industry will be discussed, and findings of this study will offer recommendations to companies to help achieve organisational objectives in terms of employees' wellness, and skill development as well as succession planning.

1.4 The Objectives of the Study

The objectives of this research study are as listed below:

- To establish the effectiveness of HIV/AIDS programmes from an employee perspective.
- To establish the level of the company's Succession Planning as a result of loss of skills due to HIV/AIDS.
- To determine who the drivers of HIV/AIDS programmes in an organisation are.

1.5 The Research Questions

The following research questions were developed based on the objectives of the study listed in the previous section:

- What are the employee's perceptions with respect to the current HIV/AIDS programmes in the organisation? Is it effective in terms of education, awareness and preventative measures?
- Is the level of Succession planning in the organisation adequate to cope with the loss of skills due to HIV/AIDS?
- Are the drivers of the HIV/AIDS programmes in the organisation top management, employees or external organisations?

1.6 The Research Approach

This study was conducted to ascertain the employee's perception of the effectiveness of HIV/AIDS programmes in the motor industry. The staff with access to the internet have been chosen for the sample population, as the questionnaire is web-based. The questionnaire was uploaded to the online research programme called Question Pro. An email was sent to the target population detailing the nature and reason for the questionnaire and details on how to access the URL of Question Pro. The research design that was used for this study was of a quantitative nature.

Convenience sampling was used to draw a sample size that was adequate for this study. In Convenience sampling, the most conveniently available individuals are selected. This method of sampling was chosen due to the constraints and limitations encountered in this research study. A sample size of 30 was used. A web-based questionnaire was used as the method of data collection. The questionnaire consisted of 20 closed-ended questions.

1.7 Limitations of the Study

The limitations that were identified are as follows:

- The time constraint of four months that was allocated for this research impacted on the sample size and sample population that was selected in line with meeting the timing deadlines.
- Due to the stigma associated with the nature of the topic, there have been respondents who were not willing to partake in the research.
- The target population was limited to the tier one supplier of Toyota South Africa. This is due to the fact that Toyota is the only OEM situated in the Durban area, which is the focus area of the study. There are other major OEMs situated in the Eastern Cape such as GMSA, VWSA and MBSA, with their component suppliers being close to them in that area, however due to the targeted area being Durban, these OEMs have been omitted from the study.
- A convenience sample was used due mainly to the fact of ease of accessibility of data being obtained. This method chosen ties in with the time constraint limitation. It is known that the convenience sample is the least reliable sampling technique.
- The sample size of 30 was small due to the limited time allocated for the data collection.
- Employees with access to the internet were targeted. This posed a limitation as there were not many employees with internet access, and this meant that the employees that worked in the factory were omitted from the research. These workers could have had a different viewpoint with respect to the questionnaire, which might have added value to the research.

1.8 Significance of the Research

The loss of skill is always a very contentious issue in any company. The loss of skill can be attributed to many factors, including emigration, retirement and other significant factors; however the largest contributor to loss of skill is due to illness. The effects of HIV/AIDS are a significant contributor to the loss of skill due to illness. Companies can assist employees in maintaining wellness and thus limiting the loss of skill, by effective EAP

(Employee Assistance Programmes). Employees can maintain good health and thereafter assist in succession planning initiatives for the sustainability of skill. According to Atwood (2007), succession planning is applicable to the various levels of employees and is applicable to all types of industry.

1.9 Structure of the Dissertation

Chapter One: Presents an introduction to the research problem, motivation and focus of the study including the limitations that were encountered.

Chapter Two: Presents the literature review which focused on the HIV/AIDS situation globally, the global automotive industry, the South African HIV/AIDS current situation, the South African motor industry with respect to the HIV/AIDS programmes in the major OEMs, and the EAPs that are currently in place.

Chapter Three: This chapter describes the research methods employed for this study. The methods of data collection and the data analysis were discussed.

Chapter Four: Illustrates the presentation, interpretation and also includes the discussion of the results. The results have been represented in a table and graph format. There was a relatively small convenience sample that was selected for this study and due to this the generalisation of the findings will be limited.

Chapter Five: This is the final chapter, discussing the conclusions reached and recommendations that have been made. There have been limitations identified, and possible recommendations for further research based on this have been presented.

1.10 Conclusion

This chapter introduced the topic of the research undertaken, the research problem and the research questions that have been taken into consideration. The objectives as well as the limitations have also been presented. The next chapter contains a presentation and discussion of the literature review, which is the basis of the empirical study.

CHAPTER 2

LITERATURE REVIEW

2.1 HIV/AIDS

The Human Immunodeficiency Virus (HIV) is responsible for the attack on the body's immune system. The virus will enter the host body and begin to attack the immune system which comprises of the CD4 cells. The disease is said to be acquired owing to the fact that it is not inherited, but rather is caused as a result of the Human Immunodeficiency Virus (van Dyk 2008). The virus can commonly be spread from one individual to another when the blood, vaginal secretion or semen of the infected person comes into contact with the other individual through broken skin or mucous membrane. According to Abdool and Abdool (2010), the increase in the number of individuals worldwide that have been infected by the HI virus has been exponential compared to the small number of cases first encountered in the 1980's.

The Global estimate of people living with HIV in 2011 was said to be close to 36 million (UNAIDS 2012). The most severely affected area still remains to be Sub-Saharan Africa with an estimate of approximately 5% of the population that are living with HIV. This translates to Sub-Saharan Africa comprising 69% of the worldwide HIV population (UNAIDS 2012). The new infection rate, worldwide, however, continues to fall, with the largest decline occurring in Sub-Saharan Africa and the Caribbean (UNAIDS 2012).

2.2 HIV/AIDS in South Africa

According to Abdool and Abdool (2010), South Africa is the country that has had the fastest rate of HIV/AIDS growth in the world. The first individual diagnosed with the HIV/AIDS virus in South Africa was in 1982. The period between 1990 and 1994 saw such a dramatic increase in HIV/AIDS that the infection figures doubled in a time-frame of just over a year. Since the turn of the millennium, the HIV/AIDS growth rate seems to have reached its maturation phase (Abdool and Abdool 2010).

The cost of the Antiretrovirals (ARVs) has been reduced for a second time. The first reduction was brought about in 2010 and to date the total reduction in the ARVs has been close to 53% (UNAIDS, 2012). This is a substantial saving that was brought about owing to a change in the approach to procurement of the ARVs. This translates to the fact that there will be a greater amount of individuals that now have access to the ARVs owing to fact that the cost is at an affordable level as compared to the initial costs of the ARVs.

2.3 Employee Wellness / Assistance Programmes

The general function of Wellness Programmes in the organisation is to safeguard employees from contracting things like chronic diseases as a result of incorrect nutrition, obesity, irregular blood pressure, high levels of stress and even the lack of exercise. There are a number of companies that concentrate their wellness programmes on general wellness for all employees and omit the disease management required for the others.

Counselling is a very important aspect in the combat against HIV/AIDS. Van Dyk (2008) asserts that there is no defined recipe for effective counselling, but the framework listed below can be an effective start to the counselling process:

- One can start by initiating a working relationship with the individual in need of counselling;
- Assist the individual in relating their life experiences with respect to the infection;
- Building an understanding of the issues at hand as the counselling progresses; and
- Developing an action plan for the associate.

An effective Employee Wellness Programme in the organisation has many benefits and these can be listed below:

- It will result in a reduction in absenteeism.
- Productivity will increase.

- Costs associated with insurance for the individual will be lower.
- Morale of the work colleagues will be healthy.
- The corporate image will have a better outlook.

According to Page, Louw and Pakkiri (2006), the South African Department of Labour has outlined guidelines to assist companies in developing a strategy for addressing HIV/AIDS in the organisation. These guidelines are listed below:

- Start an HIV/AIDS committee within the organisation.
- A database should be created for planning.
- Sound policy for HIV/AIDS needs to be developed.
- A matrix addressing skills development and succession planning should be agreed to.
- The effective management of employee benefits.
- Ensure that the legal aspects relating to HIV/AIDS have been adhered to.
- The commitment by management to these initiatives needs to be ensured.
- Wellness programmes and initiatives pertaining to prevention should be strongly driven.
- Constant evaluation of the current situation and monitoring.

According to van Wyk (2007), employees are far more receptive to HIV/AIDS programmes if these programmes are proven to be effective and supportive. The employees are more comfortable with getting to know their status if they can be assured that the supporting programme is effective and managed appropriately. According to Werner and DeSimone (2009), the Employee Assistance Programmes that operate within a

company, are there to ensure that employees are motivated to resolve their problems and needs.

Van Wyk (2007) has asserted that there are many forms of assistance that a company can provide with respect to HIV/AIDS, and these can be summarised as:

- Social Workers that are on-site – These workers can discuss the reality of the situation with the associate and their family members to help understand the implications of the HIV/AIDS virus.
- EAP (Employees Assistance Programmes) – In most cases the Employee Assistance Programmes are controlled by an external company, that specialise in counselling. Employees may sometimes be more comfortable with the assistance programmes being run by an external company, as this may be seen as being more confidential than the social workers who are employed within the company.
- Antiretroviral's (ARVs) that are subsidised – There are only a few South African companies that support their employees with Antiretrovirals. Some of these companies are BMW, Anglo American and Sasol. ARVs are administered to employees generally by external companies on behalf of the likes of BMW, to keep the employees healthy.
- Community-based support – It is the company's function to advise the employees of the various resources available in their respective communities. The employees are then free to make the decision to use the company in-house resources or the community-based resources.
- Wellness Programmes – The wellness programmes are directed at general all around healthy practices. This could target areas pertaining to spiritual well-being, physical well-being and even mental well-being. The wellness programmes are there to provide the employee with practical advice and caters for various religious groups and income levels in the company.

2.3.1 Original Equipment Manufacturers and EAPs

There are many Original Equipment Manufacturers (OEMs) that have addressed the issue of HIV/AIDS and have taken constructive steps in ensuring that the workforce is given the support that it needs to survive. Listed below are some of the OEMs and steps that they have taken to assist employees in the fight against HIV/AIDS.

2.3.1.1 General Motors South Africa (GMSA Health and Wellness, 2008)

General Motors South Africa introduced a comprehensive programme in the workplace with the following 3 target areas:

- Prevention – This involved educating employees and raising awareness. Training was part of this programme. Employees could access the forum dealing with awareness directly via company representatives and could also input their ideas in the variety of services available, for possible improvement. The company embarked on Peer Educator Forums with focus concentrated on awareness and education. Articles relating to this were published on a monthly basis in the company newsletter (The Indaba).
- Treatment – Here the employees were made aware of the medication available and nutritional supplements that need to be considered when diagnosed with HIV/AIDS.
- Detection – Employees were made aware of voluntary counselling and testing. GMSA adopted quite a unique approach to the Voluntary Counselling and Testing programme in that yellow t-shirts were handed out to employees who decided to get tested with the statement “I know my status” on the t-shirt. Employees who encouraged a fellow associate to get tested were awarded with a green t-shirt with the statement “Book a buddy”. At the end of December 2007, an impressive 80% of the GMSA workforce had been through the testing and were aware of their status.

GMSA budgets between R500 000 to R1 000 000 annually on wellness programmes and HIV/AIDS initiatives. GMSA adopted the slogan “Touch a Life” in 2008 and this was promoted in workplace and the community.

2.3.1.2 Ford South Africa (AIDC 2009)

The Ford motor plant situated in Port Elizabeth has also associated itself with a strong commitment to promoting awareness and education relating to HIV/AIDS. Ford has developed a comprehensive Wellness Programme that was established with the following focus areas:

- Physical well-being;
- Intellectual well-being;
- Spiritual upliftment;
- Emotional well-being; and
- Environmental and social awareness

The Automotive Industry Development Centre (AIDC) who have joined forces with Ford, have developed workplace programmes across the Ford supply chain to assist employees with HIV/AIDS problems at hand. By the end of 2008, 94% of all Ford employees were tested and knew their status. Ford’s next goal was to achieve 100% by the following year.

2.3.1.3 BMW South Africa (World Economic Forum)

BMW South Africa developed their HIV/AIDS policy in 2000, which was put together by a selected committee with the chair of the programme being the plant manager. The HIV/AIDS initiative was allocated a dedicated individual to champion the project on a full-time basis, with a budget being allocated specifically for the project. The programme was monitored on a monthly basis.

The Voluntary Testing and Counselling programme was made available to all of BMW employees at no charge in dedicated clinics at the workplace.

BMW outlined the following objectives as part of the programme:

- New infection numbers must be reduced
- The workforce must be maintained and sustained at an appropriate productive level.
- The impact of HIV/AIDS must be kept to a minimum with respect to the employees and those people around them.
- The concept of HIV/AIDS advocacy must be promoted to all employees.
- A safe work environment must be ensured and sustained.
- The development of support structures.

BMW has allocated 0.01% of the salary expenses towards the following:

- 10% to Voluntary Testing and Counselling programmes;
- 30% to medical expenditure and wellness programmes;
- 12% to workshops and forums;
- 8% has been allocated to awareness;
- 6% to educating and training;
- 2% to networking programmes with respect to external physicians; and
- 32% HIV/AIDS programmes with respect to external promotions.

The OEMs have structured programmes in place to assist employees in the combat against HIV/AIDS. It is however the smaller companies that do not have the budget or the infrastructure to cater for the wellness programmes.

2.4 Succession Planning

According to Atwood (2007), succession planning is the practice to train individuals for the replacement of employees at various levels of the organisations in all types of organisations. This must not be looked at in isolation, but rather with the organisation's strategic objectives, and being aligned with the goals of the organisation. Atwood (2007) asserts that the fundamental steps of succession planning are as follows:

- The organisation needs to be assessed.
- The target positions need to be identified.
- Competencies for the target positions need to be determined.
- Assessment of the individuals identified for succession planning should be embarked on next.
- The construction of development plans.
- Measurement and monitoring of the individual, followed by report, and then revise.

According to Atwood (2007) there are common core concepts to the most successful succession plans, such as the continued visibility of senior management and maybe even the CEO of the organisation with respect to the start of the succession planning activity and the continual support of the programme. The company's strategic plan must be aligned with the succession planning outline. The succession planning committee need to know the direction that the organisation is heading in, and to ensure that the focus areas of the plan take into consideration any changes to the organisations structure. Another core concept is that the succession plan needs to be kept simple for all to understand. The communication channels are required to be open and employee feedback is vital to the continuous improvement of the succession plan.

According to Rothwell (2010) succession planning should not be a concept on its own. Succession planning needs to be coupled with succession management. Succession management includes the manager interacting with the individuals by coaching them and providing feedback, with the aim to better understand the potential of the individual and to make the individual understand their own potential and limitations.

According to Rothwell (2010), succession planning and management is important to an organisation, as employee morale and loyalty is gained through these initiatives. The survival of the company is directly related to ensuring that the right individual is in the right position at any given time. The promotion of succession planning and management within the organisation also encourages multiculturalism and diversity.

The commitment to the succession planning programmes needs to be implemented from the top down in an organisation. The CEO (Chief Executive officer) is the leader of the succession planning committee and the managers need to take ownership of the plan. The leader must ensure that the managers are awarding the succession planning initiative the importance that it requires. Rothwell (2010) asserts that in the preparation of an employee in the workplace for a promotion, the company is obligated to go further than just the identification of work requirements and performance criteria. There must be company systems in place to identify the gap between what the selected employee is capable of and what the actual requirement of the position is.

2.5 Absenteeism

Absenteeism is a major contributing factor to the productivity and efficiency of an organisation. According to Taylor (2011), the organisations' three most important objectives with respect to benefits are:

- The strict control of costs;
- The retention of its employees; and
- Productivity maximisation.

In order to achieve these objectives the employer needs to first realise and acknowledge that absenteeism is one of the highest contributing factors standing in the path of the above objectives. If the organisation does not have a good tracking system with respect to granting of leave and monitoring of absenteeism, this will result in the possible allocation of excess leave to employees that they were not entitled to. The more time that an employee spends away from their work function, will result directly in the drop of productivity.

Fuerstenberg, Fleury & Connolly (2011) asserted that the employees who are diagnosed with major health-related concerns affect productivity in a negative manner and also results in the organisation spending a large amount of resources on disability-related costs. According to Fuerstenberg et al., (2011), the indirect costs of absenteeism in the workplace can be listed as follows:

- Overtime – Due to absenteeism the time taken to manufacture a certain product will have to be extended to meet the normal production demand.
- Temporary associates – Here casual or temporary workers are employed to cater for the individuals who are absent
- Lost Revenue – The organisation will lose revenue due to the decrease in productivity resulting from absenteeism.
- Customer Satisfaction – The customer will measure the supplier based on just-in-time delivery systems, especially in the manufacturing industry. High levels of absenteeism will result in delivery schedules not being adhered to, and customer satisfaction will be compromised.

Taylor (2011) asserted that the benefits of a successful wellness programme are very difficult to quantify with respect to a monetary value, but it can be expected that the employees who have benefited from these programmes will observe the following:

- Reduced levels of presenteeism – Presenteeism can be described as an unproductive employee at work, owing to bad health.

- A decrease in claims pertaining to disability.
- A decrease in the number of sick leave days
- A decrease in the medical costs.

The rate of absenteeism is not only influenced by the physical well-being of an individual, as the financial well-being is also an important factor to consider. Employers are very aware that increased levels of stress due to financial difficulties can also result in the employee being absent from work. Taylor (2011) asserts that 78% of employers are of the belief that productivity is reduced when an employee is plagued with financial difficulties. In the light of this it is imperative that companies run sound, well designed EAP's in order to ensure that HIV/AIDS afflicted employees are able to be productive and thus remain economically active thereby contributing to their families and of course to their employers. The employees' concentration level is not at its optimum and this can also affect the quality of the products being produced.

The promotion of health with respect to the financial and physical aspect can help with the reduction in absenteeism in the workplace. A well-structured wellness programme will aid in the achievement of reduced absenteeism.

2.6 Quality of Parts Supply

The quality of parts that the company supplies to the customer is a measurable dimension. Customers generally measure the quality of parts through a Parts Per Million (PPM) system. As an example the Customer will provide the Supplier with a target PPM of 20 per annum. This means that only 20 parts per million supplied will be regarded as an acceptable level of rejects or poor quality. According to Mosely & Dessinger (2009), Total Quality Management (TQM) is a comprehensive approach to quality in the workplace. This form of quality management in the workplace involves the participation of every single employee in the organisation, as well as involvement of the suppliers and customers. TQM encompasses the mind-set of continuous improvement. This means that improvements on a small scale must be thought of on a continuous basis.

The quality of parts that are delivered to the customer is reliant on the technology of the equipment that is used to manufacture the parts, the quality of the raw materials in the production of the parts and the training of the employees to use the machinery correctly, and to identify deviation in quality.

2.7 Conclusion

This chapter has presented literature on EAP programmes at motor manufacturers and literature concerning HIV/AIDS in the work place, the effects of loss of skills on industry and the economy and other related themes.

The importance of Employee Wellness/Assistance programmes is vital to securing the future of an organisation. Absenteeism in the organisation can be detrimental to the productivity and efficiency of the company. Absenteeism can result in the company spending large amounts of money on indirect costs like overtime and casual employees. Total Quality Management is an effective tool that organisations are using to ensure the on-going quality of parts supply throughout the supply chain. It is evident that the larger companies have structured policies and programmes in place to assist employees with their health issues. Many of the OEMs have dedicated budgets that have been justified in support of the wellness programmes.

Chapter Three discusses the research methodology employed in this study

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter brought to light the magnitude of the HIV/AIDS epidemic, and has also highlighted the need for further research to be conducted on the effectiveness of HIV/AIDS programmes in the motor industry. The Durban area was the location of choice for this research study due to the number of motor component manufacturers in the area, that support OEMs like Toyota South Africa Manufacturing.

According to Bryman and Bell (2007), it is understood that management research can be understood as being an applied field, due to the fact that it is not only concerned with the understanding of the nature of an organisation, but it also involves problem-solving which is keyed into management practice.

Incisive decision-making is directly related to conducting research which will result in the accurate prediction of an important outcome. Hair, Celsi, Money, Samouel, & Page, (2011) defined business research as a truth-seeking exercise primarily concerned with gathering, analysing, interpreting and then reporting the information, so that sound decision-making can be made effectively. This chapter on Research Methodology focusses on the research methodology that was chosen and the reasoning or logic behind why these methods were employed.

3.2 Research Methodology

Plutchick was cited by Khan (2008) as asserting that the term Research is derived from the terms explore or to go around. Research is in fact a combination of Re + Search. This in actual fact is the repetition of search as a literal translation. In simple terms research is the sifting out of relevant facts, which leads to answers to certain questions, and possible solutions to problems.

According to Kothari (2008), there are a few basic research tools or types. These are briefly described below:

3.2.1 Descriptive Research versus Analytical research:

A basic understanding of Descriptive Research is that it describes the current state of affairs of a situation at that present time. It mostly deals with “what” things are like at a particular time, and not really “why” things are the way that they are (Vaus, 2005). The tools of Descriptive Research will typically include surveys and various types of fact-finding initiatives. Descriptive research can at times be abstract or concrete, depending on what the researcher’s intention to describe is (Vaus, 2005). In Analytical Research, the information is already available to the researcher, and through in-depth study, evaluation and analysis of the data, understanding and explanation of phenomena can be concluded.

3.2.2 Qualitative Research versus Quantitative Research:

Quantitative Research according to Proctor and Capaldi (2006), as cited by Hoy (2010), is an investigation of a scientific nature, including methods such as experiments and other systems that emphasise performance measures and control measures. The methods used in this type of research are mainly questionnaires and structured interviews. The number of people that can participate in this type of research is typically more than Qualitative research; however the contact with the people is of a lesser period. The focus here is primarily on the collection of numerical data and the generalising of observations across groups of people.

Qualitative Research explores the behavioural characteristics coupled with attitudes and experiences, in the attempt to understand the participant’s in-depth opinions and issues. It is noticed that a lesser number of participants engage in Qualitative research as it deals with behaviour, attitudes and experiences.

3.2.3 Conceptual Research versus Empirical research

Conceptual Research is generated with a perspective on an idea or some sort of theory that is behind it, (Khazode 2004).

The conclusions derived from Empirical Research stem from sample observations. This can also be referred to as experimental type of research. This type of research is used to determine if one variable may affect another variable in some way.

3.2.4 Applied Research versus Fundamental Research

Research that is important to solving problems in Social welfare can be categorised as Applied Research. Market Research can be viewed as falling into the category of Applied Research.

Fundamental Research revolves more around a mathematical perspective or relating to some natural phenomenon (Khanzode, 2004).

The research for this study was that of the descriptive type as this research deals with the current state of affairs. The research was of a quantitative nature whereby a questionnaire was uploaded to internet programme Question Pro, for respondents to participate in the research study.

3.3 Aim of the Study

According to Kothari (2008), the main aim of research is to discover the truth which is hidden and which has not as yet been discovered. The aim of this study was to ascertain the effectiveness of HIV/AIDS programmes in the motor industry, from the perspective of the employees that are primarily using these programmes.

3.4 Objectives of the Study

Objectives can be referred to as the goals that are set out at the onset of the research study. The objectives that were drawn up to meet the aim of this study are as presented below:

- To establish the effectiveness of HIV/AIDS programmes from an employee's perspective.
- To establish the level of company's succession planning as a result of loss of skills due to HIV/AIDS.

- To determine who the drivers of HIV/AIDS programmes in an organisation are.

3.5 Ethical Issues

Trevino and Nelson (1999) were cited by Wilson (2010) as asserting that ethics are the norms, principles and standards of conduct concerned with governing a group or an individual. Ethical codes of conduct alone do not necessarily mean ethical behaviour. It includes the involvement of the top management and leadership to enforce and support these codes of conduct to ensure that they are effective.

The data collection process for this research commenced only after the relevant gatekeeper's letter was signed off. Ethical clearance was granted by the University of KwaZulu-Natal Ethics Committee.

The questionnaire contained an informed consent form where the respondents were informed about the reasons of and the nature for the research and that their responses would be treated with the utmost confidentiality. It was explained that participation was voluntary and that they could withdraw at any time without fear of recrimination.

3.6 Constraints

The constraints for this study were:

- The number of employees with access to email / internet facilities.
- The time period for this research study being four months.

3.7 Population and Sampling

3.7.1 Population

A population can be referred to as a "universe" or "target population" and comprises the entire set of individuals to which finding of the research can be inferred from. The

“elements” or “elementary units” are those individual units or members of the “universe” or “target population” whose characteristics are to be analysed (Levy & Lemeshow 2008). The employees of Smiths Manufacturing located in the Pinetown area comprised the target population of this research study. Smiths Manufacturing, supplies automotive components/parts to various Original Equipment Manufacturers nationally and internationally. Some of these companies include Toyota, BMW, Nissan, Landrover, Volkswagen, General Motors and Ford. Smiths Manufacturing was the company selected based on the fact that it is one of the leading suppliers to Toyota South Africa Manufacturing. The turnover, number of components supplied and number of employees were amongst the criteria used when selecting the target company.

3.7.2 Sampling

Khan (2008) defined sampling as the selection of a part of a population or an entirety with the sole intention of collecting the complete information. A sample must reflect the population from which it is taken. One’s research results can be very misleading if an inappropriate and, or incorrect sampling strategy is adopted.

According to Kumar (2011), the objective of sampling design is to minimise the gap between the values obtained from the sample and the values that are prevalent to the study population. Khan (2008) states that the concept of sampling has numerous advantages and these are:

- Reduced cost. Sampling is not costly, as only a portion of a population is focused upon, and expenses incurred in the collection of data and the analysis thereafter, will be far lower than the entire census.
- Saving in time. Collecting data from a sample is far quicker than examining the entire population.
- Good Accuracy. Inspection of data from a sample size is accurate due to the reduced quantity of data as opposed to analysing the entire population’s data which could possibly lead to errors due to physical fatigue.

- Accessibility. There may be instances where data cannot be collected from every single unit of the population.

A census study would have been far too expensive for the purposes of this study, so in light of this, random sampling was chosen for this research. The South African Motor industry comprises of thousands of employees and to get responses from them all would have been a long arduous process, considering that the vast number of employees do not have access to email facilities.

3.8 Research instrument

A questionnaire was used for this research, which is simply a list of relevant questions aligned to the objectives of the research which the respondents were asked to answer voluntarily. The key advantage of the questionnaire which was circulated via email, is that the information gathered could easily be coded.

3.9 Sample

According to Panneerselvam (2004), there are basically two sampling methods which are used in research, and these are:

- Probability sampling
- Non-probability sampling

Probability sampling is said to be free from biases and more rigorous. In this case each unit of the population has a probability of being chosen as a unit of the sample. There are various methods of conducting probability sampling and the probability will vary from method to method (Panneerselvam, 2004).

The probability sampling methods are listed as follows:

- Simple random sampling;
- Systematic sampling;

- Stratified sampling;
- Cluster sampling; and
- Multi-stage sampling

In non-probability sampling, usually every element does not have a chance for inclusion. Non-probability sampling is said to have a lesser chance of producing representative samples when compared to probability sampling.

The non-probability sampling methods are listed as follows:

- Convenience;
- Quota;
- Consecutive; and
- Purposive

For this study, the sampling method of Non-probability of the Convenience type was selected. In Convenience sampling, the most conveniently available individuals at the time of the research are selected. The individuals selected for this study were all associates who had access to the internet and email facilities. Their names were obtained from a company database. This method of sampling was chosen due to the constraints and limitations at the time of research including time, cost and internet and email access of the participants.

The sample population of this research comprised of 125 individuals who are all employees of an automotive component manufacturer. The employees selected had access to email and the internet. The employees making up the population ranged from entry level junior members to director level in the organisation. This type of research can be referred to as cross-sectional research. In cross-sectional research, a wide sampling of individuals of various ages, income levels, educational levels, religious beliefs, and race are selected for the purposes of the research. The total number of respondents to the survey that was emailed out amounted to 30. This data collection process was completed during a collection period of two weeks.

3.10 Data Collection Strategies

A questionnaire was the research instrument of choice. This was emailed to the target population for the purposes of data collection.

3.10.1 Pilot Testing

The measuring instrument was pretested on several employees and other industry employees with the purpose of ensuring that the questionnaire wording was clear and the language was at a suitable level of understanding. The pilot study identified one question as a leading question, it was amended accordingly.

3.10.2 Questionnaire Design

There are various types of questions that can be used for a research study. Some of the more commonly used are the Close-ended (fixed response) and the Open-ended (variable response). There are also the Contingency, Likert scale, Visual analogue scale, Dichotomous or Ipsative scale, Leading questions and Double-barrelled questions.

The questions used in this research were closed-ended. Closed-ended questions have a fixed response and the respondent takes a shorter time to answer. Closed-ended questions make for easy comparison and quantification of the results.

3.10.3 Administration of the Questionnaire

The questionnaire was uploaded to the online research programme called Question Pro. The respondents were contacted via email and asked to voluntarily take part in the research that was conducted through Question Pro. The respondents were informed that by completing the questionnaire, they accepted that their responses would be confidential, and that their response was an informed consent. The email to the respondents detailed the nature and reason for the questionnaire and details on how to access the URL of Question Pro.

The reasons for using email as the mode of administration for the questionnaire are as listed below:

- This option has the lowest cost associated to it.
- The coverage that can be attained using email is vast, without increase in costs.
- Minimum time required for sending out emails.
- Otherwise inaccessible respondents can be contacted.
- The target population all had access to email and were computer literate.

3.11 Reliability

Bajpai (2011) describes reliability as the “tendency of a respondent to respond in the same or similar manner to an identical or near identical question”.

There are three methods that a researcher can adopt to address the issue of reliability and these are:

- Test-retest method – This is used to measure the stability of a questionnaire over time. This is done by administering the same questionnaire to the same respondents at two different times.
- Equivalent form reliability – Here equivalent forms are administered to the respondents at two different times. The structure of both the forms is the same, with the same type of questions, with specific differences.
- Internal consistency reliability – This technique involves the division of the items into equivalent groups, which is based on aspects that are predefined.

The Cronbach’s Alpha reliability check was conducted for this research. According to Bryman and Bell (2007), the Cronbach’s alpha is very commonly used test method check for internal reliability. The alpha coefficient will range between 1 (being a hundred percent

internal reliability) and 0 (meaning that there is no internal reliability). As a general rule of thumb, 0.8 is regarded as an appropriate acceptance level for internal reliability. The score tested for the research of the effectiveness of HIV/AIDS programmes in the motor industry, as depicted in table 3.1, yielded a value of 0.949. This value denotes an acceptable level of internal reliability.

Table 3.1 Cronbach's Alpha

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .949 | 20 |

3.12 Validity

According to Bajpai (2011), validity is the “ability of an instrument to measure what it is designed to measure”.

Jackson (2011) asserts that there are three main types of validity:

- Content validity – this is the degree of measurement of the content of the concept that is being researched.
- Criterion validity – This is the measure of the accuracy of the measuring instrument in predicting behaviour or ability in a given area.
- Construct validity – This considered to be the most important type of validity. This is the extent to which a measuring instrument is accurately measuring the trait or theoretical construct that it was designed to measure.

The validity testing of this study comprised of content validity checks and construct validity using correlation.

3.13 Analysis of the Data

The following process has been followed with respect to the collection and analysis of the data:

- The on-line survey programme “Question Pro” timeously analysed for the number of respondents that answered the survey.
- A reminder email was sent through during the interim of the two weeks collection period to remind respondents of the survey study.
- The data was then collected and exported from Question Pro to SPSS (Statistical Package for Social Sciences), whereby the data was analysed.

A statistical analysis was conducted on the data that had been collected. Basically a statistical analysis uses the scores from the questionnaire at face value and simply treats them as numbers. These numbers are then analysed and effective conclusions drawn from the results.

3.14 Descriptive Statistics

According to Sharma (2011) Descriptive statistics involve the collection, presentation, and characterisation of the data collected by the researcher for the purposes of describing the various features of that data. The methods used for the purposes of descriptive statistics can be graphic methods or numeric methods.

The descriptive statistics that were used during this research study are listed below:

- Frequencies – This is the number of times that a variable could take each of its possible values.
- Percentages – This is basically the ratio of the individuals that participated in the study with respect to the variables. This could as an example is the ratio of

respondents in the above 50 years age group in comparison to the respondents in the age group between 40 to 50 years old.

3.15 Inferential Statistics

Inferential Statistics can be described as the set of procedures that can be used to draw inferences relating to particular population characteristics which are based on the sample results (Sharma 2011).

The inferential statistics that were used during this research study are listed below:

- Correlation – This describes the relationship of two variables relative to each other. It is how strongly the two variables relate to each other. This can be a positive relationship whereby the variables moves in the same direction or negative relationship meaning the opposite direction. No correlation between variables is observed when the r value is zero. The method used in this study will be Pearson's r , which is the linear relationship between two variables.

3.16 Summary

In this chapter the aim and objectives of the research study were described. The research instrument was discussed and the fieldwork process explained as was the statistical methods and techniques that were employed in collecting and analysing the data were discussed. The next chapter contains the presentation and interpretation of the results.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF RESULTS

4.1 Introduction

The chapter focuses on the results of the research conducted at Smiths Manufacturing a first tier supplier in the automotive industry. The results obtained from the questionnaires are presented in this chapter in the form of tables, bars graphs and pie charts.

The data collected from the online questionnaire was coded and captured into SPSS (Statistical Package for Social Sciences). A total of 30 completed questionnaires were received from the sample population of 125 employees. 38 employees started the survey. These were all staff members with access to the internet. This represents a response rate of 30.4%.

The tables and figures pertinent to each question are presented below. Interpretation of the results follows in the final chapter, chapter five.

4.2 Demographics

4.2.1 The Gender of Employees

Employee Gender

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| Valid Male | 24 | 80.0 | 80.0 | 80.0 |
| Female | 6 | 20.0 | 20.0 | 100.0 |
| Total | 30 | 100.0 | 100.0 | |

Table 4.1: Employee Gender

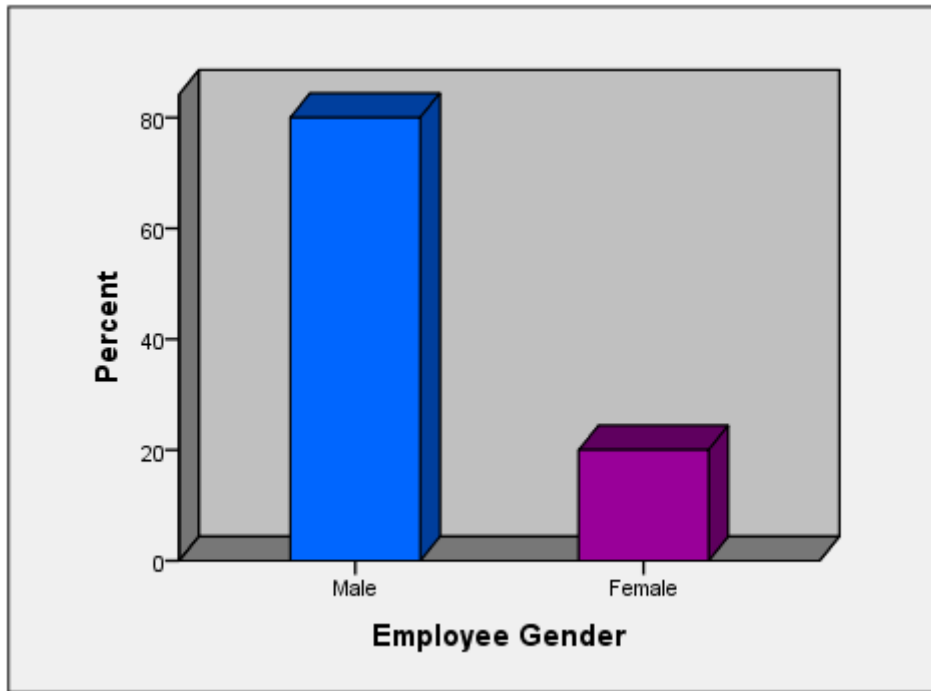


Figure 4.1: Employee Gender

According to figure 4.1 the majority of the respondents in this study were found to be male (80%) compared to female (20%). This is representative of the fact that South Africa is a male dominated society as is the motor industry.

4.2.2 The Race of Employees

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------|-----------|---------|---------------|--------------------|
| Valid African | 3 | 10.0 | 10.0 | 10.0 |
| White | 9 | 30.0 | 30.0 | 40.0 |
| Coloured | 1 | 3.3 | 3.3 | 43.3 |
| Indian | 17 | 56.7 | 56.7 | 100.0 |
| Total | 30 | 100.0 | 100.0 | |

Table 4.2: Employee Race

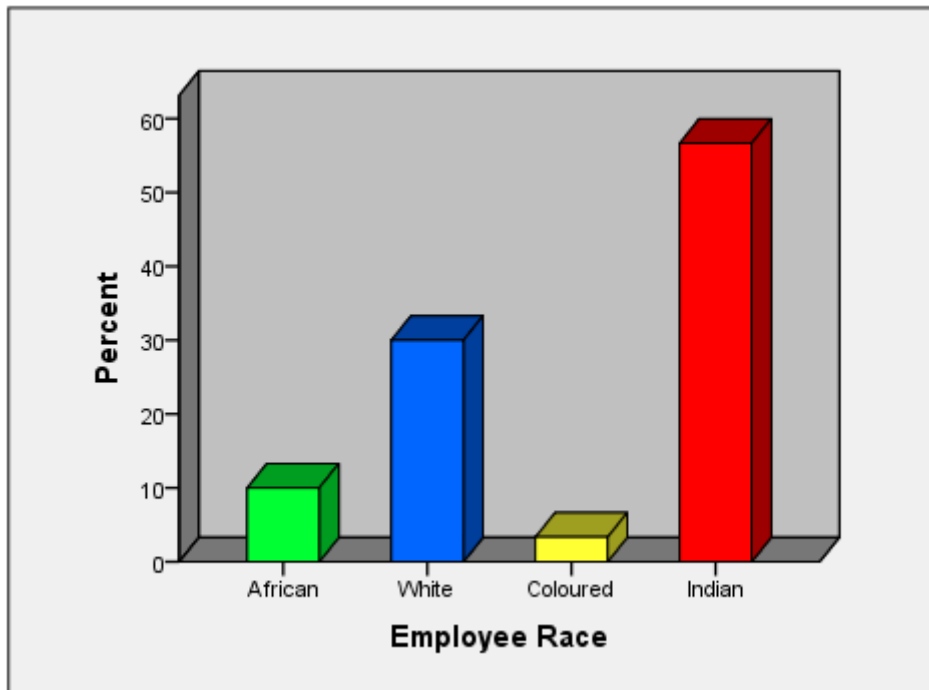


Figure 4.2: Employee Race

Table 4.2 indicates the race groups of respondents. It can be noted that 56.7% of the respondents were Indian, followed by Whites (30%), Blacks (10%) and Coloureds (3.3%). One can observe that the composition does not mirror the demographics of the country and that it tends to reflect the historical, racial lines of the former South Africa.

It is noted that though all respondents of South African heritage are Africans the term African is used here in an exclusive term for people who have no ties to other continents. The races of respondents cannot be relied on as a definite measure of the racial composition of the employees at the organisation, given the small sample size.

4.2.3 Age Categories of Employees

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| Valid 30-39 | 11 | 36.7 | 36.7 | 36.7 |
| 40-49 | 15 | 50.0 | 50.0 | 86.7 |
| 50 + | 4 | 13.3 | 13.3 | 100.0 |
| Total | 30 | 100.0 | 100.0 | |

Table 4.3: Employee Age

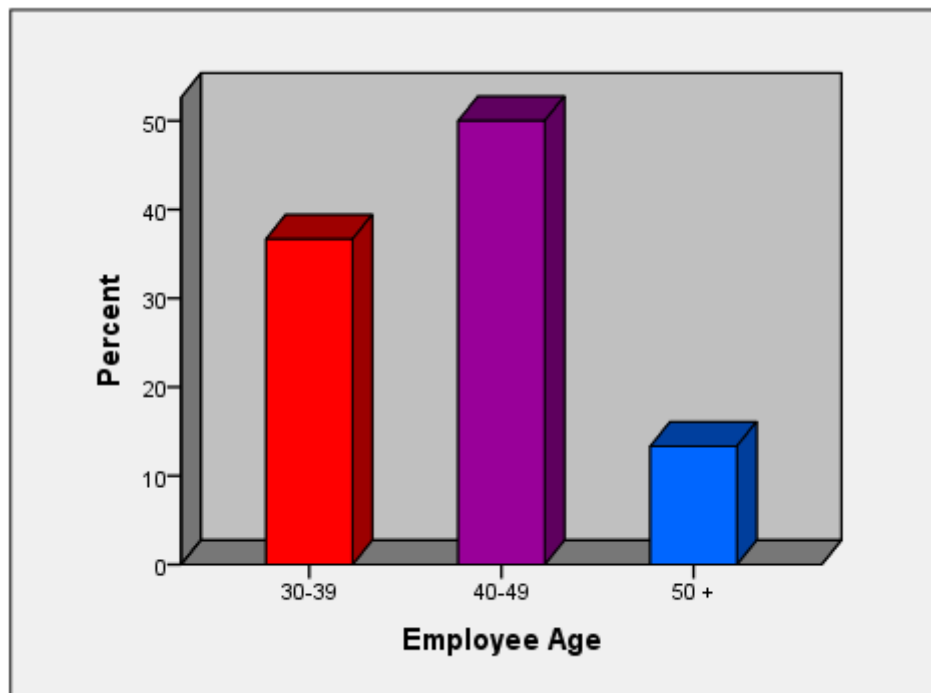


Figure 4.3: Employee Age

Table 4.3 indicates that there is a reasonable spread of experienced employees (aged 50+) and a good range of employees in other categories. The small sample taken into account, this nonetheless indicates good succession probabilities.

4.2.4 Employment Level in the Organisation

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Administration | 13 | 43.3 | 43.3 | 43.3 |
| Supervisory | 4 | 13.3 | 13.3 | 56.7 |
| Management | 12 | 40.0 | 40.0 | 96.7 |
| Senior Management | 1 | 3.3 | 3.3 | 100.0 |
| Total | 30 | 100.0 | 100.0 | |

Table 4.4: Employment Level

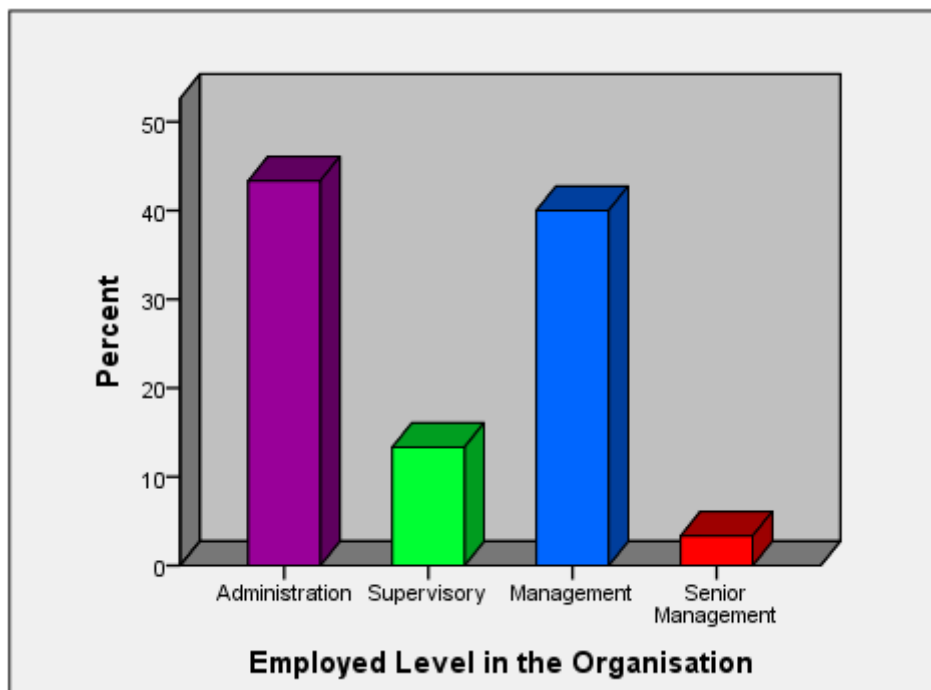


Figure 4.4: Employment Level

Table 4.4 indicates that there was an acceptable spread of respondents over the four categories. This is so, even though only one person from senior management responded. By definition there are fewer people in senior management roles than other posts in organisations.

4.3 Objective One: To Establish the Effectiveness of HIV/AIDS Programmes from an Employee Perspective

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------|-----------|---------|---------------|--------------------|
| Valid Strongly Disagree | 2 | 6.7 | 6.7 | 6.7 |
| Unsure | 1 | 3.3 | 3.3 | 10.0 |
| Agree | 20 | 66.7 | 66.7 | 76.7 |
| Strongly Agree | 7 | 23.3 | 23.3 | 100.0 |
| Total | 30 | 100.0 | 100.0 | |

Table 4.5: HIV/AIDS Policy in the Organisation

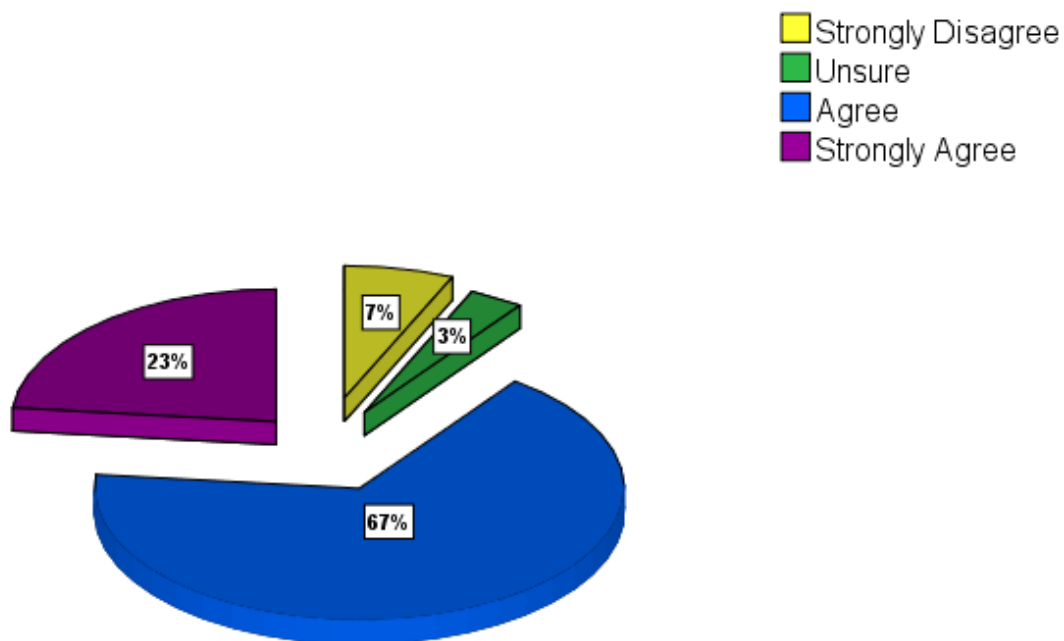


Figure 4.5: HIV/AIDS Policy in the Organisation

Figure 4.5 illustrates that 90% of respondents agree that the organisation has suitable HIV/AIDS programmes in place, and of the 10% that did not agree, 3% were unsure and 7% strongly disagreed. With slightly better communication about its programmes the organisation is likely to reduce the 10% that did not agree.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid Disagree | 5 | 16.7 | 16.7 | 16.7 |
| Unsure | 2 | 6.7 | 6.7 | 23.3 |
| Agree | 18 | 60.0 | 60.0 | 83.3 |
| Strongly Agree | 5 | 16.7 | 16.7 | 100.0 |
| Total | 30 | 100.0 | 100.0 | |

Table 4.6: HIV/AIDS Awareness Information

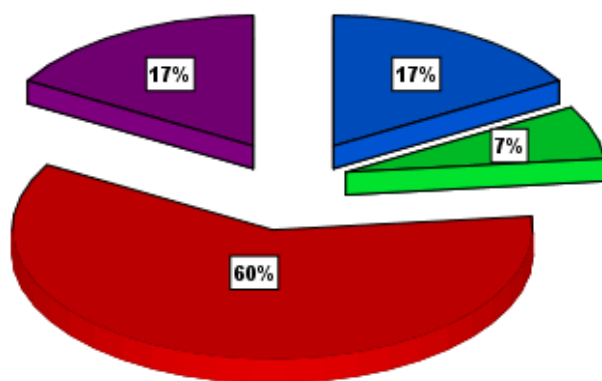


Figure 4.6: HIV/AIDS Awareness Information

Table 4.6 indicates that seven out of 30 respondents did not agree with the statement. To have 24%, fail to agree, that adequate awareness information is available, suggests that more could be done in this regard.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid Disagree | 6 | 20.0 | 20.0 | 20.0 |
| Unsure | 3 | 10.0 | 10.0 | 30.0 |
| Agree | 19 | 63.3 | 63.3 | 93.3 |
| Strongly Agree | 2 | 6.7 | 6.7 | 100.0 |
| Agree | | | | |
| Total | 30 | 100.0 | 100.0 | |

Table 4.7: HIV/AIDS Preventative Measures

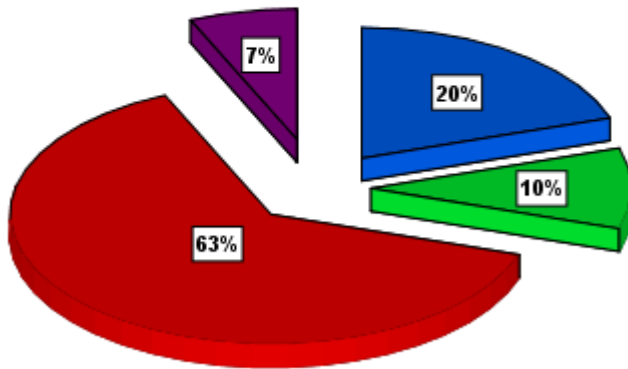


Figure 4.7: HIV/AIDS Preventative Measures

The table 4.7 illustrates that nine out of 30 respondents or 30% failed to agree. Clearly the programme can be improved. There possibly should be more awareness created to propagate the issue of preventative measures. Visual aids displayed in high traffic areas of the company could assist in reducing the figure of 30% of the respondents that did not agree.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid Disagree | 3 | 10.0 | 10.0 | 10.0 |
| Unsure | 10 | 33.3 | 33.3 | 43.3 |
| Agree | 13 | 43.3 | 43.3 | 86.7 |
| Strongly Agree | 4 | 13.3 | 13.3 | 100.0 |
| Agree | | | | |
| Total | 30 | 100.0 | 100.0 | |

Table 4.8: HIV/AIDS Policy in Relevant Languages

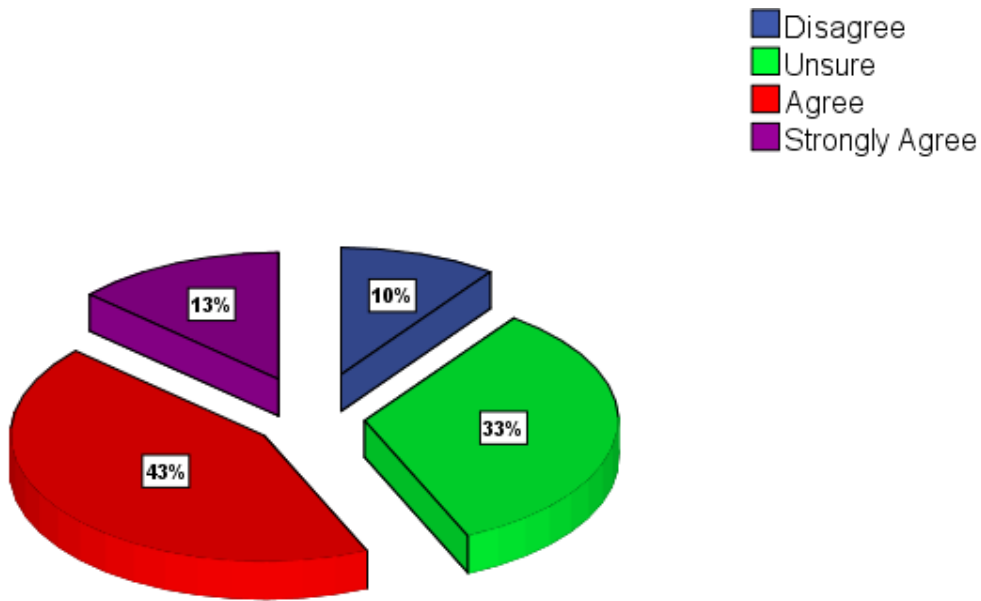


Figure 4.8: HIV/AIDS Policy in Relevant Languages

Figure 4.8 illustrates that 43% of respondents failed to support this statement. Clearly the programme is failing to address the cultural and demographic profiles of the employee base. This is in spite of the fact that almost 57% agree that enough is being done.

4.4 Objective Two: To Establish the Level of Company’s Succession Planning as a result of Loss of Skills due to HIV/AIDS

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------|-----------|---------|---------------|--------------------|
| Valid Strongly Disagree | 1 | 3.3 | 3.3 | 3.3 |
| Disagree | 3 | 10.0 | 10.0 | 13.3 |
| Unsure | 1 | 3.3 | 3.3 | 16.7 |
| Agree | 14 | 46.7 | 46.7 | 63.3 |
| Strongly Agree | 11 | 36.7 | 36.7 | 100.0 |
| Total | 30 | 100.0 | 100.0 | |

Table 4.9: Succession Planning should be Broad-based

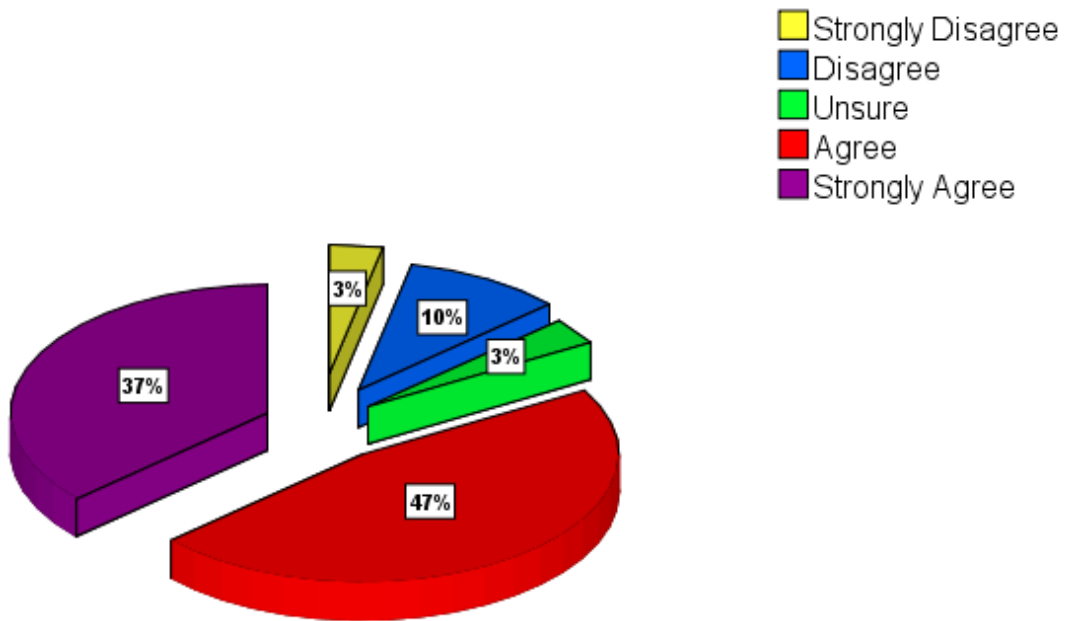


Figure 4.9: Succession Planning should be Broad-based

Five or 17% of respondents disagreed with the view. This is peculiar as a broad-based approach appears to make more sense when dealing with such an important issue as succession. One could speculate that the respondents were thinking that by broad-based all employees needed to be considered instead of those in specialised roles.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------|-----------|---------|---------------|--------------------|
| Valid Strongly Disagree | 1 | 3.3 | 3.3 | 3.3 |
| Disagree | 4 | 13.3 | 13.3 | 16.7 |
| Unsure | 11 | 36.7 | 36.7 | 53.3 |
| Agree | 12 | 40.0 | 40.0 | 93.3 |
| Strongly Agree | 2 | 6.7 | 6.7 | 100.0 |
| Total | 30 | 100.0 | 100.0 | |

Table 4.10: Succession Planning is Part of the Company Strategy

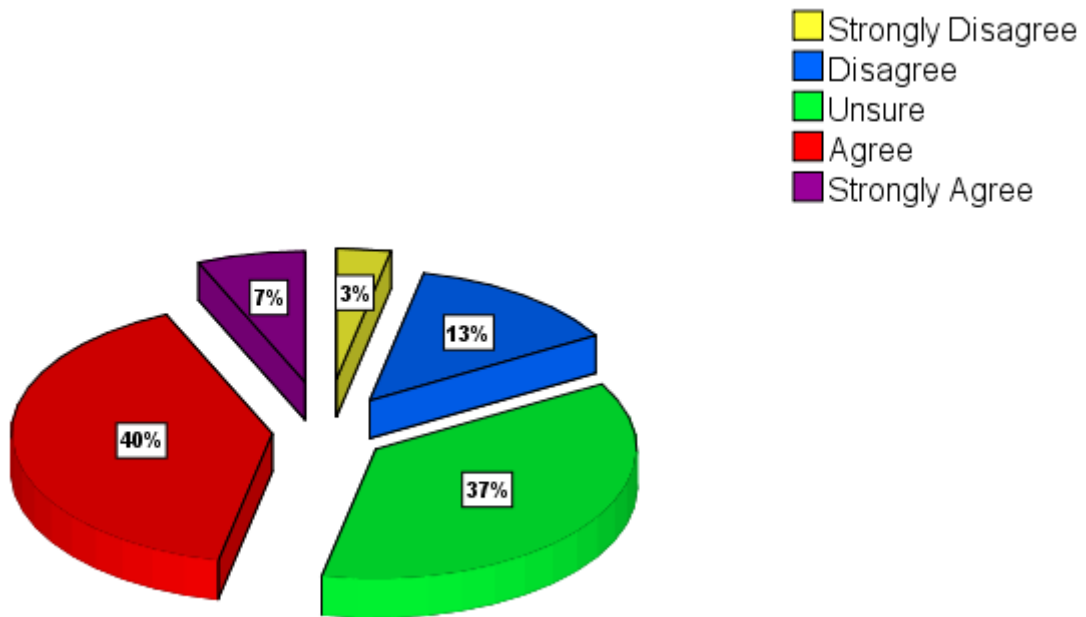


Figure 4.10: Succession Planning is Part of the Company Strategy

Table 4.10 illustrates that only 46.7% of respondents consider this to be important. Given the need for continuity and sound succession planning in any organisation, such findings are surprising. This is particularly so when one considers that the respondents were of a more senior level. The large uncertain percentage (36.7% or 11 respondents) is equally worrying.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------|-----------|---------|---------------|--------------------|
| Valid Strongly Disagree | 1 | 3.3 | 3.3 | 3.3 |
| Disagree | 13 | 43.3 | 43.3 | 46.7 |
| Unsure | 4 | 13.3 | 13.3 | 60.0 |
| Agree | 10 | 33.3 | 33.3 | 93.3 |
| Strongly Agree | 2 | 6.7 | 6.7 | 100.0 |
| Total | 30 | 100.0 | 100.0 | |

Table 4.11: Succession Planning Policies in the Organisation

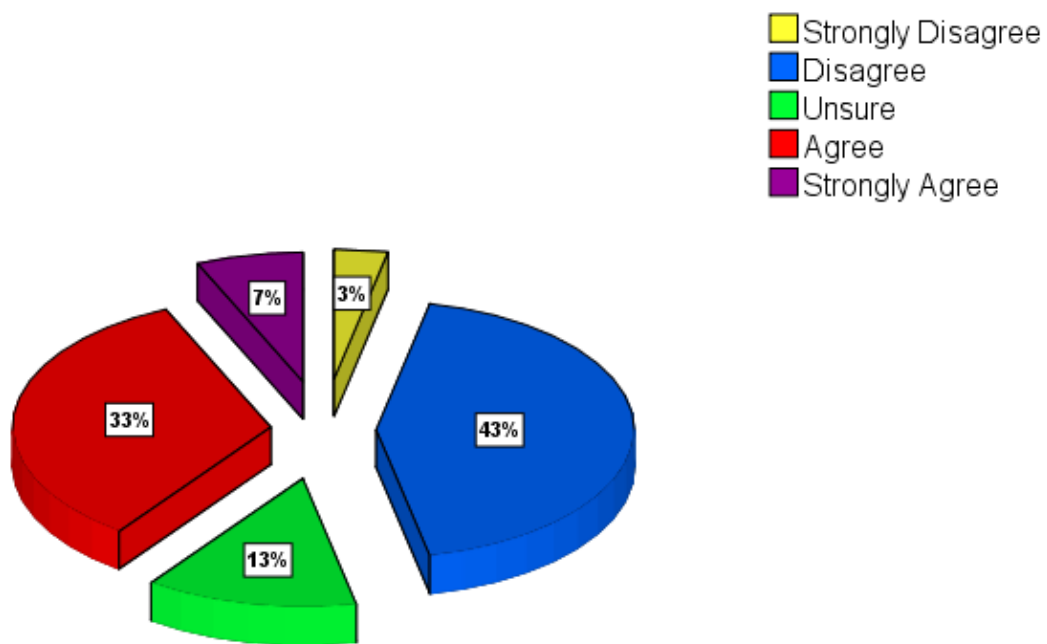


Figure 4.11: Succession Planning Policies in the Organisation

Table 4.11 indicates that 46.7% of employees don't seem to think that succession planning is given adequate thought and attention by top management. Some 40% hold the opposite view and 13.3% are unsure. This is an area that requires attention and better communication to lower levels of management concerning how it is addressed and viewed by top management.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid Unsure | 2 | 6.7 | 6.7 | 6.7 |
| Agree | 18 | 60.0 | 60.0 | 66.7 |
| Strongly Agree | 10 | 33.3 | 33.3 | 100.0 |
| Total | 30 | 100.0 | 100.0 | |

Table 4.12: Succession Planning should be pre-emptive

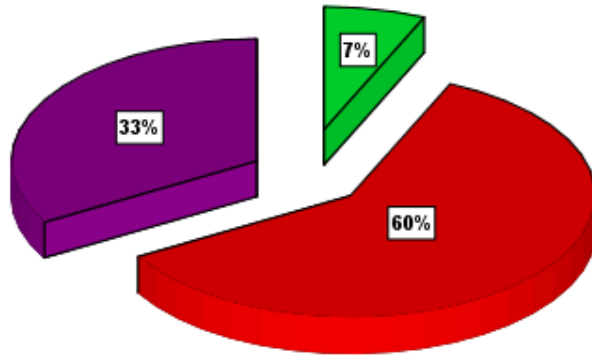
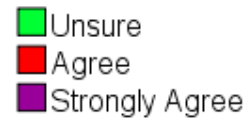


Figure 4.12: Succession Planning should be pre-emptive

The chart above which is figure 4.12 illustrates that there is a clear agreement that management needs to be proactive, and to identify and train people for succession. With 7% disagreeing though it would appear that the majority of employees are aware of the organisation’s succession plans, however the gap of the 7% needs to be reviewed by the company.

4.5 Objective three: To Determine who the Drivers of HIV/AIDS Programmes in an Organisation are.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid Disagree | 5 | 16.7 | 16.7 | 16.7 |
| Unsure | 2 | 6.7 | 6.7 | 23.3 |
| Agree | 18 | 60.0 | 60.0 | 83.3 |
| Strongly Agree | 5 | 16.7 | 16.7 | 100.0 |
| Agree | | | | |
| Total | 30 | 100.0 | 100.0 | |

Table 4.13: Voluntary Testing for HIV/AIDS

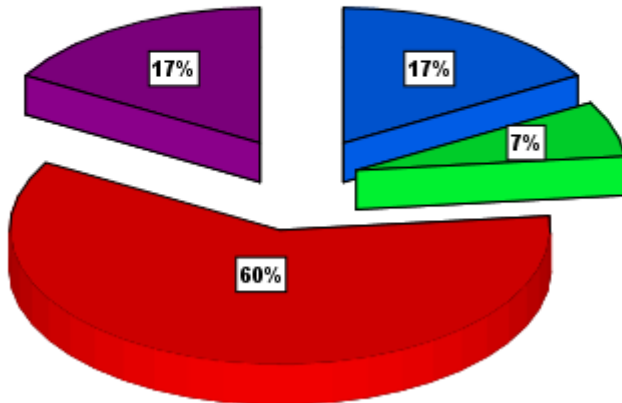
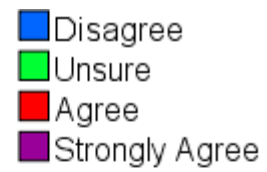


Figure 4.13: Voluntary Testing for HIV/AIDS

The responses, as presented in table 4.13, to this statement indicate that 24% of respondents do not agree with the statement, which suggests that the organisation needs to do more to address this issue.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid Unsure | 6 | 20.0 | 20.0 | 20.0 |
| Agree | 19 | 63.3 | 63.3 | 83.3 |
| Strongly Agree | 5 | 16.7 | 16.7 | 100.0 |
| Agree | | | | |
| Total | 30 | 100.0 | 100.0 | |

Table 4.14: Associates in the Organisation use EAP

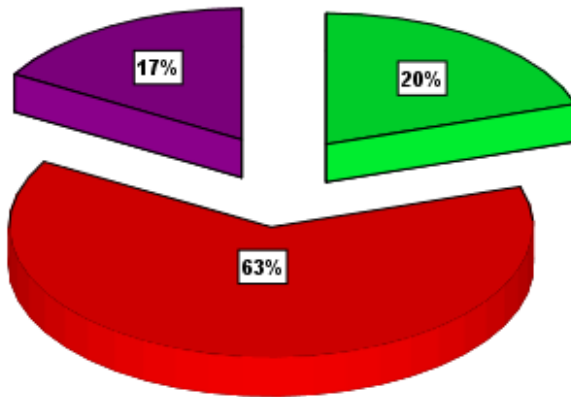
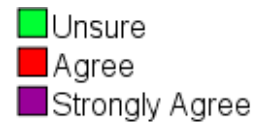


Figure 4.14: Associates in the Organisation use EAP

Figure 4.14 indicates that employees are in agreement that the EAP is available. One could speculate that the 20% that responded as unsure may well have not applied for EAP assistance, hence the response.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid Disagree | 8 | 26.7 | 26.7 | 26.7 |
| Unsure | 9 | 30.0 | 30.0 | 56.7 |
| Agree | 13 | 43.3 | 43.3 | 100.0 |
| Total | 30 | 100.0 | 100.0 | |

Table 4.15: HIV/AIDS Community Outreach Programmes

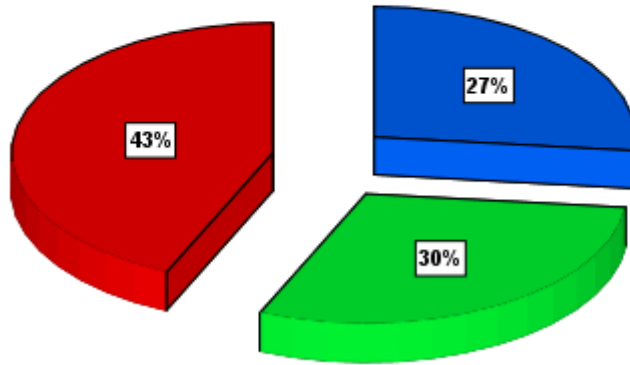


Figure 4.15: HIV/AIDS Community Outreach Programmes

Seventeen respondents or almost 57% of the respondents failed to agree on this item which indicates that the top management needs to pay attention to the matter of such programmes.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid Disagree | 4 | 13.3 | 13.3 | 13.3 |
| Unsure | 16 | 53.3 | 53.3 | 66.7 |
| Agree | 10 | 33.3 | 33.3 | 100.0 |
| Total | 30 | 100.0 | 100.0 | |

Table 4.16: Peer Educators in the Organisation

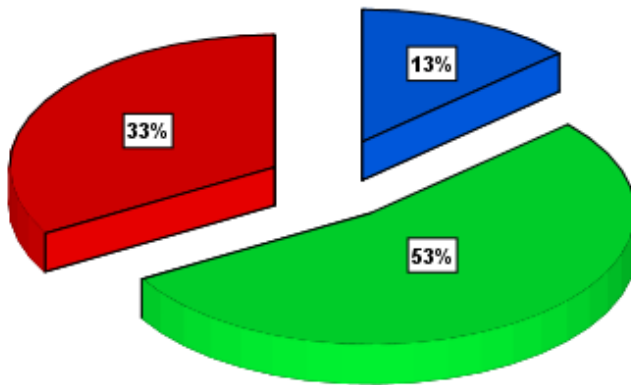


Figure 4.16: Peer Educators in the Organisation

There were 20 respondents (67%) that did not agree, and this indicates that employees hold the view that free conversation on topical matters does not take place. This may be reluctance on the part of employees due to embarrassment and, or fear of lack of confidentiality. For such programmes to be effective greater openness is necessary and management needs to investigate and address such.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid Unsure | 6 | 20.0 | 20.0 | 20.0 |
| Agree | 17 | 56.7 | 56.7 | 76.7 |
| Strongly Agree | 7 | 23.3 | 23.3 | 100.0 |
| Total | 30 | 100.0 | 100.0 | |

Table 4.17: Managerial Input into HIV/AIDS Programmes

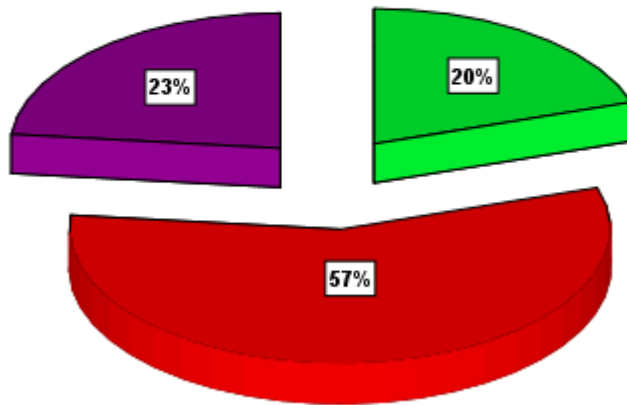
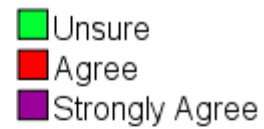


Figure 4.17: Managerial Input into HIV/AIDS Programmes

Figure 4.17 illustrates that 24 of the respondents (80%) agree that management input is essential. None of the respondents disagreed though 20% (6) were unsure.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid Disagree | 10 | 33.3 | 33.3 | 33.3 |
| Unsure | 7 | 23.3 | 23.3 | 56.7 |
| Agree | 12 | 40.0 | 40.0 | 96.7 |
| Strongly Agree | 1 | 3.3 | 3.3 | 100.0 |
| Agree | | | | |
| Total | 30 | 100.0 | 100.0 | |

Table 4.18: Managerial Committee for HIV/AIDS Initiative

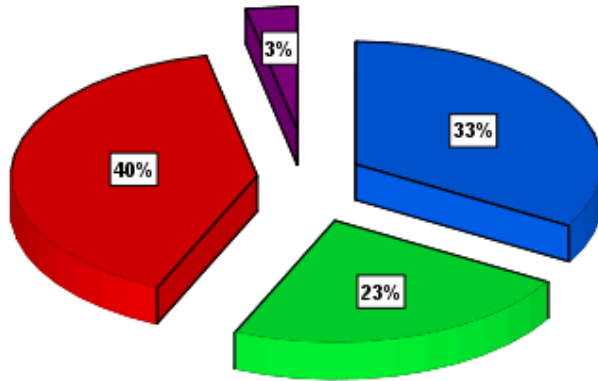
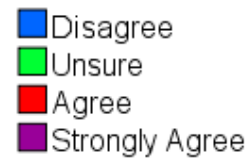


Figure 4.18: Managerial Committee for HIV/AIDS Initiative

According to figure 4.18, fifty seven percent of the respondents failed to agree (17) which is indicative that the employees are not convinced that management are doing enough to convince employees of their championing the HIV/AIDS initiative.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid Disagree | 3 | 10.0 | 10.0 | 10.0 |
| Unsure | 2 | 6.7 | 6.7 | 16.7 |
| Agree | 19 | 63.3 | 63.3 | 80.0 |
| Strongly Agree | 6 | 20.0 | 20.0 | 100.0 |
| Agree | | | | |
| Total | 30 | 100.0 | 100.0 | |

Table 4.19: HIV/AIDS Counselling Programmes and Management

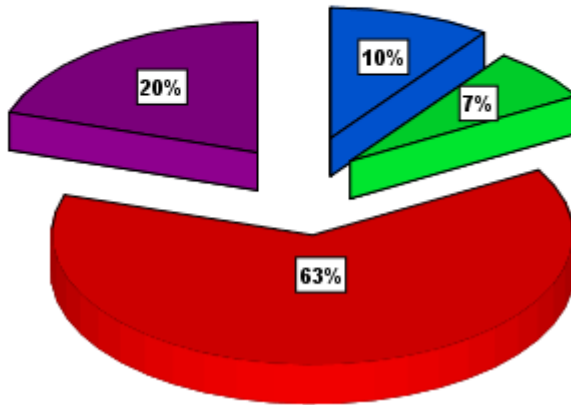
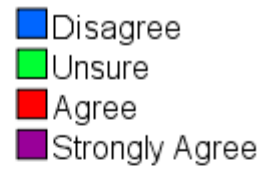


Figure 4.19: HIV/AIDS Counselling Programmes and Management

The above table 4.19 show that employees do not see the need for the programme to be specifically aimed at management. One could speculate that such views are based on the belief that management members are familiar with the programmes and that they have access to adequate sources of information and support.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid Agree | 19 | 63.3 | 63.3 | 63.3 |
| Strongly Agree | 11 | 36.7 | 36.7 | 100.0 |
| Agree | | | | |
| Total | 30 | 100.0 | 100.0 | |

Table 4.20: Drivers of HIV/AIDS Programmes

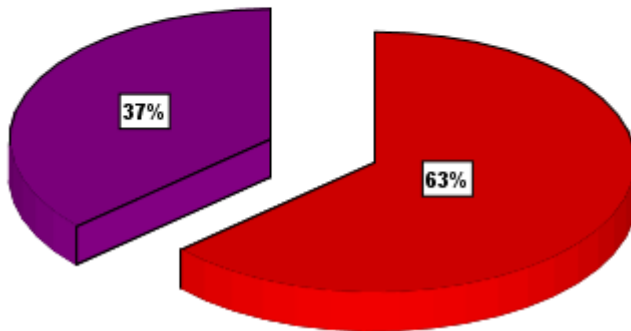
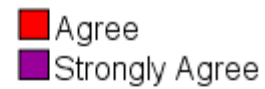


Figure 4.20: Drivers of HIV/AIDS Programmes

Figure 4.20 illustrates a one hundred percent agreement that top management should be the drivers of HIV/AIDS programmes.

4.6 Conclusion

This chapter was based on the findings of the research. Data was collected from the target population through the online programme Question Pro and analysed using the statistical programme SPSS. Some of the more important findings include that HIV/AIDS awareness needs to be promoted more strongly in the organisation. The visual aids to promote the preventative measures relating to HIV/AIDS was also found to be an area that needs improvement within the company. Another salient finding was that management needs to make it more evident to the workers that they are championing the HIV/AIDS initiatives within the company. The research findings illustrate combinations of those who strongly disagree to strongly agree and coupled to those who were uncertain and brief comment has been made in each instance. The next chapter contains the conclusions and recommendations.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the results of the previous chapter, with conclusions drawn and recommendations made, stemming from the analysis of the data. The limitations of the research study are also discussed.

The research study focused on the effectiveness of HIV/AIDS programmes in the Motor Industry in the Durban area. Smiths Manufacturing and Smiths Plastics personnel in the Durban area were the target population for this research study. These two companies are tier 1 and tier 2 suppliers to the motor industry OEMs. The purpose of the study was to evaluate employee perceptions with respect to the effectiveness of the HIV/AIDS programmes, the level of the company's succession planning, and to identify or acknowledge who the drivers of these programmes are in the company.

5.2 Conclusions and Recommendations based on the Fieldwork

5.2.1 Objective One

This objective sought to determine the effectiveness of the HIV/AIDS programmes from an employee perspective.

Findings:

Literature: The literature sources reveal that there many external and internal factors that contribute to an effective HIV/AIDS programme. The Department of Labour has outlined a structure for companies to use as a start to developing successful Employees Assistance / Wellness Programmes. Absenteeism plays a major part in the productivity of an organisation. Fuerstenberg, et al., (2011) asserted that employees with health concerns impact directly on the productivity of an organisation. The company also resorts to spending large sums of money related

to indirect cost associated with absenteeism. An effective HIV/AIDS wellness programme will combat the effects of absenteeism. Low absenteeism results in productivity levels being healthy.

Fieldwork: The majority of the respondents supported and acknowledged that there is an HIV/AIDS policy in place. There is also large number of respondents that were unhappy with the level of awareness of the HIV/AIDS programmes and the fact that visibility of the preventative measures was not effective enough. It is evident that the HIV/AIDS company policy is not posted in the relevant languages pertaining to the employees of the company.

Conclusion: There needs to be more attention awarded to the demographic makeup of the employees with respect to HIV/AIDS programmes. It is vitally important for information such as preventative measures and support functions to be understood by all employees of all races and nationalities in the organisation.

Recommendation: Management needs to review the level of awareness of the HIV/AIDS programmes and the level of visibility of the preventative measures. There needs to be more focus on these areas paying particular attention to maybe high people traffic areas where maximum visibility of preventative measures can be observed. The HIV/AIDS company policies need to be made available in all languages aligned with the demographics of the organisation. Management should conduct a study to ascertain the various languages and levels of understanding of the most common languages.

5.2.2 Objective Two

This objective addressed the issue of the level of succession planning in the organisation with respect to the loss of skills resulting from HIV/AIDS.

Findings:

Literature: The literature supports the fact that succession planning is important in any organisation to ensure that certain skill sets are maintained within the organisation. The quality of parts that are being supplied to the customer is very

important, as the customer measures the supplier based on PPM (Parts per Million). Training of employees is essential to ensure that understanding of quality concepts is carried through to the production floor and the manufacturing and supply of parts to the customer.

Fieldwork: A large percentage of the respondents surprisingly did not consider succession planning to be a vital part of the organisations strategy to counteract the potential losses arising from HIV/AIDS, yet an equally large percentage were of the opinion that the succession planning policies and structures were inadequate in the organisation.

Conclusion: The importance of succession planning needs to be understood by all levels in the organisation. There seems to be a gap in understanding the importance of succession planning. The workforce needs to acknowledge that the continuation and retention of skill is imperative to the success of a company. Succession planning structures and policies are found to be a weak area in the organisation. Succession planning needs to be an on-going process, and not only implemented when the potential loss of an employee is anticipated.

Recommendation: Management need to focus on succession planning strategies. One strategy could be to train employees in other areas of the production floor during quiet or slow periods of production. This could also assist during periods of absenteeism, whereby one product may be more critical to supply than another. Here the cross trained employee could stand in for the absent associate.

5.2.3 Objective Three

This objective was aimed at identifying the drivers of the HIV/AIDS programmes in the organisation.

Findings:

Literature: The literature supports the view that the management structures of the organisation are responsible for driving through the HIV/AIDS initiatives to the employees. They are the custodians of these programmes and allude to the point

that the employees input should be taken into consideration with respect to the construct of these programmes.

Fieldwork: The majority of the respondents were in agreement that the employees make use of the EAP programmes being provided by the organisation. There is overwhelming support of the idea that managerial input into these HIV/AIDS programmes is a necessity to the success of these initiatives. There is agreement amongst the respondents that the community outreach programmes are inadequate.

Conclusion: EAP programmes are acknowledged by the staff. The associates however do not speak freely and willingly to the peer educators. The stigma associated with being observed communicating with a peer educator is preventing the free flow of open communication. The community outreach programmes is an important aspect in combating the effects of HIV/AIDS from a macroeconomic perspective. The awareness, understanding and participation with respect to these programmes are an area that needs attention. Managerial input into the organisations HIV/AIDS programmes is fundamental with respect to the success of these initiatives. The champions of these initiatives are the management structures.

Recommendation: Community outreach programmes need to be encouraged and promoted. This should be catered for in the organisation's annual budget. Management need to constantly educate the workforce on the importance of these community initiatives and the impact that positive programmes have on the economic outlook of the country as well as the benefits of staff teambuilding during these activities.

5.3 Limitations of this Study

The limitations of the study are listed below for the reason of further research that can possibly be conducted for a better understanding of the research study. The limitations encountered are listed below:

- The questionnaire that was used in this study was web-based, using the programme Question Pro. This limited the study to the sector of the population with access to

the internet. As a result a large section of the population, being the factory workers, were not able to participate in this research study.

- The time frame of four months to complete this study was very short, and this impacted on the sample size and sample population being very limited.
- The first tier supplier to the OEM was the target population for this research. The second tier and third tier suppliers have been omitted due to the time constraints.
- The area of focus for this study was limited to Durban. There are many other OEM's in South Africa that are primarily based in the Eastern Cape. These include GMSA, VWSA, and MBSA. BMW and Nissan are also located in the Pretoria area all of which have not been included in this research.
- The design of the questionnaire was such that it only incorporated closed-ended questions. This type of questionnaire design limits the feedback from the respondents in terms of suggestions.
- This study pertained purely to the automotive industry. There are various other types of industry that also require effective HIV/AIDS programmes to retain and sustain a skilled work force.
- A convenience sample was used due mainly to the fact of ease of accessibility of data being obtained. This method chosen ties in with the time constraint limitation. It is known that the convenience sample is the least reliable sampling technique.

5.4 Recommendations for Further Research

The limitations and findings that were identified in this study will pave the way for further research to be conducted. The recommendations for further research are as listed below:

- Probability sampling methods should be adopted for further research into this field. The findings of the study using this technique are more reliable and can be inferred to a greater sized population of the target industry with higher confidence.
- The time allocated for the research into HIV/AIDS programmes in the Motor Industry should be far lengthier than the time that was used for this research.
- The custodians of the HIV/AIDS programmes and the succession planning initiatives are mostly confined to the management structures of an organisation. There should be more involvement and input of the workers to the structures of these programmes, as ultimately the workforce are the largest users of these programmes.

5.5 Conclusion

There have been many limitations identified in this research study, and many issues have been identified that require attention and intervention. Recommendations have been made based on the findings of the research. The recommendations are made to the management and employees of the organisation to consider. Acknowledging and acting on the recommendations will assist in the long term sustainability of the company.

A useful starting point has also been established with the finding of this study. This can be used for further research especially taking into consideration companies that were not considered due to the geographic limitations. Companies apart from the motor industry can use the results and recommendations of this study when considering improvement activities for their HIV/AIDS programmes and succession planning initiatives.

This was a small scale research study, and as a result of that, those who opt to introduce the recommendations need to do so in the knowledge that there is a chance that they will not achieve optimal results. To counter this, recommendations need to be implemented with care and monitored, so that, should the desired results not be achieved, the recommendation/s can be adjusted.

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Appendix I

Questionnaire

MBA Research Survey Informed Consent

Researcher: Devan Pillay (073 944 4440)

Supervisor: Alec Bozas(082 3344 477)

Research Office: Ms P Ximba (031-2603587)

[Please keep scrolling to the bottom of this page]

Dear Respondent,

I, Devan Pillay, am a MBA student, at the Graduate School of Business and Leadership, of the University of Kwazulu Natal. You are invited to participate in a research project entitled: Effectiveness of HIV/AIDS Programmes in the Motor Industry in Durban. The aim of this study is to:

1. Establish the effectiveness of HIV/AIDS programmes from an employee perspective.
2. Establish the level of company's succession planning as a result of loss of skills due to HIV/AIDS.
3. Ascertain who the drivers of HIV/AIDS programmes in an organisation are.

Through your input into the research questionnaire, I hope to understand the current effectiveness of the HIV/AIDS programmes in the Motor Industry.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain

from participating in this survey. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The survey should take you about 10 minutes to complete. I hope you will take the time to complete this survey.

If you agree to the above and want to proceed to the questionnaire, please select the I AGREE checkbox and then click on CONTINUE, alternatively to opt out of the questionnaire, please select the EXIT SURVEY link on the top right corner of the screen.

Sincerely

Devan Pillay

Date: 03/05/2012

1. Gender

1. Male
2. Female

2. Race

1. African
2. White
3. Coloured
4. Indian

3. Age

1. 20-29
2. 30-39
3. 40-49
4. 50 and over

4. I am employed at the following level in the organisation

1. Administration
2. Supervisory
3. Management
4. Senior Management

5. The organisation has an HIV/AIDS policy in place

1. Strongly Disagree
2. Disagree
3. Unsure
4. Agree
5. Strongly Agree

6. HIV/AIDS awareness information sharing is promoted regularly.

1. Strongly Disagree
2. Disagree
3. Unsure
4. Agree
5. Strongly Agree

7. HIV/AIDS preventative measures have a high degree of visibility in the organisation.

1. Strongly Disagree
2. Disagree
3. Unsure
4. Agree
5. Strongly Agree

8. HIV/AIDS company policy is posted in relevant languages

1. Strongly Disagree
2. Disagree
3. Unsure
4. Agree
5. Strongly Agree

9. Succession planning should be broad-based rather than “important positions only” in the organisation.

1. Strongly Disagree
2. Disagree
3. Unsure
4. Agree
5. Strongly Agree

10. Succession planning is part of the company's strategy to counteract the potential losses arising from HIV/AIDS

1. Strongly Disagree
2. Disagree
3. Unsure
4. Agree
5. Strongly Agree

11. Succession planning policies are adequate in the organisation

1. Strongly Disagree
2. Disagree
3. Unsure
4. Agree
5. Strongly Agree

12. Succession planning should be pre-emptive and not only implemented upon knowledge of potential loss of an employee

1. Strongly Disagree
2. Disagree
3. Unsure
4. Agree
5. Strongly Agree

13. Associates in the organisation are voluntarily tested for HIV/AIDS regularly

1. Strongly Disagree
2. Disagree
3. Unsure
4. Agree
5. Strongly Agree

14. Associates in the organisation use the EAP (Employee Assistance Programmes) available to them

1. Strongly Disagree
2. Disagree
3. Unsure
4. Agree
5. Strongly Agree

15. Associates are aware and participate in HIV/AIDS community outreach programmes

1. Strongly Disagree
2. Disagree
3. Unsure
4. Agree
5. Strongly Agree

16. Associates speak freely and willingly to Peer Educators in the organisation

1. Strongly Disagree
2. Disagree
3. Unsure
4. Agree
5. Strongly Agree

17. Managerial input in the organisations HIV/AIDS programmes is a key success point

1. Strongly Disagree
2. Disagree
3. Unsure
4. Agree
5. Strongly Agree

18. There is clear evidence of a managerial committee championing the HIV/AIDS initiative in the organisation

1. Strongly Disagree
2. Disagree
3. Unsure
4. Agree
5. Strongly Agree

19. HIV/AIDS training /counselling programmes should fundamentally be rolled out to management as a first step in the organisation

1. Strongly Disagree
2. Disagree
3. Unsure
4. Agree
5. Strongly Agree

20. HIV/AIDS programmes should be driven from top management to the sub structures

1. Strongly Disagree
2. Disagree
3. Unsure
4. Agree
5. Strongly Agree

Appendix II



Registration No: 1980/007370/07
ISO TS 16949:2009
BR#20002781
ISO 14001:2004
File No. A8874
OHSAS 18001:2007
BR#20002783

10 Pineside Road, New Germany, 3610
P.O. Box 181 Pinetown 3600
KwaZulu Natal, South Africa

24 October 2011

Mr Devan Pillay

Per Hand

Dear Devan

Web site: <http://www.smiths.co.za>
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Facsimile: (031) 719-4222 - IBMS / Exports
(031) 719-4444 - Finance
(031) 719-4241 - Managing Director
(031) 719-4033 - Commercial
(031) 719-4033 - Manufacturing

**PERMISSION TO CONDUCT RESEARCH AS PART OF REQUIREMENTS OF THE MBA DEGREE,
UNIVERSITY OF KWAZULU-NATAL**

I refer to your request dated 5th September 2011 (copy attached hereto) and hereby confirm our acceptance of the above, in line with our discussion and agreement that this information be deemed strictly confidential.

Period of survey to be embargoed is one year.

Furthermore that Smiths be provided with a copy of you dissertation upon completion, for our records.

Regards

A handwritten signature in blue ink, appearing to read "K Lello", is written over a horizontal line.

**K LELLO
MANAGING DIRECTOR**

Appendix III



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Westville Campus
Private Bag x54001
DURBAN, 4000
Tel No: +27 31 260 8350
Fax No: +27 31 260 4609
snymanm@ukzn.ac.za

16 November 2011

Mr D Pillay (941323414)
Graduate School of Business

Dear Mr Pillay

PROTOCOL REFERENCE NUMBER: HSS/1176/011M
PROJECT TITLE: Effectiveness of HIV/AIDS Programmes in the Motor Industry in Durban

In response to your application dated 16 September 2011, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.
PLEASE NOTE: Research data should be securely stored in the school/department for a period of 5 years.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

.....
Professor Steven Collings (Chair)
HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE

cc. Supervisor – Mr Alec Bozas
cc. Mrs C Haddon