

**A PERCEPTION BASED AUDIT OF THE EMPLOYMENT
EQUITY ACT 55/1998, AN ORGANISATIONAL SURVEY
CONDUCTED ON THE STAFF OF THE NATAL SHARKS**

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By

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DECLARATION

I declare that this dissertation is my own work. It is being submitted for the degree of Master of Business Administration at the University of Natal, South Africa. It was never submitted for any other degree or examination in any other University.

All the references used or quoted have been acknowledged by means of referencing.



Dorothy E.B. Tusi



Date

DEDICATION

This dissertation is dedicated to my late parents, Mr Bangani Betty & Mrs Manase Mirriam Tusi, as a symbol of thanking them for having raised me to be the woman I am today and my daughters Zamangwe and Nontando as an encouragement that if I can do it they can do it too and even better. I dare you my girls.

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My family, for being so understanding and supportive during this testing time.

Lastly, myself, for this greatest achievement.

EXECUTIVE SUMMARY

THE AIMS OF THE STUDY

The aims of the study were to determine if unfair discrimination in employment is being eliminated; to establish if a diverse workforce representative of the population is in the process of being achieved, and to find out if economic development and efficiency in the workplace is being promoted.

ORGANISATIONAL SURVEY METHOD

The study made use of the organizational survey research method. Organizational surveys are powerful in: identification of opportunities for improvement, reality check, determining if a strategy is outdated and needs to change, measurement of performance improvements, changing mind-set of management, where necessary, increasing the commitment of people in the organization. The sample consisted of 166 participants. These participants comprised of 110 employees described as Crew Members and 56 employees described as Officers. All races were represented within the sample. In a population of 166 staff members at Natal Sharks Board, a sample of forty (40) participants was randomly

selected. The sample was further subdivided into 20 Crew members and 20 Officers. The former 20 participants (Crew) were interviewed through medium of IsiZulu because most of them could not read or write. The latter 20 participants (Officers) were given questionnaires to fill-in. These questionnaires were in English. All 20 participants are competent English-speakers and could read and write. Data gathering took three weeks to complete. Collected data was analysed through quantitative and qualitative methods.

THE RESULTS

The results and the findings of the study were presented according to the aims of the study. The findings according to aim number one, that is, to determine if unfair discrimination in employment is being eliminated; show that there is a change to eliminate discrimination at Sharks Board. The second aim, that is, to establish if a diverse workforce representative of the population is in the process of being achieved; show that there is a change in the diversity of the workforce. The last aim of the study, that is, to find out if economic development and efficiency in the workplace is being promoted at Sharks Board; shows that this process has began.

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CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND OF THE STUDY

In 1998, the South African Parliament passed the Employment Equity Act 55/98 (the Act), which came into effect in 1999. It did so to fulfill a Constitutional mandate to prohibit discrimination in the workplace and promote Affirmative Action. The Employment Equity Act was one of a number of statutes to eradicate the legacy of apartheid in our country and in our workplaces.

At the opening address by the Minister of Labour, at the launch of the Employment Equity Registry, on 2 October 2000, the Minister expressed his disappointment with the number of employers who reported and the level of compliance. Only 60% of all employers who should have reported did report and after the reports were analysed, the results were not good, especially in the senior management occupational categories, as no significant progress had been made from the baseline survey done two years ago.

The Employment Equity Executive Summary (2001), issued by the Minister stated that as of 31 March 2001, a total of 12 980 employers

reported to the registry, covering over three million workers. The executive summary revealed that when combining all levels of management and professional employment, Africans held 27.3% of all jobs, Coloureds over 5%, Indians almost 5.5% and Whites 62%. Female representation was the lowest in the top management level but highest in professionally qualified occupational level. Women represented 38% of total employment and were clearly underrepresented in all job categories. Workers with disabilities were around 1% in all occupational levels including top management and the lowest representation was in the skilled technical level, at around 0.8%. In conclusion, the report showed that the implementation of Employment Equity legislation in South Africa was a steady process. Just as the activists from the developing world are angry that even after the 14th World Aids Conference, not enough has been done to stem the tide of death and the disease, the same holds true on the Employment Equity Act, as not much progress has taken place to achieve expected results. Just as people living with HIV/AIDS are angry that visions and words have not benefited them, the previously disadvantaged workers are angry that the Act has not yet benefited them.

The Employment Equity Act has implementation phases. Natal Sharks Board has satisfied phase one of the Act by seeking and obtaining

commitment from the Board, Executives and management. Phase two is about information gathering. Step one of this phase is about internal analysis while step two is about external analysis and both these steps were covered in the September 2000 Audit, done by the London Business School Team consisting of six students. Their findings have helped me in understanding the Organisation and their recommendations are being implemented.

Step three of phase two is about attitudes and perceptions survey. This study is about this step. By way of questionnaires and face to face interviews, it has audited perceptions of staff to Employment Equity with a view to understand current perceptions, beliefs and attitudes within the organization and the results will enable Natal Sharks Board management to identify those processes that will promote Employment Equity as well as those that will undermine it.

1.2 MOTIVATION FOR THE STUDY

One of the greatest orations of the 20th century, the June 1964 historic speech made by Mr Nelson Mandela before he was sentenced to life imprisonment on Robben Island – wherein he said, “...I have fought against white domination and I have fought against black domination,

I have cherished the ideal of a democratic and free society in which all persons will live together in harmony and with equal opportunities...”

Sunday Tribune, 11 February 2001 and the opening Address by Mr M M S Mdladlana, the Minister of Labour, at the launch of the Employment Equity Registry on 2 October 2000, wherein he reminded us of the journey that we have traveled in arriving at a very important point in the journey to achieve Employment Equity in South Africa. He reminded us of the journey which started in the bowels of the apartheid mine, factory and farm – from the labour bureau which when giving all black workers passes – “the dompass” – also gave them stamps. If your pass was stamped with “5”, you were destined to the life of a mine-worker, if it had “6”, your future was in the hands of a farmer. Thousands of workers spent hours in long queues desperate for a stamp that read; 10(1)(b), which meant that one could stay and work in an urban center and could possibly begin the long struggle to have a job and career of one’s choice. It was at this launch that the Minister of Labour reported that approximately 3 000 employers had reported on their Employment Equity plans. This represented about 60% of the estimated number of employers who should have reported. The thought of the 40% of employers who did not report i.e. who were not even prepared to take that simple little step with us in our journey to Employment Equity, coupled with the need for an audit to measure the Natal Sharks Board’s staff perceptions of the implemented

Employment Equity Act, motivated this study. The results will enable Natal Sharks Board management to identify those processes that will promote Employment Equity as well as those that will undermine it. The value of this audit will further provide a scientific database for the improvement of organizational functioning relating to:

- Change readiness,
- Participation of all stakeholders,
- Degree of consensus on organizational values,
- Management skills to facilitate employment equity,
- Equalizing opportunities,
- Equal application of rules and regulations,
- Identification and elimination of informal discrimination,
- Level of company assistance in education, training, social projects and community links,
- Non-discriminatory recruitment, and promotions,
- Training and development et cetera relating to Affirmative Action and Employment Equity.

1.3 PURPOSE OF THE STUDY

If research were limited simply to gathering so-called facts, scientific knowledge could not advance. “There is no genuine progress in scientific insight through accumulating empirical facts without hypotheses or anticipation of nature. Without some guiding idea we do not know what facts to gather. Without something to prove, we cannot determine what is relevant and what is irrelevant”. Cohen (1956).

It is for this reason that conjectural statements of the relation between variables in a declarative sentence form are built. These help direct investigation, in that:

- ◆ Relations stated by hypotheses can be tested,
- ◆ They advance scientific knowledge by helping the investigator to confirm or disconfirm theory,
- ◆ They direct inquiry, thus important bridges between theory and empirical inquiry.

1.4 AIMS OF THE STUDY

- 1.4.1 To determine if unfair discrimination in employment is being eliminated.
- 1.4.2 To establish if a diverse workforce representative of the population is in the process of being achieved.
- 1.4.3 To find out if economic development and efficiency in the workplace is being promoted.

1.5 HYPOTHESES

- 1.5.1 unfair discrimination in employment is being eliminated.
- 1.5.2 Diverse workforce, representative of the population is being achieved.
- 1.5.3 Economic development and efficiency in the workplace is being achieved.

1.6 SIGNIFICANCE OF THE STUDY

After the Nationalist Party's intransigence of 40 years, it is now generally recognized that South Africa is a society caught up in the latter phase of transition and transformation, and nothing can alter it. No distortions of reform have been capable of reversing historic, social

and economic forces that are already shaping the nature of the South African society to come. South Africa is a legally nonracial society in which the Government contains a Black majority. One is reminded of Ian Smith, Ex-Prime Minister of the then Rhodesia who stated that there would not be a black majority Government in a thousand years, and later revised that to state that it would not occur within his life time.

There is a certain sense of tragic humour in the fact that the then State President, P W Botha, shortly before his demise, also stated that there would be no Black majority rule in his life time. At the time, it should be noted that, he was somewhat older than Ian Smith had been when he made his naïve remark. His successor, F W de Klerk, recognized the inevitability of change, and instead of raging against it, he decided to row with the tide. This is an important distinction. He did not create the tide, but he was astute enough to recognize it.

It is a fundamental qualification that a strong and meaningful Bill of Rights be associated with an equally firm constitutional requirement for steps to be taken to eradicate the inequalities created by apartheid, indicating that Affirmative Action should be integral to the process of extending human rights to all South Africans. According to Norris (1996:26), most South African organizations are still dominated by a

Eurocentric male ethos and this kind of atmosphere can be intimidating and even hostile to those who are not white males.

In the USA, Affirmative Action was promulgated at the end of the 1960's as an answer to racial discrimination observed in companies and institutions. In Canada, the Employment Equity Act and Federal Contractors programme promulgated in 1986 were drafted in similar ways to the American Affirmative Action Programme.

According to Fleury (1998), these acts were aimed at achieving a broad scope not only by improving the numerical representation through recruiting but also by promoting fairer employment systems and trying to influence the discriminatory cultural patterns existing in organizations. In South Africa, the promulgation of Employment Equity Act on 12 October 1998 represented a significant step towards transforming the demographic profile of the SA Labour Market. According to Wolmarans (1997), Employment Equity is aimed at the eradication of any kind, in hiring, promoting, training, pay benefits and retrenchments. Carell et al (1997:53), argues that organizations must recognize the business necessity of having a diverse workforce and tapping into the potential of that workforce. Martins (2000:29), summarises Affirmative Action as a temporary intervention to achieve equal opportunities and to eliminate disparities between diverse employees. Preferential treatment is utilized to level the playing field.

The focus is on previously disadvantaged groups. Employment Equity as granting equal access into a company, merit is a criteria when appointing or promoting. Providing equal access for all people on the basis of merit, ability and potential, Martins (2000).

Our perception of the world serves as the basis of our actions. If our perceptions of what is expected of us are consistent with the actual expectations of the organization, then this is likely to result in effective performance. If on the other hand, our perceptions are distorted then the outcome is likely to result in inappropriate behaviour and ineffective performance. (Arnold & Feldman, 1986:34). Back at home, have the initiatives achieved their objectives? Has the Employment Equity Act provided for employment equity and matters incidental thereto? This study aims to provide a formal audit of perceptions of Employment Equity Act at the Natal Sharks Board and correct any unfounded perceptions.

The entire world and all of its institutions are going through major changes in rules and operations in the form of:

- The changing nature of governance and the distribution of power,
- The changing rights and responsibilities in political, social and economic institutions.

“Implementing change in organisational governance cannot be linked to a Sunday afternoon drive in the countryside. It requires the long-term dedication, endurance and skill of racing a car at the Roof of Africa rally. The route is long and tortuous, and requires the constant hands-on attention and skills of dedicated teams of people so that the car is able to compete effectively and complete the course”, Mastrantioris (1995). Nankervis et al (1996:142), listed the trends imperative in the management of diverse people as quality, information technology, communication, change, and the learning organization and customer satisfaction.

The Natal Sharks Board has never had a Human Resources Function. In acknowledging that their employees were among their most important assets and needed to be treated accordingly, created a Human Resources Function. As the first Human Resources Executive Officer for the Natal Sharks Board, it became necessary that this study was undertaken, as creating an environment where employees can effectively contribute is one of my primary tasks. Employees are the key resources within any organization. When they contribute to their highest potential, using their skills and experience to the full, the beneficiary organization has at its disposal, the most powerful, creative, innovative asset known to mankind. Even the most progressive approach to work balance will fail without strong commitment

from management and an environment that supports it, thus this study audits the environment at the Natal Sharks Board, to see if it supports the Employment Equity Act. Changes in the conditions within the Natal Sharks Board, discussed under organizational survey, further necessitated this study.

1.7 LIMITATIONS OF THE STUDY

While questionnaires avoided judging staff on the basis of a few isolated observations, which could show uncharacteristic behaviour patterns, it is likely that face-to-face interviews allowed for probing thus took a lot of time. But in the absence of an economical method, interviews – the only available tool adaptable to individual situations, had to be conducted.

1.8 DEFINITION OF CONCEPTS

AFFIRMATIVE PROCUREMENT POLICY means a procurement policy, which uses procurement as an instrument of social policy in South Africa to affirm the changed environment, government's socio-economic objectives and the principles of the Reconstruction and Development Programme.

BLACK PEOPLE is a generic term, which means Africans, Coloureds and Indians.

CREW means unskilled employees holding positions, which require relatively low levels of knowledge and experience. They perform mostly simple and routine tasks involving physical effort.

DESIGNATED GROUPS means black people, women and people with disabilities.

EMPLOYMENT EQUITY ACT means the Act 55/1998.

NATAL SHARKS BOARD is a provincial statutory body, established in terms of the Ordinance No.10 of 1964, as amended, with the primary purpose of approving, controlling and initiating measures for safeguarding bathers against shark attack.

OFFICERS means middle and top management, excluding executives, professionally qualified or skilled and experienced specialists whose main task is to execute interpretive decisions.

PERCEPTION means human's ability to process, interpret and attribute meaning to the information received via the sensory system.

1.9 ORGANIZATION OF THE STUDY

The chapters in this study are as follows:

Chapter one

Chapter one is the introductory chapter that presents the problem to be investigated, the aims of the study and the hypotheses that will guide this study.

Chapter two

Chapter two deals with relevant theories and previous studies on a perception based audit of the Employment Equity Act 55/1998. The literature has been sought on journal articles for studies in South Africa and other countries.

Chapter three

Chapter three deals with research methods used in this study and the research design, research instruments and their administration as well as their analysis.

Chapter four

Chapter four presents the results as well as their analysis. The results are consistently presented in the form of tables and figures followed by discussion.

Chapter five and six

These chapters discuss the findings of the study as well as conclusions and recommendations respectively.

1.10 CONCLUSION

This chapter has indicated clearly the critical questions that will lead data gathering through the process in chapter three. The aims and hypotheses of the study are clearly indicated as well as the manner in which they are measurable. The problem of perception based audit of the Employment Equity Act 55/1998 among the Natal Sharks Board entity, has been clearly indicated as a challenge that needed an investigation as proposed in this study. Such an investigation will not only be beneficial to an entity like the Sharks Board, but also to similar provincial public entities in KwaZulu Natal and around South Africa.

CHAPTER TWO : LITERATURE REVIEW

2.1 INTRODUCTION

Equity is such a challenge to the wider society, especially in South Africa that it has over the years influenced the employment sector. The introduction of the Employment Equity Act (55 of 1998), was meant to address this situation, which seems undesirable to all South African employees. Webber (1991), concurred with this by pointing out that it was of crucial importance for people to learn from history. The history in the employment sector such as the one that existed among South African organization needed to be addressed in a manner that ensured equity. Webber stated that history was part of a society's attempt to structure a self-image and to communicate a common identity. Furthermore no community, be it within an organization or in a wider society can exist as a community without references. For instance, in a modern nation these common references come from history. Thus, this section will examine what has been described in this study as Employment Equity. This has been previously known as Affirmative Action, Black Empowerment or Advancement. Lastly, this research addresses the gap, silence and/ or weaknesses that exist in the knowledge base.

Adam et al. (1997), in their analysis of businesses in the post-apartheid South Africa, found that the vast inequities in South African society were structured along racial lines and arose primarily because of uneven development that stemmed from the previous Government's apartheid regime. The policies of Apartheid emphasized separate and preferential treatment of certain racial groups. Similar findings to those by Adam et al. (1997), were recorded by Eberhad and van Horen, (1996), who found that there were vast inequities in South African organizations structured along uneven development that stemmed from the previous Government's policies. This study made recommendations that there was a need for strategic interventions by the State, primarily on the basis of promoting social equity. Leonard's study (1990), on the effects of Affirmative Action regulations on Employment Equity in the United States indicated that, significant gains were made in the sphere of both male and female Black employment through contract compliance. This study did not find evidence on the relationship between Affirmative Action and decline in productivity within organizations that effectively implemented employment equity (Leonard 1990). Such a relationship between Affirmative Action Policy and productivity decline was not shown in Johnson's study

(1990) conducted in the United States. The democratic government in South African has started strategies that address the need for strategic intervention in the economy. These interventions are primarily aimed at ensuring a thriving, growing and competitive economy, in global terms. The concept of social equity in the South African context cannot be viewed merely within the human rights perspective. It needs to be viewed also in business perspectives.

2.2 THE EMPLOYMENT EQUITY ACT

The purpose of affirmative change is clearly to reposition South African organizations for the inevitable competition, which is inevitable upon re-entry into the global market. This situation is unavoidable, due to the fact that South Africa would have to empower its people, upgrade the total workforce and also reflect representation in its organizations; in so far as demographic profiles and consumer demands are concerned. Simplistic approaches to Affirmative Action issues would not tackle the underlying problems, which have given rise to the current anomalies. South Africa could no longer run away from the inevitabilities of change, especially in business. South Africans had to deal with the unfolding scenario with a commitment, which

would draw fully on their history but also that of other nations that had had to tread a similar path of transformation. This had to be done with enormous conviction if South Africans were to meet the challenges ahead.

2.3 THE PURPOSE OF THE EMPLOYMENT EQUITY ACT

The purpose of the Act is to:-

- Eliminate unfair discrimination through promoting equal opportunities and fair treatment in employment;
- Implement Affirmative Action through ensuring equitable representation of designated groups in all occupational categories and levels in the workforce and;
- Determine income differentials through progressively reducing disproportionate income differentials.

Section 15(1) of the Affirmative Action Act specifies that Affirmative Action measures were designed to ensure that suitably qualified people from designated groups have equal employment opportunities; and are equitably represented in all occupational

categories and levels in the workforce of a designated employer. Although the wording of Section 20(5) is open to different interpretations, it is submitted that the intention of that section is to prescribe that unfair discrimination on the grounds of a person's lack of relevant experience is unlawful. In other words, not all discrimination is unfair, and there may be instances (for instance, commercial airline pilot) where a lack of relevant experience may be a barrier to employment. It is suggested that what is intended is that where a person has the capacity to acquire, within a reasonable time, the ability to do the job, the lack of previous relevant experience should not normally be a barrier to employment. What constitutes a "reasonable time"; would be determined by the job in question. As with probationary periods, the period is likely to vary from anything from 0 to 6 months, depending on the complexity of the job in question. The requirement does pose a challenge to recruiters as to how to assess a person's ability to acquire skills, particularly in view of the limitation on the use of psychometric testing.

The Affirmative Action Act further provides detailed processes to be followed in the implementation process. These include setting the vision, gathering initial information, conducting analysis, commencing consultation, assigning a responsible manager,

preparing a plan, dealing with disputes, implementation and monitoring and lastly, submitting reports. Making Employment Equity to work in practice represents a major challenge in South African organizations since our designated groups represent the majority, and a significant proportion of the population. While the implementation of the Act has been a major milestone, it has been a learning process for all stakeholders involved thus its provisions have yet to become a reality.

Table 1 : Implementation Processes

DEVELOPING THE VISION		GATHERING INITIAL INFORMATION		CONDUCTING ANALYSIS
Obtaining buy in and Communicating the vision	⇒	Unfair discrimination audit Prescribed audit form Establish existing demographics and identify employment barriers	⇒	For both unfair discrimination and affirmative action and consult further



2.4 THEORETICAL PERSPECTIVES ON EMPLOYMENT EQUITY

In employment sector, the under-representation of previously disadvantaged people, such as women, seems an inherently ambiguous slogan with a number of layers of meaning. In the 1990's many African countries have witnessed dramatic political changes, which have included the adoption of systems of democracy. Women can only have an influence when they have the numbers. A gender analysis of the composition of the Executives reveals particular trends regarding the participation of woman. The Constitutional change has opened up opportunities for women to mobilise around representation in its broadest sense. A small progress in the proportion of women Executives is being achieved.

An extract from the Employment Law (1998), reads as follows about the Employment Equity Bill: "The Bill as it stands will not in itself force employers to choose unqualified people; but the inherent logic of Affirmative Action is to create a preferential bias towards the beneficiaries. From an economic perspective, this is fine as long as those groups can yield suitable and committed personnel. But given South Africa's apartheid inheritance, it will

take a long time before it is possible to alter present work place demographics to reflect those of the population without sacrificing the productivity upon which any economy ultimately depends. If employers rush the process out of conviction or fear, the entire country will be the loser". There is no indication in the Act as to for how long it will apply, or that some kind of means will be used to ensure that individual beneficiaries are themselves disadvantaged. Without such time limit or tests, the Act could well promote a new kind of race-and-gender based aristocracy. So even if a demographic form of equity is justifiable at the moment to undo the effects of the past, it must be approached with caution".

The Congress Of South African Trade Union (COSATU) argued that the implementation of Employment Equity Act (EEA) has to consider that there are acute "diseconomies" associated with the lingering inequality in the labour market. In the context of South Africa where the majority has been excluded by discriminatory practices, this means that a substantial portion of the productive population is under utilized. This also means that the level of participation is skewed in favour of the minority, albeit with the negligible participation of sections of the previously oppressed and exploited. The minority market is also too narrow to provide a basis for expanded economic growth. This ultimately undermines

economic development. Employment Equity is, therefore, not only a moral imperative but also a precondition for sustainable reconstruction and development of our society. The above-mentioned inequalities will not disappear on their own accord. To redress these imbalances require not only to out law discrimination, but also implementation of conscious programmes designed to achieve broader representation in the workforce, that is, Affirmative Action.”

Westcott (1998), argues that when a cleaner in one of South Africa’s big companies is paid R1 800-00 per month, the Chief Executive Officer will probably earn over R50 000-00, a ratio of about 28:1. When the new Employment Equity Bill becomes law, government may sink its list once again into the belly of corporate South Africa by wrestling the ratio down to just twelve. A ratio of 28:1 is nothing in relation to Western economies. In Britain, for example, the average ratio between the highest and lowest paid in a company has increased from 10:1 in 1980 to 22:1 in 1990 and over 40:1 over the past few years. In the United States of America, it exceeds 200:1.”

It seems as if organised labour sees it differently. The intentions of the African National Congress (ANC) are verbalized by Sachs

(1994:7), as follows: “Employment Equity requires that special steps be taken to search for and encourage talented persons in all communities, develop their skills and promote their advancement. The objective is to take the profile of the surrounding community. This does not require the lowering of standards. In South Africa (SA) we have enough white male up there without adding black female as well. On the contrary, being able to draw on a wider pool of candidates and removing the shield against competition which then existed, could improve quality.” Jeffrey and Schonteich (1998), argued that SA’s wage gap was a legacy of cheap labour, repressive policies applied to black workers and their denial of formal skills and education. Given that there are more than 3 000 employees in a large company, a huge across-the-board pay rise would distort a company’s cost structure, quickly putting it out of business. Cuts in executive pay are equally implausible as they would escalate the brain drain.”

The Financial Mail Edition published in February 1998 highlighted a series of letters between Saki Macozoma of the ANC (at that time CEO of Transnet) and Tony Leon of the Democratic Party, debating the whole issue of Affirmative Action. Set-out hereunder are some extracts from the letters:

Tony Leon “We believe these ideals are under enormous threat because of the ANC’s insistence on implementing a race based transformation programme based on a narrow foundation of legislated demographics representation. In the main, the beneficiaries of this programme are those well connected to the ANC and those who already enjoy the advantage of middle class income and opportunities. The losers are undoubtedly the poor who today are less likely to get a job or matric qualification than they were 5 years ago.”

Macozoma “Through the rich history of transformation, the non racial ethic has been omnipresent - and hotly debated in particular epochs. Transformation and non-racialism are historically inextricable in the political thought of the ANC. Today’s policies, including the imperative to make all society’s institutions representative, link transformation and non-racialism inextricably. Society is transformed in order to make it non-racial. In doing so we want to eliminate race determination privilege, which makes the relative starting points of individuals in society equal.”

Tony Leon “The most important debate in SA Politics is about how to achieve two goals. Redressing the inequalities of the past, and ensuring sustainable growth and development in the future.

The two steps must be taken together. It is immoral and impractical to address racial imbalances by taking steps that will again entrench race as the central determinant of life changes in SA. Our alternative vision is the creation of an opportunity society in which the pursuit of happiness is made possible through ever expanding opportunities for all.”

Macozoma “I must address, however, your contention about the concept of representation which is based on three flaws. The first of race overriding all other factors is a figment of your imagination. Any Affirmative Action tilt that is used must conform to the Labour Law and the constitution. The second one of latching onto one demographic criterion is also false. Anyone who has dealt with succession planning knows that all other factors have to be taken into account. The third flawed assumption of ignoring education, individual merit, choice and application is the greatest distance from the truth and reality”.

Papers delivered at a workshop held in Durban on 18 August 1992 at the Durban City Hall, entitled Perspectives on Affirmative Action, by various political parties and trade unions supported that before we fully explored the question of targets, timetables, and Affirmative Action in the narrow sense, we had to install good

government as we did not want to Bantustanise South Africa, but rather to South Africanise the Bantustans and, indeed, to South Africanise all of South Africa.

While international instruments like the International Labour Organisation (ILO) make specific allowance for measures to enhance the chances of those who have suffered under past discrimination, their adoption by our government has not deterred critics from citing racist political considerations as the reason behind the Act. Ramphele, writes that the discussion on the Employment Equity Bill, as it then was, has become an argument over the re-racialisation of South Africa – instead of focusing on the potential expansion of the human resources base distorted by prejudicial employment policies over the years. Ramphele’s argument, simply, is that this Act will force employers to find the hidden talent in their Black, Coloured and Indian staff as employers are forced to search among those groups for potential rather than proven success.

Sono (1998), argued that racism was the driving force behind the new Act. He compared section 16(b) of the new Act with section 77 of the scrapped Industrial Conciliation Act of 1956. Both compelled a “designated employer” to profile his or her workplace within each occupational category and level to determine the

under-representation of designated groups. Sono stated that in this legislation there is no opportunity for equitable employment practises but the “rebirth of the Population Register” and advocacy of laissez-faire economic principles as an alternative to create a space for entrepreneurs to make money and create employment.

Similarly, Nolutshungu (1998), pointed some of the practical difficulties faced by implementers of this law. The DP has articulated some of the difficulties he foresees. The empowerment of the masses, which is the supposed goal of such legislation will ring hollow in townships and informal settlements across South Africa. The new elite will, he said, simply use such law to entrench their recently acquired status. The true beneficiaries of such law, Nolutshungu (1998) argues, are the elite who benefit from possessing both quality education and the right skin colour. He further argued that the Act preys on white guilt by coercing leaders of industry to endorse any legislation government produces because, as handmaidens of the Apartheid regime, they owe it to the country to take responsibility for redress.

The South African Institute of Race Relation (SAIRR), further criticises the legislation, firstly on the basis that the reverse racism promoted by the Act will lead to economic stagnation and a

deepening of existing racial prejudices on both sides of the Great Divide. The SAIRR also criticises the wide and prescriptive power of both the Labour Ministry and its Department through the creation of a “super CEO” for business (the Labour Inspectors). Lastly the Institute’s response to the Bill, as it then was, warned that there existed a threat that USA judicial precedent may cloud our court’s interpretation of the Act. Jeffrey and Schonteich (1998), argued that “If the pursuit of Employment Equity is regarded as a remedy to compensate for the discrimination of the past, there should come a time when the remedial purpose has been met and the special measures envisaged can be terminated. By contrast, if the purpose of seeking employment equity is to promote diversity in the workplace, this goal could become an abiding one in the pursuit of which special measures may be retained without time limit.”

Brassey (1998), warned that the twin purposes, utility and redress, for the enactment of this kind and type of legislation are often mistaken for each other. For instance, it makes sense to hire a black man to sell insurance in Soweto, but that is not redress. We should be careful that the search for equality between the races and sexes is not an exercise in tokenism. van Wyk (1998:33), advanced conjecture based claims and counter claims that supporters of

Affirmative Action argued that such programmes would result in benefits to Affirmative Action greater than the costs of implementing such policies, while opponents argued the opposite. van Wyk (1998:34), further listed common objection to Affirmative Action as:-

- Affirmative Action will be permanent.
- Affirmative Action helps the wrong people.
- Affirmative Action will lead to inefficiency and a lowering of standards.
- Affirmative Action stigmatises its beneficiaries.
- Affirmative Action causes rather than cures racism.
- Affirmative Action is reverse discrimination and
- Affirmative Action is ineffective.

A fair summary of econometric studies of the effect of Affirmative Action programmes on some variables could be that, internationally, Affirmative Action yields qualified positive consequences, disappointingly less than anticipated.

Istraelstam (1998:41), listed factors which complicate the implementation of Affirmative Action as:-

- The difficulties attached to adhering to the Employment Equity legislation.

- Management Prerogative.
- Perceived victimisation of non Affirmative Action population groups.

He further listed challenging factors, which render Affirmative Action implementation a complex process as:-

- ◆ Scarcity of skills.
- ◆ Erosion of standards and economic viability.
- ◆ Insufficient job opportunities.
- ◆ Haste and
- ◆ Conflicting approaches to Affirmative Action.

One of the most significant pieces of legislation to confront leaders and managers at all levels within South Africa organisations is the Employment Equity Act No.55 of 1998. Whatever the views of political parties and individuals, the reality is that South African organisations will be required to comply with this legislation.

In essence, to implement Employment Equity initiatives, an organisational environment must be created, developed and sustained in which all employees with their similarities and differences can contribute to the strategic and competitive advantage of the organisation.

It is believed that the extent of the implementation by employers could ultimately be categorised under these three main headings:-

- A minimalist approach where employers are required by law and/or their employees to implement the Act;
- A stated commitment to Employment Equity but no sustained implementation, resulting in a minimalist approach in the end where in addition to the statutory requirements, employers believe it is fair and just to implement the Act, but do not translate these views into action and
- A strategic, sustained implementation within business goals where in addition to the statutory requirements and it being considered fair and just, employers will be implementing the Act as they believe it will contribute to the growth and profitability of the organisation.

As a nation, we are facing a real challenge here of moving away from being No.42 in the 1996 Global Competitiveness Report, to hopefully getting back, at-least, to No.10 where we were in 1960.

Race will always be a touchy issue, especially in a polarised country like South Africa. To be labelled a racist is to be an automatic loser in any argument, to lose any credibility that one

might previously have possessed. On the face of it, Employment Equity is explicitly racist. Alternatives have been mooted by many different NGO's but to reverse the wrongs of the past by turning the very tools against their erstwhile beneficiaries remains the easiest. This is the path the legislature has chosen to tread.

2.5 PREVIOUS STUDIES ON THE EMPLOYMENT EQUITY

The historic processes that have given rise to the current unfolding processes needed to be understood particularly well by those capable of influencing change. Our brief history is ignored at the peril of not catering adequately for the influence that the past and the present will be exerting for generations to come. The South African situation has been shaped by a history in which both the White and Black populations have experienced extraordinary changes and dynamics that have forged the nature of societal development and conflict that we are experiencing today.

A review of literature reveals a wide range of views on the subject of Employment Equity. There is some disagreement on what constitutes Affirmative Action and to whom it should apply, with

possibly the only point of agreement being that not enough progress has occurred. Ramphele (1993), who advanced discussions revolving around Affirmative Action, which were very frustrating questioned who was being affirmed and for what reasons. Consequently, she preferred to consider a model of equity with Affirmative Action strategies to achieve the agreed equity model. "You won't have whites affirming blacks or men affirming women; you will rather find South Africans working together to establish a more equitable society. In this way, everybody has something to gain from it and levels of resistance will be at least reduced."

In the mid-eighties black advancement was the term on the lips of every Human Resources Practitioner and many Chief Executive Officers. Organisations went to extensive lengths to determine the supposedly best way of promoting black people into more visible managerial positions, with some of the larger companies appointing special task committees to research and submit recommendations for policy. Some policies referred to equal opportunity practices, others to equalising employment opportunities, while yet others were brave enough to incorporate the term "affirmative" into their strategies. Needless to say, the research involved in determining the best strategy and the

implementation thereof were done at considerable expense. Nonetheless, what most of these policies had in common is that they failed. Indeed they failed to such an extent that there were less black people in positions of real authority some three or four years after the introduction of the policies than before. Yet again in the mid nineties, we saw a major revival of this issue, this time using the terminology of Affirmative Action. It is not difficult to pinpoint the reasons, which triggered this renewed interest, namely the very real likelihood, subsequently realised, of legislation under the new government enforcing the advancement of disadvantaged groups.

The phrase Affirmative Action came from the United States, where it had a turbulent history. Having studied American experience, the phrase was given our own South African significance, importing neither the specific forms it took in that country nor the controversies it evoked there. The phrase was regarded as an advantage, over other phrases, because it had an open rather than a closed meaning. The emphasis given to Affirmative Action was based on a number of strategic constitutional considerations.

In the first place, it was not known how change in the workplace was going to come about, whether through insurrection or

negotiations or a combination of both. Secondly, there was the notion of a mixed economy as a constitutional concept, which presupposed an important role both for the state and the private sectors in the economy. Affirmative Action was a strategy that was peculiarly well suited to facilitate redistribution in a mixed economy. Thirdly, considerable experience of Affirmative Action in practice, both of a positive and negative nature, had been gained in the United States of America. We could benefit as much from knowing about the errors and setbacks as we could from having information about the successes. Affirmative Action in the South African context had extremely broad connotations. It went to the heart of the human rights ideal in our country and was the foundation of a sense of shared citizenship and common allegiance to South Africa. It expressed a commitment to the taking of firm, orderly and principled steps to overcome the enormous divisions in changes created by apartheid. In its widest sense, it covered all purposive activity designed to eliminate the effect of apartheid and to create a society where everyone had the same chance to get on in life. Thus it should have been seen as the olive, not the drink. The drink had to be good government based on accountability, equal rights and commitment to the advancement of all.

Nine years ago, that is 1993, Drake International released an Affirmative Action Guide detailing how in 1988 the concept of Affirmative Action was something, which United States of America companies operating in South Africa were forced to adopt as signatories to the Sullivan Code. In 1993 the issue of Affirmative Action was seen as an important tool to counteract the inequities of apartheid legislation. Many companies had identified affirmative action as the most important human resource priority. Clearly, Affirmative Action raised an intense debate as it provoked a wide range of reactions from outright rejection to acceptance and support, as it was perceived as “an act of promoting people into positions for which they were not qualified” and/or a method of overcoming entrenched discriminatory obstacles that stood in the way of disadvantaged groups including the disabled and women in achieving equality in employment.

The “Blacks’ view” of Affirmative Action was basically that of a set of procedures aimed at pro-actively addressing the imbalances of the past and championing the cause of black people in business - while the Job Reservation Act, Group Areas Act and Bantu Education had all acted as a form of affirmative action for whites.

Since more than 90% of the top managerial positions in South Africa were held for a long time by White males; even the most hardened protagonist must have had doubts as to whether Affirmative Action stood a chance of succeeding. The case for accelerating Black Advancement in South Africa was being put loudly and strongly by the African National Congress, the South African Communist Party, Congress Of South African Trade Union and their affiliates. But Black Advancement programmes were not new to South Africa. It was almost twenty-eight years since private companies consciously adopted policies, which were designed to produce Black managers in industry. In the eighties, the Sullivan Code of labour practice laid down basic employment policies and workplace conventions aimed at creating a “non-racial” environment. However, the results, as in 1993, had been described as modest, at best. And this was despite the liberal views of many business leaders and after millions of Rands had been spent on Black Advancement programmes.

The very first reality that all South Africans have had to confront was the fact that Affirmative Action was a process that had not been seen, even if what it meant was making sure that the demographics inside the organisation equated to the contextual demographics outside the organisation. In essence, and in other

contexts as varied as the United States of America, Malaysia and India, Affirmative Action programmes and laws have been aimed at rapidly improving the lot of the systematically oppressed who were denied access to skills and opportunities because of being branded as racially and socially inferior. The Canadian Federal Government achieved a great deal of success with Affirmative Action programmes after years of planning and careful implementation. The government ensured that the necessary support infrastructures were in place and “led by example” to make sure the guidelines were practical and achievable. The Canadian programmes have been successful, particularly with regard to the employment of women. Recent articles in Fortune Magazine and The Economist have documented the trend towards the increase in the numbers of women in lower and middle management ranks in both United States of America (USA) and the United Kingdom (UK), and credit this to increased awareness and government infrastructure support. Another interesting statistic is that there are now more businesses owned by females in the USA than ever before. This had been encouraged by the government’s Affirmative Action programmes and policies, which supported and assisted new businesses development for minority groups, such as women.

The past 40 years created a vision of a segmented labour force with the white male dominating, but now the phrase “New South Africa” heralded change in the workplace. Thus Government and other Affirmative Action stakeholders needed to keep the momentum going by developing a vision for a multicultural workforce.

de Klerk (1994), acknowledged that discrimination had caused serious backlogs. He added that if South Africans wanted to establish peace and democracy, drastic Affirmative Action was essential. An ANC government would have to live up to its expectations and try to lift up the masses. If an interim government, with ANC majority, failed to do this, South Africa would fall into chaos. The key to the successful implementation of an Affirmative Action programme was the creation of opportunities for people to work. South Africa needed a solid, firm commitment from employers to job creation and development. Companies needed to realise that Affirmative Action was not confined to black people but also encompassed women and disabled people - all of whom had been disadvantaged in the past. Affirmative Action was not new to South African business, although it had existed under different banners in the past. In the 80's there was the Sullivan code and then a number of

Black Empowerment initiatives. But these programmes yielded little or no success. There was a tendency to see Affirmative Action as replacing white workers with black workers or to redistribute wealth by taking wealth away from white people and giving it to black people. This was a quick fix attitude which could not work and which would have disastrous long term economic results for South Africa. Much had been said about Affirmative Action, especially since the historic announcement of change by President de Klerk in 1990. Affirmative Action was not a choice, but was essential to the legitimacy of business in the short term and its general success in the long term. As Sachs (1994), advanced “Affirmative Action was in the air”. “We put it there and it was our duty to explore its implications, give it a thoroughly South African meaning and ensured that it responded to the claims of all our people and not just a small new elite, and ultimately should achieve such success that it extinguished itself”.

The development and implementation of Employment Equity policies and programmes became the subject of debate in South Africa. The publication, and then withdrawal, of a draft Bill on the Promotion of Equal Opportunities by the Government highlighted the importance of developing a comprehensive state and labour

market policy on equality in the workplace. In particular, it demonstrated that :-

- The policies and laws that were adopted for the workplace were inextricably linked to our constitutional understanding of equality in the Bill of rights;
- The concept of equality itself, as well as legislative packages devised to implement equality within the workplace, appeared to provide a variety of policy and legislative alternatives. However, modern jurisprudence was increasingly abandoning Aristotelian notions of equality on which the government Bill was based and
- The involvement of all constituencies, including business, labour, women and political parties, was crucial in the development of a coherent and comprehensive policy.

Employment Equity policy is about the development and promotion of equality within the workplace. The difference between policies, which promote formal and substantive equality is

critical. While formal equality can only guarantee equal treatment by the law and does not address social and economic disadvantage, substantive equality insists that this disadvantage is addressed. In affirming substantive equality, the Australian legal system had identified the problems of formal equality as “ it had long recognised that formal equality before the law was insufficient to eliminate all forms of racial discrimination. Formal equality before the law was an engine of oppression destructive of human dignity if the law entrenched inequalities in the political, economic, social, cultural or any other field of public life”. Justice Brennan, Australian Court. To limit our policy goals to formal equality in the workplace in South Africa would similarly ignore the social context of inequality and disadvantage. To address this inequality, Employment Equity policy had to be committed to the achievement of substantive equality. The goal of substantive equality should be entrenched in the Constitution and in the Bill of Rights and made concrete by government and labour market institutions in policy and legislation. It is these laws and policies, which will provide the avenue towards the attainment of such equality. As such, Employment Equity policy is a process towards the achievement of substantive equality.

Given the legal, social and political history of inequality, which has both entrenched material inequality and a dominant workplace culture which is white/male/middle class, it seems clear that an Employment Equity policy which has substantive equality as its goals is about the transformation of institutions. This is perhaps best illustrated by looking at gender inequality in the workplace where labour laws and policies were premised on the ideal of a male worker. This worker was devoid of any domestic demands since he did not bear children. He had a housewife and/or servants to tend to his domestic affairs and to maintain him and his children. He was thus able to devote his entire attention to the public sphere of work. However, many workers, particularly women, but also Black and working class men, did not fulfil this stereotype based as it was on the needs and concerns of an ideal white, middle-class male worker. Some of the inappropriate assumptions on the attributes of an ideal worker, which operated to marginalise women in the labour market, were the following:-

- The ideal worker did not fall pregnant;
- The ideal worker had no domestic demands.
- The breadwinner was a male and
- The ideal worker fitted a particular masculine stereotype.

Past labour market policies were largely responsible for the exclusion of women from labour market opportunities and thus the situation had to be addressed if the workplace is to become an environment which allows all its workers to meet their full potential.

At the launch of the Employment Equity Registry (2000), the Minister of Labour could report back on the work force profiles as well as say something on the Employment Equity planning process. The work force profiles had been analysed in terms of race, gender and disability and per occupational level, occupational class, province and sector. The Sectoral Education and Training Authority (SETA) classifications had been used to provide employers with relevant benchmarks, which can also be used for the purposes of the Skills Development Act. The results were not good, in terms of Employment Equity ideals, especially in the senior management occupational categories, nor had significant progress been made since a baseline survey was conducted two years ago. A few key figures were:-

- 24% of employed black people were in senior managerial positions. This meant that while the public sector had made significant progress in employing blacks, men and women, the same progress could not be claimed by the private sector.

The baseline survey of 1998 showed 27.8% thus 24% was a significant drop from improvements made two years back.

- 7.8% of black women were in managerial positions. The status quo had not changed at all in the last two years - from the baseline survey of 1998.
- Less than 0.6% of people with disabilities were in senior management positions. This did, however, compare well to the baseline figure of 0.12% in 1998.
- 38% of respondents said that recruitment processes were barriers to affirmative action, while 22% said that corporate culture was.
- The researchers that reviewed the qualitative assessment section of the reporting form were dismayed by the lack of care and diligence that was displayed in doing the reporting, especially because 23% of reports were not signed by CEO's, even though this is a statutory requirement.

What does this tell us? It tells us that a significant proportion of large employers do not care about Employment Equity. It tells us that we have a significant number of companies in this country

who do not want to make the journey to the future. It also tells us that in the absence of legislation, employers will not rectify inequities created by our history. The high number of employers that failed to report by the deadline of 1 June 2000, shows that employers did not prepare adequately in advance to comply with this legislation. The deadline for submission of reports by the small-designated employers, namely those employers who employ less than 150 employees and also those falling within the category as a result of their annual turnover, was 1 December 2000.

2.6 ECONOMIC DEVELOPMENT & EFFICIENCY IN THE WORKPLACE

In 1994, following the first democratic election in the Republic of South Africa, the South African Government adopted the Reconstruction and Development Programme (RDP), a comprehensive socio-economic policy instrument aimed at eradicating the legacy of apartheid which left South Africa with an economy which was inward focussed, distorted by growth inequities, inefficiencies and under developed resources and markets. The RDP was underpinned by four programme themes: meeting basic needs, the development of human resources,

building the economy and democratising the State and society in South Africa. Gounden (1997).

In the RDP (1994), the ANC recognised the potential for human resources development through construction projects and contained recurrent themes, which called for:-

- ◆ The putting in place of a programme of Affirmative Action to address the deliberate marginalisation from economic, political and social power of Black people, women and rural communities and to empower communities and individuals from previously disadvantaged sectors of society.
- ◆ The development of small business, particularly those owned and operated by Black entrepreneurs and
- ◆ The provision of jobs and addressing of unemployment.

Transformation of the South African economy had also been required and implemented through the Growth, Employment and Redistribution (GEAR) Policy in acknowledgement of the need for both enabling and intervening strategies by the State to ensure a growing economy, (DOF:1996).

To this effect, the Natal Sharks Board tenders are awarded by the Department of Works in compliance with the Affirmative Procurement Policy, a thesis conducted by Gounden (2000), concluded that the National Department of Public Works promoted increased participation of Affirmable Business Enterprises in the economy via its Affirmative Action policy and that the adoption of the Affirmative Procurement Policy resulted in the State bearing a limited financial premium when compared to the initial projected outcomes and overall benefits. The road towards affirming women as human beings and normal workers clearly remains long, so is the road towards equality of opportunities in the labour market. This cannot be achieved overnight, but must be done step-by-step. In the words of Canadian Judge, Justice Abella, reporting in the Royal Commission on Equality in Employment : “Equality is not a concept that produces the same results for everyone. It is a concept that seeks to remove barrier-by-barrier, discriminatory disadvantages. Equality in employment is access to the fullest opportunity to exercise individual potential. Sometimes equality means treating people the same, despite their differences and sometimes it means treating them as equals by accommodating their differences”.

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2.7 CONCLUSION

In concluding this section, the main arguments of those who support the Act is that they view it to be a moral and economic imperative to transform the workplace to reflect the demographics of the country. They would argue that this could not occur unless there is pressure from the Government. Thus without the Employment Equity Act the racial practices of the past will be perpetuated in practice. Furthermore, unless there is an active transformation of the workplace, South Africa will not, in the long run, be able to successfully compete in the global markets. It has also been argued that there are good business reasons to support the Employment Equity Act, in that the country will not have the necessary skills required to make our economy competitive unless those skills are generated amongst a far broader audience.

The main arguments of those who oppose the Employment Equity Act have been that it has been interpreted as creating not only a need to end discrimination and to actively promote certain designated groups but also to create a basis for the reduction of the wage gap between different levels of employees. Many people are concerned about the practicalities of how to implement the Act, where they are to find the employees to fill the various positions

and the costs of administering the entire system both internally in the company and also from the government perspective. Employers generally recognise the need for transformation of the workplace - the debate is precisely how that transformation is to be managed. There have also been arguments that the Employment Equity Act perpetuates racism and that similar initiatives internationally such as in the USA have been unsuccessful and are currently being reversed. It would probably be fair to summarise these opinions as recognising the need for transformation but not accepting that social engineering is necessarily going to be successful.

CHAPTER THREE : RESEARCH METHOD

3.1 INTRODUCTION

In order for this study to be relevant, there is a need to establish a methodological approach and develop a research design, that will gather data as indicated by the aims of the study. In this chapter a careful consideration was given to the research methodology that is applied, due to the fact that it deals with critical issues that are considered as sensitive by most people in the employment sector. These are issues, which are part and parcel of Employment Equity. They include: race issues, socially acceptable reversed discrimination, gender issues, political issues etc. The sampling methods that were used to select the research sample considered that a research with human participants is governed by ethical guidelines. Mouton and Marais (1990), argued that any methodological approach needed to be seen in light of the fact that specific choices will result with regards to methods of data collection, data analysis and inference depending on the methodology that was chosen. In this particular study, although both qualitative and quantitative research methods are being used, the research design and methods are primarily geared towards qualitative research, as this is dominant in the study. Other studies, (Gounden : 2000 and Potwana : 2001), in the same area used similar

methodology. This study will also make use of a survey method and also use a questionnaire as a data-gathering tool.

3.2 RESEARCH METHOD

The research approach applied in this study includes both qualitative and quantitative methods. It is not always vital that one research method be chosen over another; but to achieve the desired findings this research made use of both these methods. Patton (1990:14), points out that qualitative and quantitative methods involve differing strengths and weaknesses, they constitute alternatives, but not mutually exclusive, strategies for research. Both qualitative and quantitative data can be collected in the same study. The advantage of this is that data can be easily validated.

Table 2 : Comparison of Qualitative and Quantitative Research Methods.

QUALITATIVE RESEARCH	QUANTITATIVE RESEARCH
Study of selected issues in depth and detail with no predetermined categories.	Standardised methods used to fit people's perspectives into predetermined categories.
Detailed information about smaller number of cases reducing generalisability.	Broad set of findings that can be generalized.

Focus is on seeing the world through the subject's eyes.	Focus in one facts and/or reasons of social events.
Small samples selected purposefully.	Large samples selected randomly.
Everyday, natural setting, can observe behaviour as and when it occurs.	Controlled setting / context.
Research is very involved in events.	Researcher is distant from events.
Validity is dependant on the skill and competence of the researcher.	Validity is dependent on appropriate standardized administration of instrument.
Open-ended questions – longer, detailed, not standardized, difficult to analyse.	Standardised questions – succinct, easily analysed and presented.
Approach is not strictly formalized and the scope is more undefined.	Approach is highly formalized; strictly controlled. The scope is exactly defined.
More philosophical.	Closer to the physical sciences.

(Patton, 1990 and Mouton and Marais, 1990).

3.2.1 ORGANISATIONAL SURVEY

Martins (2000), states that the purpose of an organizational survey is to offer employees an opportunity to express their views on a variety of matters and the effect of those matters on their work in a free, direct and strictly confidential way. The bottom line, i.e. quality service, profitability and growth, is in direct relation to the way staff act and perform their duties. This study refers to an organizational survey, which is a more comprehensive description. Organizational surveys are powerful in: -

- Identification of opportunities for improvement,
- Reality check,
- Determining if a strategy is outdated and needs to change,
- The measurement of performance improvements,
- Changing mind-set of management, where necessary,
- Increasing the commitment of people in the organization.
- Because organizational surveys require the allocation of valuable resources, their timing and frequency are critical.
- Timing of any organizational survey is a crucial aspect of the whole process. To obtain management information timeously it is important to take management processes like budgeting, strategic planning, human resources planning and manpower planning into consideration.

(i) **Advantages of an organizational survey**

- It separates facts from opinions
- It can be used to obtain unbiased management information
- It can identify areas of opportunity
- It is relatively cheap and fast
- It provides a bottom-up view of the organization
- It highlights opportunities for innovation and change
- It shows potential fit and misfit in mergers and acquisitions.

(ii) **Disadvantages of an organizational survey**

- Not everything is measured in a survey
- Surveys look at a particular aspect of people's beliefs and actions without looking at the context in which they occur
- The quality of a survey is dependent on the methods used to gather data.
- A survey in and of itself cannot improve performance.

3.3 SAMPLING PROCEDURE

The subject population for the present study comes from all employees at Natal Sharks Board. The sample frames included Natal Sharks Board's eleven sites of Richards Bay, Zinkwazi, Ballito, Umhlanga Rocks,

Durban, Kingsburgh, Park Rynie, Pumula, Uvongo, Ramsgate, and Munster. Sample units consisted of 166 participants. These participants comprised of 110 employees described as Crew members and 56 employees described as Officers. All races were represented within the sample. In a population of 166 staff members at Natal Sharks Board, a sample of forty (40) participants was randomly selected. The sample was further subdivided into twenty (20) Crew members and twenty (20) Officers. The former 20 participants (Crew) were interviewed through the medium of IsiZulu because most of them could not read and write. The latter 20 participants (Officers) were given questionnaires to fill-in. These questionnaires were in English. All 20 participants were competent English-speakers and could read and write.

3.4 RESEARCH INSTRUMENTS

Research instruments used in this study included the following:

3.4.1 QUESTIONNAIRES

A questionnaire measuring the organisation's perceptions to the Employment Equity Act was developed in English and IsiZulu. The questionnaires ensured anonymity of the respondents. The English version was distributed to Officers and the Zulu version was used in a

structured interview sessions with Crew members. All questionnaires distributed to Officers and those used to Crew members for structured interview were returned.

3.4.2 INTERVIEWS

A group of twenty (20) respondents who were from the Crew members were interviewed through a structured interview using the Zulu questionnaire with the same questions as the English version. The interviews were recorded on tape for back-up purposes.

3.5 ETHICAL GUIDELINES

The ethical codes for conducting a research with human participants, stipulates that such a research should be carried out with respect and concern for the dignity and welfare of the people who participate in the study. Professional standards governing the conduct of research were recognised and adhered to throughout data collection. Ethical standards were maintained throughout the study.

3.6 DATA COLLECTION

In order to achieve the objectives of the study, data was collected by means of questionnaires and face-to-face structured-interviews. Permission to conduct this study was obtained from The Chief Executive Officer of the Natal Sharks Board. Twenty questionnaires were returned

from the Officers who filled-in the English questionnaires, whilst the other twenty was returned from the Crew who used the Zulu questionnaires. Data gathering took approximately three weeks to complete. Collected data was analysed according to methods indicated in data analysis below.

3.7 DATA ANALYSIS METHOD

Data obtained in this study was analysed using both quantitative data analysis methods and qualitative data analysis method. In the former data analysis method, descriptive statistics was used, that is, graphs in the form of bar graphs and tables with frequencies. In the latter data analysis method, content analysis was conducted in order to formulate common themes and to triangulate data.

3.8 CONCLUSION

This chapter was about methods used to conduct the study. The study's chosen methods, qualitative and quantitative were discussed and the instruments as well as data collection method. The procedure for administration of research instrument ensured a smooth process of data collection. The next chapter looks at the presentation, analysis and interpretation of results.

CHAPTER FOUR : RESULTS

4.1 INTRODUCTION

The results of this research are presented according to the data collected through investigation conducted as indicated in chapter three. The latter was carefully and systematically executed according to a preconceived plan in order to derive valid conclusions about the findings. The results in this study are presented in the following format: The aims of the study are presented first, followed by a table and / or figure and the description of the table/ figure. There were racial differences among respondents. Respondents are all Sharks Board employees in KwaZulu-Natal Sharks Board sites. Crew staff members are a majority (67%) in these sites; while staff Officers are a minority (33%). This is due to the nature of work that Sharks Board conducts.

4.2 CHARACTERISTICS OF THE RESPONDENTS

Table 3 : Age of respondents according to employment categories

Age in years	Crew		Officer	
	Frequency	%	Frequency	%
21 – 30 yrs	2	5	3	8
31 – 40 yrs	8	20	12	30
41 – 50 yrs	6	15	5	12
50 +	4	10	0	0
TOTAL	20	50	20	50

Table 3 shows that 5% of the respondents between ages 21-30 years were Crew members, while 8% were Officers. Between ages 30-40 years 20% of respondents were Crew members and 30% were Officers. Between the ages of 41 –50 years 15% of the respondents were Crew Members and 12% were Officers. In the age category 50 and above, there were only 10% of Crew members.

Figure 1 : Gender and employment sector of the respondents

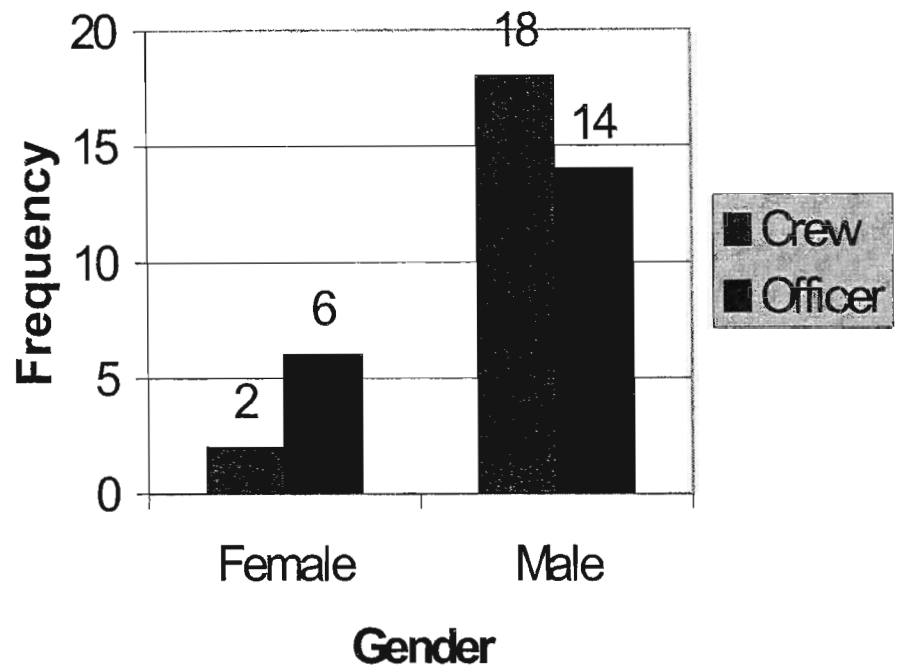


Figure 1 shows gender frequencies between the respondents and it is worth noting that the respondents were dominantly males.

Table 4 : Interaction between ethnic group and job level of respondents

ETHNIC GROUP	CREW		OFFICER	
	Frequency	%	Frequency	%
African	20	50	3	8
Indian	0	0	4	10
Coloured	0	0	0	0
White	0	0	13	32
TOTAL	20	50	20	50

Table 4 shows that 50% of respondents were African Crew employees, and 8% were Africans employed as Officers. Only 10% of respondents were Indians employed as Officers. There were no respondents who were Coloureds. Only 33% of respondents were White employees and these were all Officers.

Table 5 : Experience of respondents at their job level (crew or officers).

Years	Crew		Officer	
	Frequency	%	Frequency	%
1 - 5	1	2.5	4	10
6 - 10	6	15	4	10
11 - 15	4	10	6	15
16 - 20	5	12.5	3	7.5
21 - 25	0	0	0	0
26 - 30	2	5	3	7.5
31 upwards	2	5	0	0
TOTAL	20	50	20	50

Table 5 shows that among the Crew participants, 16 of them have worked between 1 and 20 years while 4 of the participants have worked over 26 years. It further shows that among the Officers, 17 participants have worked between 1 and 20 years while 3 have worked over 26 years.

Table 6 : Experience of respondents in their base station

BASE STATION	1- 10yrs Freq.	%	11- 20yrs Freq.	%	21- 30yrs Freq.	%	31- 40yrs Freq.	%
Durban	3	8	1	3	0	0	0	0
Kingsburgh	2	5	2	6	0	0	0	0
Uvongo	1	3	1	3	0	0	0	0
Munster	1	3	0	0	0	0	0	0
North Coast	2	6	0	0	0	0	1	3
Park Rynie/Pumula	2	6	0	0	0	0	0	0
Ramsgate	1	3	0	0	0	0	0	0
Richards Bay	1	3	1	3	0	0	0	0
Umhlanga Rocks	2	6	2	6	1	3	1	3
Ballito	1	3	2	6	0	0	0	0
Zinkwazi	1	3	1	3	0	0	0	0

Table 6 shows that respondents with working experience of between 31 and 40 years came from the North Coast and Umhlanga Rocks stations while the majority of respondents with working experience of between 1

and 10 years came from Durban, Park Rynie/Pumula and Umhlanga Rocks.

Table 7 : Number of years at Sharks Board

YEARS	CREW Freq.	CREW %	OFFICERS Freq.	OFFICERS %
1-5	1	3	6	15
6-10	6	14	6	15
11-15	4	10	7	18
16-20	4	10	2	5
21-25	1	3	0	0
26-30	1	3	1	3
35-40	1	3	0	0
TOTAL	18	45	22	55

Table 7, shows that 91% of respondents have a service of between 11 and 25 years while 9% of respondents have a service of more than 26 years.

Table 8 : Highest Qualification of respondents

Level of Education	Frequency	Percentage
No education at all	1	3
STD 1-6	12	30
STD 7-11	10	25
MATRIC	12	30
DIP	2	5
DEG/POST	3	7
TOTAL	40	100

Table 8 shows that 85% of respondents had a qualification level of between Standard 7 and Matric, while 12% of respondents had diplomas/degree and postdegree qualifications. Only 3% of respondents had no formal education at all.

Table 9 : Respondents pensionable monthly salary scale.

Income Category	Freq.	%
R2400-00 –R3199-00	14	35
R3200-00 –R4199-00	8	20
R4200-00 – R6599-00	10	25
R6600-00 +	8	20
Total	40	100

Table 9 shows that 45% of respondents earned an income of more than R4 200-00 per month while 55% of respondents earned an income of less than R4 200-00 per month.

4.3 QUANTITATIVE DATA : DISTRIBUTION OF RESPONDENTS' RESPONSES TO DISCRIMINATION QUESTIONS

Table 10 : Respondents' view on the existence of race discrimination with regard to selected employment practices/issues.

Employment sector issues	YES		NO.		DON'T KNOW	
	Freq	%	Fre q.	%	Freq.	%
Recruitment procedures	9	3	25	63	6	15
Advertising positions	5	13	25	63	10	25
Selection criteria	7	18	21	53	12	30
Appointments	8	20	23	58	9	23
Job classification/grading	4	10	29	73	7	18
Remuneration and benefits	6	15	19	48	15	25
Terms and conditions of employment	5	18	32	80	3	8
Job assignments	5	13	29	73	6	15
Work environment and facilities	11	28	28	70	1	3
Training and development	11	28	26	65	3	8
Performance and evaluation systems	5	13	28	70	7	18
Promotions	9	23	25	63	6	15
Transfers	3	8	29	73	8	20
Demotions	2	5	22	55	16	40
Succession planning	5	13	20	50	15	38

Disciplinary measures	6	15	30	75	4	10
Dismissals	5	13	27	68	8	20
Pre-employment testing	3	8	26	65	11	28
Induction Programme	5	13	25	63	10	25
Retirement benefit	2	5	29	73	9	23
Medical aid benefits	5	13	28	70	7	18

Table 10 indicates that most respondents felt in the case of each employment issue that there was no racial discrimination at the Natal Sharks Board. However, a significant majority believed that there was racial discrimination with regard to work environment and facilities (28%), training and development (28%) and promotions (23%) while a significant minority did not know or did not respond with regard to demotions (40%), succession planning (38%) and pre-employment testing (28%).

4.4. QUANTITATIVE DATA : DISTRIBUTION OF RESPONDENTS' RESPONSES TO DISCRIMINATION QUESTIONS

Table 11 : Respondents' view on the existence of gender discrimination with regard to selected employment practices/issues.

Employment sector issues	YES		NO		DON'T KNOW	
	Freq.	%	Freq.	%	Freq.	%
Recruitment procedures	6	15	27	68	7	18

Advertising positions	3	8	30	75	7	18
Selection criteria	7	18	20	50	13	33
Appointments	8	20	27	68	5	13
Job classification/grading	5	13	25	63	10	25
Remuneration and benefits	4	10	23	58	13	33
Terms and conditions of employment	1	3	33	83	6	15
Job assignments	8	20	24	60	8	20
Work environment and facilities	6	15	32	80	2	5
Training and development	6	15	30	75	4	10
Performance and evaluation systems	4	10	31	78	5	13
Promotions	7	18	23	58	10	25
Transfers	3	8	29	73	8	20
Demotions	2	5	28	70	10	25
Succession planning	7	18	23	58	10	25
Disciplinary measures	3	8	31	78	6	15
Dismissals	5	13	29	73	6	15
Pre-employment testing	3	8	29	73	8	20
Induction Programme	3	8	28	70	9	22
Retirement Benefit	2	5	31	78	7	18
Medical aid benefit	6	15	30	75	4	10

Table 11 indicates that most respondents felt in the case of each employment issue that there was no gender discrimination at the Natal Sharks Board. Nonetheless a significant minority believed that there was gender discrimination with regard to appointments (20%) and job assignments (20%). Another significant minority did not know or did not respond with regard to the selection criteria (33%) and remuneration and benefits (33%).

4.5 QUANTITATIVE DATA : DISTRIBUTION OF RESPONDENTS' RESPONSES TO DISCRIMINATION QUESTIONS

Table 12: Respondents' view on the existence of disability discrimination with regard to selected employment practices/issues.

Employment sector issues	YES		NO		DON'T KNOW	
	Freq.	%	Freq.	%	Freq.	%
Recruitment procedure	4	10	25	63	11	28
Advertising positions	4	10	26	65	10	25
Selection criteria	6	15	21	53	13	33
Appointments	6	15	22	55	12	30
Job classification/grading	4	10	22	55	14	35
Remuneration and benefit	1	3	23	58	16	40
Terms and conditions of employment	1	3	29	73	10	25
Job assignment	5	13	24	60	11	28
Work environment and facilities	8	20	21	53	11	28
Training and development	1	3	27	68	12	30
Performance and evaluation system	1	3	30	75	9	23

Promotion	3	8	24	60	13	33
Transfers	0	0	29	73	11	28
Demotion	2	5	26	65	12	30
Succession planning	1	3	26	65	13	33
Disciplinary measures	1	3	29	73	10	25
Dismissals	3	8	25	63	12	30
Pre- employment testing	2	5	25	63	13	33
Induction programme	2	5	27	68	11	28
Retirement Benefits	5	13	23	58	12	30
Medical Aid Benefit	4	10	25	63	11	28

Table 12 indicates that most respondents felt in the case of each employment issue that there was no disability discrimination at the Natal Sharks Board. Nonetheless a significant minority believed that there was disability discrimination with regard to work environment and facilities (20%), while a significant minority did not know or did not respond with regard to remuneration and benefits (40%), promotions (38%), job classification/grading (35%), succession planning (33%), selection criteria (33%) and pre-employment testing (33%).

4.6 QUALITATIVE DATA : RESPONDENTS' RESPONSES ON THE FOLLOWING SECTIONS

4.6.1 Recruitment procedures and employment equity in relation to race, gender and disability discrimination.

Statements referring to race, gender and disability discrimination in relation to recruitment procedures were made by 30% of respondents. Typical examples were "They do not select any colour, if an African

resigns they recruit any colour”. “Standard ten is a minimum requirement, immaterial of colour, although I do not see its importance in relation to some jobs”. “Uneducated people of any colour are not employed”. “Young white guys who want a job are told about affirmative action”. “In the last three or four positions there were no whites interviewed”. “Despite receiving hundreds of applications for administration positions, once again no whites were interviewed”. “In recruitment of Shark Control Officers, people of colour are preferred to blacks”. “Woman Shark Control Officers are never considered”. “They do not employ women to do men’s work because they think that they will be unable to do it”. “In administration aspect, preference is changing although there is no employment of disabled people and crew employment is still the majority”. “Work environment does not provide for people with disabilities”. “Inability of disabled people to perform physical tasks”. “I don’t know because I am not aware when they recruit, I don’t even know how they recruit”.

Table 13: Recruitment procedures

YES		NO		DON'T KNOW	
Freq.	%	Freq.	%	Freq.	%
12	30%	20	50%	8	20%

Table 13 shows that 30% of the people believe that appointments to the current position are the result of Affirmative Action while 50% disagree. The 20% do not know.

4.6.2 Advertising and employment equity in relation to race, gender and disability discrimination.

Statements referring to race, gender and disability discrimination in relation to advertising were made by 47.5% of respondents. Typical examples were “All jobs are advertised internally first then externally

and all rules and regulation of the organization do apply fully”. “They first advertise jobs internally”. “They inform us in advance”. “If someone resigns they inform the job seekers”. “By placing the words “employment equity will apply” it already creates an impression of unequal basis to race”. “None of the adverts have mentioned that the position would be suitable for a disabled person”. “They first inform the whites”. “Some position are not advertised and security members and friends of employed staff seem to get the job”. “I’ve never ever heard that they are recruiting”. “I’ve never heard or seen any advert”. “I’ve never ever heard when jobs are advertised”. “I am not involved”. “I do not know because sometimes I am not available”.

Table 14 : Advertising

YES		NO		DON'T KNOW	
Freq.	%	Freq.	%	Freq.	%
19	47.5	17	42.5	4	10

Table 14 shows that about 47.5% of respondents agree that discrimination exists with regard to advertising, furthermore 42.5% of respondents disagree while the balance of 10% do not know or did not respond to the question.

4.6.3 Selection criteria and employment equity in relation to race, gender and disability discrimination.

Statements referring to race, gender and disability discrimination in relation to the selection criteria were made by 55% of respondents.

Typical examples were “I think there is now a conscious effort to redress this through affirmative action”. “Only trained, healthy men who can work in the boat are recruited”. “They first recruit those with minimum educational requirement”.

“Historically I believe there was a bias towards employing white officer as crew”. “No woman in the field”. “Experience and credentials do not count for anything in selection for a job, the skin colour is more important”. “People in key position are given the chance to apply probably internal staff”. “Crew selection criteria doesn’t allow for disabled people”. “Inability of disabled people to perform physical tasks as well as females”.

“The right to recruit is in the hands of white people except black managers who are in charge of the black people”. “I’ve never been there during recruitment”. “I have 12 months experience but a person who has 8 months experience manages me”. “I am not involved in selection procedure”. “. “I am not involved in selection procedures”. “I am not aware how they select”.

Table15 : Selection Criteria

YES		NO		DON'T KNOW	
Freq.	%	Freq	%	Freq.	%
22	55%	5	12.5%	13	32.5%

The majority of 55% of respondents agree that there is discrimination in the selection criteria, while 12.5% object and the 32.5% do not know.

4.6.4 Appointments and employment equity in relation to race, gender and disability discrimination.

Statements referring to race, gender and disability discrimination in relation to appointments were made by 65% of respondents. Typical examples were “All appointments are to the discretion of management as they see to it to employ a person who will be beneficial to the organization as a whole”. “Realize that affirmative action is a national policy and that

it is not viewed as discriminatory”. “I am fully supporting of the redressing of the past imbalance, provided that appointees are appropriately qualified”. “In accordance with recruitment requirements, they only look for the required skills that you have”. “Pressure to employ black officers, only one woman appointment in management position”. “We have no female meshing officers but Telkom has field technicians”. “Maybe a woman would like to be a meshing officer”. “Unfortunately the nature of the work of the Natal Sharks Board has led to a predominantly male staff”. “The gender bias to appoint female is presumable to address this imbalance”. “With regard to gender, women are not appointed to work as crew because of lack of private facilitations on board the boats”. “They only employ men not women”. “Inability of disabled/ female people to perform physical tasks”. “I assume (perhaps I should have answered “don’t know”) that disabled people would not be able to conduct straneous manual work at sea”. “Employees have been appointed to positions unsuitably”. “I don’t know before they remind me about recruitment”. “Recruitment is on the hands of the whites”. “Anyone who needs a job has to be employed because whites are using nepotism”. “I do not know how they recruit”.

Table 16 : Supervisors by race

White		African		Coloured		Indian	
Freq.	%	Freq.	%	Freq.	%	Freq.	%
26	65	11	27	1	3	2	5

Table 16 shows that 65% of supervisors are Whites, 27% are African, 3% are Coloureds and 5% are Indian.

Table17: Supervisor by gender

Male		Female	
Freq.	%	Freq.	%
37	93	3	7

Table 17 shows that 93% of supervisors are males and 7% are females.

4.6.5 Job classification/ grading and employment equity in relation to race, gender and disability discrimination.

Negative statements referring to race, gender and disability discrimination in relation to job classification/grading were made by 10% of respondents. Typical examples were “No, because there are many grade differences”. “Some women are asked to do things, which have nothing to do with their job classification”. “We are unequal because our ages are different”. “White employees get better positions at entry level”. “They mostly employ whites to be officers and we blacks remain as crews”. “Good job classification”. “Obviously key and staff members employed in high job classifications have to be qualified at the same time have a lot of experience”. “According to the job classification I cannot say anything because things are right”. “I do not know what does that mean”.

Table18: Job Classification/grading

YES		NO		NO RESPONSE		DON'T KNOW	
Freq.	%	Freq.	%	Freq.	%	Freq.	%
4	10	24	60	1	3	11	27

Table 18 shows that a majority of 60% of respondents disagree that there is discrimination in relation to job classification/grading.

4.6.6 Remuneration and benefits and employment equity in relation to race, gender and disability discrimination.

Negative statements referring to race, gender and disability discrimination in relation to remuneration and benefits were made by 43% of respondents. Typical examples were “Remuneration Policy at the Sharks Board changes at will,

nothing is put in writing and employees are asked to sign to agree”. “Blacks earn less than those whites who have just joined, even if blacks are experienced”. “Benefits do apply to the appointment concerned if it is a big position e.g. executive officers, one is given a lot of benefit”. “Yes we do not have to be equal in remunerations level because our ages are not the same”. “I’ve never ever seen rates for the other races”. “Remuneration is an important thing”. “You earn according to your experience and skills”. “Yes, when they deposit the money I also get it”. “I do not know but I am satisfied about my remuneration”.

Table 19: Remuneration and benefits

YES		NO		NO RESPONSE		DON'T KNOW	
Freq.	%	Freq.	%	Freq.	%	Freq.	%
17	43	19	48	1	0	3	8

Table 19 shows that 43% of respondents believe that there is discrimination in relation to remuneration and benefits.

4.6.7 Terms and conditions of employment and employment equity in relation to race, gender and disability discrimination.

Positive statements referring to race, gender and disability discrimination in relation to terms and conditions of employment were made by 77.5% of respondents. Typical examples were “Quite happy with current conditions”. “The good work is to be together, be honest and having a relationship”. “Yes, because you get information about the rules and regulations”. “Yes we do not have to be equal”.

“Uneducated people are no longer employed”. “There are age restrictions because those who are 30 years and above are not considered”. “Limited opportunities for some races”. “Women only are asked to do things, which have nothing to do with their jobs”. “Due to the nature of work in the field, people

with disabilities are discriminated”. “Those with disabilities could not perform some physical labour, thus not employed.”

Table 20 : Respondents’ link of job and qualifications

YES		NO RESPONSE		NO	
Freq.	%	Freq.	%	Freq.	%
31	77.5	2	5	7	17.5

Table 20 shows that 77.5% of the respondents agree that the job that they are doing corresponds with their qualification. The 5% did not respond while 17.5% say no.

4.6.8 Job assignment and employment equity in relation to race, gender and disability discrimination.

Positive statements referring to race, gender and disability discrimination in relation to job assignment were made by 77% of respondents. Typical examples were “We are no longer forced to work at night”. “There is no racism, each and every person work hard”. “It is my manager who gives me a task to do”. “I am doing a day shift now except when I have been asked to work at night”. “We work the way they teach us”. “I do not see any problem in job assignment”. “I do not know but so far so good”.

Table 21 : Job assignment

YES		NO RESPONSE		NO	
Freq.	%	Freq.	%	Freq.	%
31	77	2	5	7	18

Table 21 shows that 77% of the respondents agree that the job that they are doing corresponds with their qualification. The 5% did not respond while 18% say no.

4.6.9 Work environment and facilities and employment equity in relation to race, gender and disability discrimination.

Positive statements referring to race, gender and disability discrimination in relation to work environment and facilities were made by 75% of respondents. Typical examples were “Very happy”. “Yes, we have got a cafeteria”. “Blacks have their own place to use during lunch-time and it is a nice place”. “There is a place available for lunch”. “The work place is clean and our cafeteria is clean too”. Negative statements were “Due to the nature of work in the field, people with disabilities are not employed”. “This building is not wheelchair friendly”. “Crew accommodation is not suitable for disabled people”. “The HQ is not suitable for disabled people (stairs instead of ramps, narrow toilet cubicles)”. “There are no facilities for disabled people e.g. ramps to gain access”. “The canteen mainly used by blacks is not clean”. “No, the working environment is right, the problem is accommodation”. “It is right but our accommodation is not safe”.

Table 22: General work environment

Positive		Lukewarm		Negative		No response	
Freq.	%	Freq.	%	Freq.	%	Freq.	%
30	75	5	12	3	8	2	5

Table 22 shows that 75% of respondents agree that the work environment is positive in terms of co-operation, friendly and honest. The 12% is in the middle while 8% oppose with the positive respondent and 5% did not respond.

4.6.10 Training and development and employment equity in relation to race, gender and disability discrimination.

Positive statements referring to race, gender and disability discrimination in relation to training and development were made by 63% of respondents. Typical examples were “At present happy with the training etc”. “They give us the chance of training”. “Yes they train us”. “Their work performance and evaluation directs training”. “Yes, I’ve been trained somewhere”. “Up to the individual”. Negative statements were “It appears that only blacks are to be trained in literacy etc, some whites are also fairly illiterate and may appreciate some training”. “Also there is no sign of Zulu training for English speaking employees”. “Certain groups have more access to training than others, regardless of level of training required”. “At the stage only the crew is being afforded training”. “There are a few women who have requested training but have been denied”. “Supervisors, generally white, do not get offered educational courses, etc”. “No training at the moment”. “I do not know because no one has been trained”.

Table 23 : Training and Development

YES		NO		DON'T KNOW	
Freq.	%	Freq.	%	Freq	%
25	63	3	8	11	28

Table 23 shows that 63% of respondents agree that there are training and development initiatives taking place. The 8% disagree and 28% do not know.

4.6.11 Performance and evaluation system and employment equity in relation to race, gender and disability discrimination.

Statements referring to race, gender and disability discrimination in relation to performance and evaluation system were made by 40% of respondents. Typical examples were “Performance and evaluation system has been put into place and that has improved the performance of the workers”. “We are all performing well”. “Very happy when NSB conveys over performance into monetary value”. Negative statements were “There is no one who ask about the work because no book is written as to how to work”. “There is no one who evaluates the job, we do it as it is”. “They promote people without any experience”. “In terms of evaluation I do not know but each person knows his or her own duty”.

Table 24: Performance and evaluation system

YES		NO		DON'T KNOW	
Freq.	%	Freq.	%	Freq.	%
16	40	1	3	21	53

Table 24 shows that 40% of respondents agree that there are performance and evaluation systems in place, while 3% object and 53% do not know.

4.6.12 Promotions and employment equity in relation to race, gender and disability discrimination.

Statements referring to race, gender and disability discrimination in relation to job classification/grading were made by 30% of respondents. Typical examples were “The manager recognizes your performance and promote you”. “Promotion depends on your manager”. “There is a need to bring demographic equity”. “If

there is a need for promotion it will happen, however it does not happen always”.
 “Negative statements were “Men are promoted more rapidly than the women”.
 “Certain employees have received promotions purely on skin colour –not on experience and capability”. “Majority males over females in charge of departments”. “Promotion is Affirmative Action related”. “Besides discrimination, if you are an unfortunate person you do not get promoted”.
 “There seems to be a problem in promoting the blacks”. “It looks like white people want to promote who ever they like not based on service that has been served”. “No I am not promoted, I work as a general worker”.

Table 25: Realization of promotion targets

YES		NO		DON'T KNOW	
Freq.	%	Freq.	%	Freq.	%
12	30	0	0	28	70

Table 25 shows that 30% targets have been met, no one said no and 70% do not know.

4.6.13 Transfers and employment equity in relation to race, gender and disability discrimination.

Statements referring to race, gender and disability discrimination in relation to transfers were made by 20% of respondents. Typical examples were “No need”. “My job entails being at HQ”. “Yes they inform us about transfer opportunities”. “Yes, it is there and it is happening”. “Yes I am working in another station through transfer”. “It does not happen except if you have asked for it”.

Negative statements were “Transfers to other stations do happen but mostly because of wrong reasons like if the white don't want you in that station, they just transfer you to other stations”. “Most of the women stay at Umhlanga Rocks but

if there is a vacancy available they recruit men instead of transferring females”.
 “I’ve never heard whether people can be transferred”.

Table 26: Transfers

YES		NO		DON'T KNOW	
Freq.	%	Freq.	%	Freq.	%
8	20	2	5	30	75

Table 26 shows that 20% agree that transfers do take place, while 5% disagree and 75% do not know.

4.6.14 Demotions and employment equity in relation to race, gender and disability discrimination.

Positive statements referring to race, gender and disability discrimination in relation to demotions were made by 80% of respondents. Typical examples were “Happens if Board finds you not productive”. “Demoted if production is not consistent”. “Yes, demotions do happen”. “I’ve never ever heard whether people can be demoted”. “I do not know in terms of demotions”.

Table 27 : Demotions

YES		NO		DON'T KNOW	
Freq.	%	Freq.	%	Freq.	%
32	80	2	5	6	15

Table 27 shows that 80% of respondents agree that demotions do take place, while 5% disagree and 15% do not know.

4.6.15 Succession planning and employment equity in relation to race, gender and disability discrimination.

Positive statements referring to race, gender and disability discrimination in relation to succession planning were made by 60% of respondents. Typical examples were “All decisions are made after proper planning”. “There is succession planning”. “Very good system in place”. “Yes, they promised me about the future”. “I do learn about school and also arrangement for succession”, “They are trying to develop us”. Negative statements were “If you are white you have no chance”. “No planning or indication thereof has been made available to women to perhaps be promoted to more SMR covers”. “I know of no succession planning in place for female officers”. “Female officers should be trained to fill executive positions”.

“The whites are not forced to retire they work even if they deserve retirement”.
 “The people must be trained for other work”.

Table 28 : Succession Planning

YES		NO		NO RESPOND	
Freq.	%	Freq.	%	Freq.	%
24	60	15	37	1	3

Table 28 shows that 60% of respondents agree that there is succession planning in place, while 37% disagree and 3% did not respond.

4.6.16 Disciplinary measures and employment equity in relation to race, gender and disability discrimination.

Positive statements referring to race, gender and disability discrimination in relation to disciplinary measures were made by 53% of respondents. Typical examples were “Board has very strict policy, which is beneficial to staff as learning experience”. “For the first mistake you sign the warning form, for the

third mistake they suspend you”. “There are disciplinary measures and that will lead to the things to be better”. “If you steal you will be expelled”. “No arguing inside the company”. “Discipline is there for everyone”.

Negative statements were “Dismissals are in favour of black people”. “If the black person agree with the white he/she gets punishment”. “I do not know that they give us a right discipline or not”.

Table 29 : Disciplinary Measures.

YES		NO		DON'T KNOW	
Freq.	%	Freq.	%	Freq.	%
21	53	2	5	17	43

Table 29 shows that 53% of respondents agree that there are disciplinary measures in place, while 5% disagree and 43% do not know.

4.6.17 Dismissals and employment equity in relation to race, gender and disability discrimination.

Negative statements referring to race, gender and disability discrimination in relation to dismissals were made by 15%, 7.5% and 10% of respondents, respectively. Typical examples were “People must be given a warning, at least, for two times then be fired after the final warning”. “You have to be fired if you have made an unreasonable mistake”. “I see them suspended then dismissed from work”. “You are suspended after you get three warnings, but if you steal you get dismissed”. “No racism for dismissal”.

Table 30 : Dismissals at the workplace

	YES		NO		DON'T KNOW	
	Freq.	%	Freq.	%	Freq.	%
RACE	6	15	27	67.5	7	17.5
GENDER	3	7.5	31	77.5	6	15
DISABILITY	4	10	26	65	10	25

Table 30 shows that 15% of employees agree that there is discrimination in dismissal procedures in terms of race, however the majority at 67.5% disagree. The remaining 17.5% do not know. In terms of gender, only 7.5% employees agree that discrimination on gender issues exist, and the majority of employees at 77.5% disagree. The remaining 15% do not know. Furthermore, 10% and 25% of employees is constituted by employees who agree that discrimination exist at the workplace in terms of disability and those who do not know respectively. However, 65% of employees disagree that discrimination exist.

4.6.18 Pre-employment testing and employment equity in relation to race, gender and disability discrimination.

Negative statements referring to race, gender and disability discrimination in relation to pre-employment testing were made by 5%, 7.5% and 2.5% of respondents, respectively,. Typical examples were “Yes they check medical examination before recruiting”. “Pre-employment is determined by relationships between races”. Positive statements were “Pre- employment is very good because there are many diseases, which affect people today”. “No, I did not get a pre-employment test”.

Table 31 : Pre-employment testing and employment equity

	YES		NO		DON'T KNOW	
	Freq.	%	Freq.	%	Freq.	%
RACE	2	5	27	67.5	11	27.5
GENDER	3	7.5	26	65	11	27.5
DISABILITY	1	2.5	25	62.5	14	35

Table 31 shows that only 5% of respondents agree that racial discrimination in terms of pre-employment testing exist. However, the 76.5% majority of employees disagree and 27.5% do not know. In terms of gender, 7.5% of employees agree that discrimination in pre-employment testing exists and the 65% majority of employees disagree. 27.5% of employees do not know. Only one person (2.5%) agrees that there is discrimination in pre-employment testing based on disability, while 62.5% disagree. 35% of employees do not know.

4.6.19 Induction Programme and employment equity in relation to race, gender and disability discrimination.

Statements referring to race, gender and disability discrimination in relation to induction programme were made by 12.5%, 10% and 5% of respondents, respectively. Typical examples were “A person needs to know about the rules of the company so as to be aware”. “Rules are important in a company and should be adhered to in ensuring the success of the company”. “Yes, they teach you before you start working”. “They write an induction programme and work for future”. “The induction programme is there for each and everyone”.

Table 32 : Induction Programme and employment equity

	YES		NO		DON'T KNOW	
	Freq.	%	Freq.	%	Freq.	%
RACE	5	12.5	25	62.5	10	25
GENDER	4	10	26	65	10	25
DISABILITY	2	5	26	65	12	30

Table 32 shows that 12.5% of respondents agree that racial discrimination in induction programme exists, while 62.5% disagree. 25% of employees do not know. In terms of gender, induction programme is said to be discriminatory by 10% of employees and 65% of employees disagree. 25% of employees do not know. Furthermore, discrimination in terms of induction programme in respect to disability, 5% of employees agree while 65% disagree. 30% of employees do not know.

4.6.20 Retirement Benefit and employment equity in relation to race, gender and disability discrimination.

Statements referring to race, gender and disability discrimination in relation to retirement benefit were made by 7.5%, 7.5% and 10% of respondents, respectively. Typical examples were “Very good deal”. “Retirement benefits are very good”. “The successful is when you get a retirement benefit”. “No racism”. Negative statements were “It will be there or not but they told others to contribute differently”. “Tax is the only problem”. “Whites are not forced to retire”. “I do not know how they get to employees”.

Table 33 : Retirement Benefit and employment equity

	YES		NO		DON'T KNOW	
	Freq.	%	Freq.	%	Freq.	%
RACE	3	7.5	27	67.5	10	25
GENDER	3	7.5	29	72.5	7	17.5
DISABILITY	4	10	25	62.5	10	25

Table 33 shows that 7.5% of respondents agree that racial and gender discrimination in terms of retirement benefits exist at the workplace. 67.5% disagree that racial discrimination exist and 25% of employees do not know. 72.5% of employees also disagree that discrimination in terms of gender exists and 17.5% do not know. Employees constituting 10% agree that discrimination based on disability exists at the workplace, while 62.5% disagree. 25% of employees disagree.

4.6.21 Medical Aid Benefit and employment equity in relation to race, gender and disability discrimination.

Statements referring to race, gender and disability discrimination in relation to medical aid benefits were made by 10%, 10% and 7.5% of respondents, respectively. Typical examples were “We all get first aid”. “Other companies do not”. “I have a medical scheme, which is deducted from my salary”. “They give us treatment when we are sick”. “You are not allowed to work if you are not feeling well”. “They help anybody and everybody”.

Table 34 : Medical Aid Benefit and employment equity

	YES		NO		DON'T KNOW	
	Freq.	%	Freq.	%	Freq.	%
RACE	4	10	28	70	7	17.5
GENDER	4	10	31	77.5	5	12.5
DISABILITY	3	7.5	27	67.5	10	25

Table 34 shows a 10% of respondents who agree that racial and gender discrimination on medical aid benefits at the workplace exists. However, 70% of employees disagree that racial discrimination exists and 17.5% do not know. In terms of gender, 77.5% of employees disagree and 12.5% do not know. Furthermore, 7.5% of employees agree that discrimination exists for the disabled and 67.5% disagree. 25% of employees do not know.

4.7 CONCLUSION

The results in this section are presented as they are; the presentation of the characteristics of respondents came first, followed by the presentation of results according to the aims of the study. The results are presented in tables and graphs as well as in the form of theme analysis. This strategy enabled the researcher to present both quantitative results and qualitative results. The next chapter discusses the findings.

CHAPTER FIVE : DISCUSSION OF FINDINGS

5.1 INTRODUCTION

The findings of this research are presented according to the results of the study presented in chapter four and the literature search in chapter two. The latter was carefully and systematically executed according to a preconceived plan in order to derive valid conclusions about the findings. The findings in this study are discussed according to the aims of the study. The respondents are all Sharks Board employees in KwaZulu-Natal Sharks Board sites.

5.2 CHARACTERISTICS OF THE RESPONDENTS

There were 13% of respondents between ages 21-30 years, while 50% were between ages 30-40 years; and 27% were between the ages of 41 –50 years, with only 10% respondents from the age of 50 years and above. There were 20% female respondents and 80% male respondents. Of the total, 58% respondents were Africans, 10% were Indians, while 33% respondents were White. These characteristics in the above discussion show huge inequalities. These findings are consistent with Adam et al (1997), who found that the vast inequities in South African society were structured

along racial lines and arose primarily because of uneven development that stemmed from the previous Government's apartheid regime. The policies of Apartheid emphasized separate and preferential treatment of certain racial groups.

Among the Crew participants, 16 of them had a working experience of between 1 and 20 years while 4 of them had a working experience of over 26 years. Among the Officer participants, 17 of them had a working experience of between 1 and 20 years while 3 of them had a working experience of over 26 years.

A majority of 55% of respondents earned an income of less than R4 200-00 per month while 45% of respondents earned an income of more than R4 200-00 per month.

Similar findings were recorded by Eberhad and van Horen, (1996), who found that there are vast inequities in South African organizations structured along uneven development that stemmed from the previous Government's policies. His study even made recommendations that there was a need for strategic interventions by the State, primarily on the basis of promoting social equity.

Westcott (1998) argued that when a cleaner in one of South Africa's big companies is paid R1 800-00 per month, the Chief Executive Officer will probably earn over R50 000-00, a ratio of

about 28:1. When the new Employment Equity Bill becomes law, government may sink its list once again into the belly of corporate South Africa by wrestling the ratio down to just twelve. A ratio of 28:1 is nothing in relation to Western economies. In Britain, for example, the average ratio between the highest and lowest paid in a company has increased from 10:1 in 1980 to 22:1 in 1990 and over 40:1 over the past few years. In the United States of America, it exceeds 200:1.”

5.3 ELIMINATION OF UNFAIR DISCRIMINATION IN EMPLOYMENT

The findings on elimination of unfair discrimination in the employment sector show that few respondents feel it is not achieved. A small percentage of respondents believed that there was unfair discrimination within Natal Sharks Board. Nonetheless a considerable majority of respondents believed that there was elimination of unfair discrimination at the Natal Sharks Board. Leonard’s study (1990), on the effects of Affirmative Action regulations on employment equity in the United States indicated that significant gains were made in the sphere of both male and female Black employment through contract compliance. His study did not find evidence on the relationship between Affirmative Action and decline

in productivity within organizations that effectively implemented employment equity.

The findings, according to aim number one, indicate that there is elimination of unfair discrimination in employment at the Natal Sharks Board.

5.4 THE PROCESS OF ACHIEVING A REPRESENTATIVE WORKFORCE

Few respondents think that the process of achieving representative workforce is not being carried out at Sharks Board. A small percentage of respondents believed that there was gender discrimination within Natal Sharks Board. Nonetheless a considerable majority of respondents believed that there was no gender discrimination at the Natal Sharks Board.

The findings, according to aim number two, indicate that the process of achieving representative workforce at the Natal Sharks Board is progressively being implemented.

5.5 PROMOTION OF ECONOMIC DEVELOPMENT AND EFFICIENCY IN THE WORKPLACE.

Few respondents think that promotion of economic development and efficiency in the workplace is not implemented. Such a relationship between Affirmative Action Policy and productivity decline was not shown in Johnson's study (1990) conducted in the United States. The democratic government in South African has started strategies that address the need for strategic intervention in the economy. These interventions are primarily aimed at ensuring a thriving, growing and competitive economy, in global terms. The concept of social equity in the South African context cannot be viewed merely within the human rights perspective. It needs to be viewed also in business perspectives.

Nonetheless a considerable majority of respondents believed that there was promotion of economic development and efficiency at the Natal Sharks Board.

The findings, according to aim number three, the promotion of economic development and efficiency in the workplace, indicate that most respondents believed that promotion of economic development and efficiency at the Natal Sharks Board is being implemented.

5.6 CONCLUSION

The findings of the study in this section are presented according to the aims of the study. The findings according to aim number one, that is, to determine if unfair discrimination in employment is being eliminated; show that most respondents believe that discrimination at the Natal Sharks Board is being eliminated. The second aim, that is, to establish if a diverse workforce representative of the population is in the process of being achieved; show that respondents perceive that there is change in the diversity of the workforce. The last aim of the study, that is, to find out if economic development and efficiency in the workplace is being promoted at the Natal Sharks Board; the findings indicate that this is indeed the case.

CHAPTER SIX : CONCLUSION AND RECOMMENDATIONS

The first chapter indicated clearly the critical questions that led the data gathering process. The aims and conjectural statements of the study were clearly indicated as well as the manner in which they are measurable.

The problem of a perception based audit of the Employment Equity Act 55/1998 among the Natal Sharks Board entity, has been clearly indicated as something that needed an investigation of the kind carried out in this study. Theories in this study argued in support of the Act. They viewed it to be a moral and economic imperative to transform the workplace to reflect the demographics of the country. They argued that this could not occur unless there was pressure from the Government. Thus without the Employment Equity Act, the racial practices of the past are likely to be perpetuated in practice. Furthermore, unless there was an active transformation of the workplace, South Africa would not, in the long run, be able to successfully compete in the global markets. The study's chosen methods, qualitative and quantitative were discussed and the instruments as well as data collection method. The procedure for the administration of research instrument ensured a smooth process of data collection. The results of the findings of the study as well as the literature show that an elimination of discrimination at work is perceived to be happening and that there is a change in the diversity of the workforce as well as economic development and efficiency at the Natal Sharks Board.

The conclusions reached in this study, led to the formulation of the following recommendations:-

- That there should be transparency and a further elimination of discrimination across all occupational levels of employment at the Natal Sharks Board. The Natal Sharks Board need to act responsibly in eliminating discrimination in a manner that reflects the fundamental principles and values that this seeks to

achieve; and not merely to avoid being sanctioned for non-compliance.

- That there should be more equity in terms of workforce diversity at Senior Management levels within the Natal Sharks Board. Change should not be something that is done when it has to be done – by that time it is generally too late. Neither should the Natal Sharks Board change for the sake of change. The management of the changing business environment should be part of the day-to-day concerns of senior management and the process of change must be effectively managed if the business is to remain competitive and successful.

- That there should be further research towards the implementation of effective strategies for economic development and efficiency at the Natal Sharks Board; once the Natal Sharks Board takes over the responsibility of the process of economic development from the Works Department. In this way management will avoid the thunderstorms and make the sun come out at the Natal Sharks Board.

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