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ARE ENDOGENOUS ORGANISATION DEVELOPMENT APPROACHES RELEVANT IN ENHANCING THE PERFORMANCE OF AUTOMOTIVE FIRMS IN SOUTH AFRICA? AN EXAMINATION OF THE EXPERIENCE OF SELECTED DURBAN-BASED FIRMS

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By

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Supervisor: Prof Oliver Mtapuri

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DECLARATION

I hereby declare that this dissertation is my own original work. All sources used have been accurately reported and acknowledged. It has not been submitted to any university to obtain an academic qualification.

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This dissertation has been submitted with my approval.

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DEDICATION

I dedicate this dissertation to my family,

My mother, Thandeka Ntombenhle Mkhize. My father Mishack Vusimuzi Mkhize

&

My siblings, Khululiwe Mkhize, Snothile Mkhize, Inhle Mkhize and Anelisa Mkhize

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ABSTRACT

Automotive manufacturing is one of the most important manufacturing sectors in South Africa and globally. This study sought to identify the different endogenous Organisational Development approaches that Durban-based automotive manufacturing firms developed to address exogenous and endogenous challenges.

The study was conducted using the Qualitative Research approach, the study was exploratory and used an interpretivist paradigm to analyse the subjective data. In-depth interviews were conducted following the identification of 12 respondents using purposive sampling. These were individuals from automotive manufacturing organisation representatives, organisational development practitioners, organisational development agencies, academia and government agency representatives.

The findings indicate that Durban-based organisational development firms have developed endogenous OD approaches to address internal challenges and to enhance their competitiveness. There has been a positive shift with the close relationship between government, academia and business enabling the development of instrumental policies. The use of OD approaches has had a positive outcome in organisational performance enhancement therefore making OD important in the future and as a policy feature. The landscape of the South African labour market requires organisations to adopt African Management principles.

South African automotive manufacturing firms have survived external global pressures through the triple-helix model. This study recommends that to ensure continuous success, this partnership needs to be encouraged and maintained. The promotion of organisations to develop endogenous Organisational Development approaches has seen companies developing local solutions to current local challenges. The study concludes that these OD approaches have allowed the development of new cultures in organisations that encourage and engender innovation, learning and employee motivation. These are the features that organisations require to face any exogenous forces from an ever-changing global environment.

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ABBREVIATIONS

CTCIP	Clothing and Textile Competitiveness Improvement Programme
CBU	Completely Built-Up
DTI	Department of Trade and Industry
EBC	Endogenous Business Cycle Theory
FTAP	Firm Technology Assistance Package
FTE	Full Time Employees
GDP	Gross Domestic Product
GVA	Gross Value Add
GVC	Global Value Chains
HR	Human Resource Department
HRDCSA	Human Resource Development Council of South Africa
ISI	Import Substitution Industrialisation
IMF	International Monetary Fund
IRCC	Import Rebate Credit Certificates
IPAP	Industrial Policy Action Plan
JIT	Just-In-Time
MNC	Multinational Corporations
MVA	Manufacturing Value Add
NTL	National Training Laboratories
NAAMSA	National Association of Automobile Manufacturers of South Africa

NACAAM	National Association of Automotive Component and Allied Manufacturers
Nedlac	National Development Labour Council
OEM	Original Equipment Manufacturers
OD	Organisational Development
R&D	Research and Development
RBC	Real Business Cycle Theory
SA	South Africa
SEZ	Special Economic Zones
SECI	Socialized Externalization Combination Internalization
SAABC	South African Automotive Benchmarking Club
SIC	Standard Industrial Classification
SOP	Standard Operating Procedure
TQM	Total Quality Management
TPQ	Total Productivity and Quality
TSAM	Toyota South Africa Motors
VWSA	Volkswagen South Africa
WPC	Workplace Challenge
WCMT	World Class Manufacturing Training

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CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1 Introduction and general overview

"The remains of the old must be decently laid away; the path of the new prepared. That is the difference between Revolution and Progress"(Ford News 1922:2).

The automotive manufacturing sector is described as being 'the industry of industry' (Barnes & Morris 2008:32). This description is based on the characteristics of this sector which Barnes and Morris define as "one of the largest and most advanced scale industries, in respect to output levels, direct and indirect employment, management practices and manufacturing standards" (Barnes & Morris 2008:32). The Department of Trade and Industry (DTI) asserts that the sector has great advantages for a country's economy as it has the ability to "transform inputs into higher-value added products, stimulating employment and economic linkages along the entire value chain" (DTI, IPAP 2014/15 – 2016/17:13). The South African (SA) automotive manufacturing sector has seen considerable decline in its fortunes with the production of passenger vehicles and Light Commercial Vehicles facing the first unexpected decline post-2006. South Africa's share of global production was at 0.85% in 2006 but two years later in 2008, SA's global share reduced to 0.80%. During September of 2008, the world experienced a global financial crisis, which was a result of the collapse of the Lehman Brothers global bank that occurred in September 2008 (The Economist 2013).

As a result of this crisis, SA's production performance plummeted to 0.61% of global output (NAAMSA 2010). South Africa had seven Original Equipment Manufacturers (OEMs) namely the BMW (3 Series), Ford (Ranger Pickup from 2011), GM (Corsa pickup, Isuzu pickup), Mercedes Benz (C class), Nissan/ Renault (various sedans and pickups), Toyota (Corolla 4 door and Hilux pickup) & Volkswagen (Polo old and new) (NAACAM 2011). In 2008 these OEMs employed 35 900 employees with a productivity output of 14.7 units per employee and in the aftermath of the financial crisis, the employment levels dropped to 30 400 employees and a productivity output of 11.8 units per employee (NAAMSA 2010).

A country's ability to have a dynamic manufacturing sector is generally understood to be of great importance for the sound macroeconomic performance of a country as the sector is noted as influencing employment multipliers that would respond to issues of unemployment, inequality and poverty, which define many developing countries' economic profiles. This dissertation will investigate the relationship that Durban automotive manufacturing firms have with organisational development approaches as part of the continuous organisational change, which is ongoing, evolving, and cumulative (Weick & Quinn 1999). This change characterises the automotive industries fast-paced globally competitive and regulatory sector. Organisational Development (OD) is defined as "the process of increasing organisational effectiveness and facilitating personal and organizational change through the use of interventions driven by social and behavioural science knowledge" (Anderson 2013:3). As customers demand more, newer technologies are introduced and investors demand results, therefore immediate change becomes a necessity. Organisations require new strategies, economic structures, technologies, organisational structures and processes, all of which are encompassed within organisational development. The automotive industry is one of the key leaders in work organisation innovation, and it is the lead sector in the advancement of new work practices and organisational forms, thus Organisational Development has become a key component within the automotive sector (West 2000).

William Pollard once wrote, "Without change there is no innovation, creativity, or incentive for improvement" (Pollard 2010:116). Change is regarded as a constant and is seen as a factor in the development and implementation of aligned Organisational Development (OD) practices. Richard Beckhard, one of the frontrunners in the school of Organisational Development, defined OD as being planned, organisation-wide, managed from the top, and meant to increase organisation effectiveness and health through planned interventions in the organisation's processes based on behavioural science knowledge (Beckhard 1969). The emergence of OD has seen the advent of five work streams: National Training Laboratories (NTL); classical work on action research; normative views of OD; strategic change studies; and organisation transformation research (Beckhard 1969).

The history of the automotive sector encompasses the nature of work and organisational life, with the most notable pioneers being producers in the United States, Europe and later Japan, with individuals such as Henry Ford, founder of Ford Motors, and William C. Durant, founder of

General Motors, being pioneers in this sector. The introduction of Fordism is based on the works of Henry Ford which outline, "a model of economic expansion through technological progress based on mass production" (Tolliday & Zeitlin 1987:1-2). It is a system that is characterised by "long runs of standardized products made on dedicated special purpose equipment by Taylorised, semi-skilled workers" (Hartley 1997:119). As part of their OD, Japanese auto manufactures adopted a technique called Lean Production formulated by Toyoda and Ohno of the Toyota plant in Nagoya. Lean Production techniques are "interrelated" and "mutually supportive" manufacturing practices aimed at minimising what was termed the 'seven wastes,' that is, transportation, inventory, motion, waiting, over processing, over production, and defect (Womack et al. 1990), within production processes (Oliver & Wilkinson 1988). This manufacturing practice places the worker at the centre of the system designs (Womack et al. 1990).

With the lifting of sanctions imposed on South Africa (S.A) during the Apartheid era, local organisations were exposed to new global business practices with defining features of the automotive sector being rapid liberalisation of the industry, reintegration and domestic market stagnation (Barnes 2000). Internationally, the focus was on technological advancements and redesigning organisational structures to maximise efficiency, whereas South African organisations had to navigate the rapidly changing socio-political environment post 1994 (Marais 2001). In this regard, SA moved into an era that advocated organisational development programmes that encouraged Ubuntu and African Management principles (Moerdyk & Aardt 2003). By focusing on redressing past injustices; SA organisations were able to systematically deal with challenges involving skills deficits affecting developing countries, instead of focusing solely on the issues shown to be deserving of OD in traditional Organisational Development textbooks (Moerdyk & Aardt 2003). There are currently good examples where Ubuntu-based OD programmes have turned struggling organisations around to become very successful businesses and have achieved unbelievable results (Moerdyk & Aardt 2003).

A consideration of the appropriateness of an OD programme, based on the environmental context of an organisation, is likely to bring about successful implementation. Currently local organisations would benefit from the acquisition of vital services as well as dynamic and

innovative leadership that can steer them towards the achievement of world-class competitiveness (Moerdyk & Aardt 2003).

In 2015, eThekwini contributed 9.2% of the national Gross Domestic Product (GDP) which translates to R279 billion in 2010 prices (Global Insight, IHS; 2015). Growth within the City was expected to be at 2.0% in 2015 and the data extracted from Stats SA has indicated that the forecasted growth rate was achieved in 2015 (Global Insight, IHS; 2015). In the secondary sector, the Gross Value Add (GVA) contribution in eThekwini over the past 18 (1996-2014) years indicates that there has been a decline to the value of over 10% (Global Insight, HIS; 2015). This latter statistic signifies the importance of eThekwini and its value nationally and in this study. As the second largest contributor of the national GDP, there is a need to research and understand the trends that are occurring within eThekwini and its manufacturing sector with its GVA being contribution of 17% (Global Insight, IHS; 2015). Table 1 makes a comparison of the eThekwini and National GVA and GDP contributions in the secondary sector.

Table 1: Contribution to GVA and GDP of eThekwini in the secondary sector (Rand millions at basic prices-2015)

Secondary Sector	eThekwini GVA contribution, 2015	National GDP contribution, 2015
Transport equipment	60 784.3	83 879.3
Electrical machinery and apparatus	34 056.9	33 255.0
Metal products, excluding machinery	44 856.1	43 373.0
Other non-metallic mineral products	45 672.0	44 033.4
Machinery and equipment	43 477.7	35 387.8

Fuel, petroleum, chemicals, rubber and plastics	191 325.3	188 272.9
Wood and wood products	32 152.8	31 661.5
Textiles, clothing and leather goods	31 977.8	29 818.1
Food, beverages and tobacco products	37 753.1	34 719.5

Source: Data from Global Insight, HIS Markits, Economic Data GVA by region (2015)

According to the information extracted from Global Insight, one can conclude that the success of the secondary sector has deep positive connotations through its GDP contribution to the South African economy. The GDP contribution of eThekwini's secondary sector has been immense and has maintained its position as the second biggest GDP contributor in South Africa. The contribution of eThekwini in relation to the national GDP contribution of tertiary sectors reflects the sizable share that it holds and thus reflecting the huge potential and overall importance of its contribution. This sector is facing immense challenges and requires a lot of intervention, research and development to improve manufacturing output and growth.

The study by Velia & Robins (2015) has provided valuable data and insight regarding firms in eThekwini. It is against this backdrop that one can formulate the foundation for the status quo of firms in this municipality. The performance of these organisations is unpacked in this study and thus informs the changes in behaviour. With service issues, export and import difficulties, the volatility of the exchange rate, the availability of skills and labour issues firms in Durban are affected by a multitude of challenges. In Kwa Zulu Natal, there are two Special Economic Zones (SEZs), one in Durban called the Dube Trade Port and the Richards Bay Industrial Development Zone. These SEZs have designated preferential benefits such as "preferential 15% Corporate Tax, building allowance, employment incentive, customs controlled area, 12I tax allowance" (DTI 2016). Many manufacturing establishments are located outside of these zones as they were established before the incentive allowances were made. Their geographical location makes them vulnerable as the cost of doing business outside of these designated areas are immense and they

pay full service tariffs while their counterparts receive some exemption. It is these realities that have deterred organisations from investing in OD approaches that require some external assistance, research and development and innovation. These organisations, without financial investments; having to undergo and withstand the cost of doing business without any exemption; having survived the external shocks and managing to stay afloat, depict the resilience and uniqueness of Durban organisations. It is the survival of these businesses that make for a good case study given their ability to circumvent these unavoidable pressures and still make a contribution to the GVA of eThekwini.

1.2 Problem statement

The study investigates the South African Manufacturing sector in the broad perspective but with a specific focus on Durban manufacturers and their adoption of organisational development approaches to improve their performance. The sharp decline in production, growth and numbers of operating manufacturers in South Africa is highlighted by the Manufacturing Circle's fourth quarterly review. This review identified that economic conditions have taken a downturn and manufacturing Industrial Production globally has suffered from the US to Germany who have experiences an Industrial Production decline of over 2 per cent (Manufacturing Circle Q4, 2015). China, which is the second largest manufacturer globally saw its Industrial Production growth fall below 6 per cent in December 2015 and its GDP below 7 per cent (Manufacturing Circle Q4, 2015). South Africa, following this global trend in 2015, saw the Barclays Manufacturing PMI fall two index points to 43.5 in January from 42.5 in December. This contraction provided evidence that manufacturing in South Africa was being affected like all its global counterparts.

A survey of Medium and Large manufacturing establishments in eThekwini was conducted in the late 1990s and early 2000s in eThekwini. The study concluded in 2002/03 and it categorised establishments in three main size classes of 50-99 Full Time Employees (FTEs), 100-199 FTEs and 200 or more FTEs. The lead researchers from the study found a sizeable representation of establishments that fit all three-size classes.

The study was re-administered in 2013/14 to understand if the dynamics affecting the Durban manufacturers were still the same 10 years later. The researchers found that unlike the initial study where they found representatives from three size classes; they could now only find establishments that met the 50 FTEs threshold. This is indicative of a decline or the contraction of the larger

establishments in the Durban manufacturing base. Scholars and captains of industry are citing that we are currently facing what they term as 'de-industrialisation', which refers to, "the small and declining contribution of manufacturing to the economy as a whole" (Velia & Robbins 2015:10), the de-industrialisation of Durban is seen to be occurring at an alarming pace. This decline is of great concern, as manufacturing is the only solution in addressing the socio-economic issues of the country.

The sector is one of only three sectors with a multiplier effect concerning value addition, job creation, export earnings and revenue generation. Its backward and forward linkages has the ability to create employment, business retention, and expansion, increased in real income and various other spill-off effects. There is a need for local manufacturing firms to realise their potential and innate comparative advantage to achieve a world-class competitive manufacturing environment. The ability to localise inputs and products will enable manufacturers to build a reputation that will advance their products domestically and internationally.

The power of adopting endogenous or internal programmes within business operations can be the turning point of many companies under distress and on the brink of closure, which is the situation that many firms have been facing post 2008. Celrose Clothing is a clothing manufacturing group that supplies the Edcon Retail Group that is situated in Kwa-Zulu Natal and has been operational since 1975. This company comprised of five sewing lines. In 2006 the company went through restructuring and organisational development with the introduction of World Class Manufacturing Training (WCMT) (KZN Clothing and Textile Cluster 2012). The principles and techniques that came with the WCMT training and operational changes were funded under the Clothing and Textile Competitiveness Improvement Programme (CTCIP). The OD interventions that were implemented by Celrose produced positive performance indicators such as; increase in employment and capacity, and an overall expansion of the business (KZN Clothing and Textile Cluster 2012).

Fabrinox started operations in 1993 in the Western Cape as a stainless steel, mild steel, aluminium, brass and copper solutions manufacturer from bulk to customized products in hi-tech manufacturing (TLIU 2015). This company provides products for various sectors such as agriculture, food and beverages, architecture, building, construction and various other sectors, with more than 150 employees. Through the implementation of the Firm Technology Assistance

Package (FTAP), which is an initiative that is driven by the Department of Science and Technology: Technology, Localisation Improvement Unit (TLIU 2016), assisted with the development of the technical-skills, capabilities and the workforce, signified the ability of an intervention in an organisation. The FTAP was able to bring quantifiable change in the production processes and the administration of Fabrinox. This advancement in the operations of the organisation affected the overall future of the company. Continuous learning and development are prime aspects in retaining an organisation's efficiency and effectiveness. The ability to be cutting edge and innovative enables a firm to maintain its competitive edge in light of current pressures.

Organisations, regardless of the size (small, medium or large), whether multinational or not, are prone to change. Change is what remains consistent in the modern world, as there are new technologies, new markets to explore, new competition, domestic and international externalities. For South African organisations, specifically Durban automotive firms and their value chain system (Porter 1979) to improve, have to be cognisant of the theory of change and the Schumpeterian innovation theory. The ability of local organisations in all tiers of supply to the Original Equipment Manufacturer (OEM) to be compliant is of great importance. They need to adopt approaches that will enhance their performance to keep them in compliance with OEM quality and standards requirements. This is achieved by their ability to continuously learn and improve, both at operational and administration levels, and the ability to sustainably keep their competency.

1.3 Rationale of the study

The rational of this study is that there has been so much change in the Durban manufacturing sector. As the sector has contracted in Durban in what has been termed the de-industrialisation of the manufacturing sector, many organisations have had to look internally to find solutions. The large-scale change has forced organisations to be innovative and apply various approaches to buffer the internal and external forces. In Durban firms, these systems, methods and approaches have not been documented. However, this study does not aim to document the approaches adopted. Rather, it seeks to understand whether Durban manufacturing firms adopt Organisational Development approaches to implement effective change and productivity in the host firm.

The study undertaken provides an insight into the nature of the organisational development environment of Durban, the complexity of the environment that manufacturing firms operate in,

and the interventions that they employ to provide a solution for these issues. This study will assist academia with understanding how existing OD approaches have influenced the manufacturing space and the challenges of noncompliance with these approaches. The manufacturing industry is one that is ever changing, with systems and approaches being adopted. However, these changes are seen as part of the business processes. This study will inform the motor industry of the current organisational approaches and document the endogenous and organic changes that firms adopt, if any, to address challenges that they face. Government's role is to create an enabling environment for manufacturing to grow in the country. This growth will enable export development and influence positively the GDP of the country. This study will inform the importance of government intervention and the prioritisation of continuous improvement through organisational development, which can lead to OD being a policy or legislation feature.

1.4 Aims and objectives

The overall aim of the study is to investigate the endogenous organisational development practices that selected Durban automotive manufacturing firms are implementing to enhance their performance.

The aim of the study will be achieved through exploring the following objectives:

- To evaluate the endogenous OD approaches being implemented by the selected firms;
- To evaluate the extent to which firms have applied other organisational performance improvement interventions other than OD;
- To assess the extent to which OD approaches adopted by firms have been subjected to new forms of innovation and/or adaption in light of South Africa's socio-economic history.

1.5 Main research question

How do firms in Durban view organisation development approaches and have they been useful in improving their performance?

Subsidiary Research Questions

- What endogenous OD approaches are being implemented by the selected firms?

- To what extent have firms applied other organisational performance improvement interventions other than OD?

- To what extent have OD approaches adopted by firms been subjected to new forms of innovation and/or adaption in light of South Africa's socio-economic history?

1.6 The organisation of the study

The study comprises of five chapters. Chapter one contains the introduction, background and motivation for the study. This chapter also presents the aims and objectives, of the study and the rationale of the topic. The chapter broadly informs the reader of Organisational Development and the current status of manufacturing in eThekwini and the rest of South Africa thus providing the direction of the next coming chapters of the study.

Chapter two is a comprehensive theoretical framework and literature review that outlines the status quo of South African manufacturing macroeconomic profile, early international and local Organisational Development perspective, and the history of the automotive industry. This chapter provides the core development processes of OD and its foundational changes since its inception, the current pressures facing Durban automotive firms in the dawn of global competition and domestic pressures.

Chapter three presents the research methodology used in this study. It outlines the target population and study sample; it outlines how firms were selected, methods of data collection and analysis of data, ethical considerations and limitations of the study. The basic profile of the respondents is also provided and the level of experience, this biographic information presents the validity of the individuals input. The experiences of these different firms provide the study with the data that has not been documented regarding their experiences with OD.

Chapter four outlines the main findings of the study. These findings of the study will present the culture of organisational development within local firms, and any authentic approaches that they have adopted to have a defined outcome. The input that these firms and OD practitioners have provided to this study has enabled the study to have main findings from different perspectives.

Chapter five focuses on discussion, recommendations and conclusion. This chapter will provide a comprehensive view of the main findings and thus develop the recommendations from the findings and discussion. Chapter 5 will inform the positive benefits of the study, therefore identifying the core recipients of the recommendations from the study.

1.7 Conclusion

The aim of this chapter is to provide an outline and the impetus that informed the study and its importance. This has been achieved by the comprehensive outlining of the rationale of the study, problem statement, research questions and provision of the overall aim and objectives of the study. This section also provides an outline of the upcoming chapters and their core foci. This chapter introduced the state of manufacturing globally, nationally and the initiatives that a few local firms have adopted in relation to organisational development.

CHAPTER 2: THEORETICAL FRAMEWORK AND LITERATURE REVIEW

"There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things." (Machiavelli 1532)

2.1 Introduction

The theoretical framework and literature review of this study explores the existing foundational body of work that exists within Organisational Development field. This theoretical framework provides the traditional work that frontrunners and practitioners have developed. Work from Kurt Lewin on 8 stages of change in 1951, the core principles of Organisational Development by Beckhard in 1969, and Brends and Lammers on Variance and Process Theories have developed the ground work of OD practices and approaches. The literature review provides the current state of manufacturing firms in Durban and the challenges that they face. The outline provided by the literature review and theoretical framework provides a comprehensive understanding of the state of OD and opportunities for firms. The following chapter will provide the supporting theoretical and literature review on Organisational Development and Durban manufacturers.

2.2 The theoretical framework

Understanding the design and adaptation of Organisational Development approaches rests in the understanding of the intended outcome from the approach. The core of the principles imposed by OD is “strengthening organisations so that they can better achieve their mission” (Beckhard 1969:9). The focus on strengthening the organisation enables the building of a strong nucleus that will enable the transition from different exogenous pressure situations. The strength of the nucleus is rooted in the ability of the organisation to be effective in relation to the achievement of objectives (Bolton & Abdy 2007), and efficiency of the economic resources will be the measurement of the results (Bolton & Abdy 2007). The balance between these two measures of organisational processes signify the ability of an organisation to have sound soft and hard capabilities enabling great progression. It is said that an effective organisation is one that “is able to fulfil its mission through a blend of sound management, strong governance, and a persistent rededication to achieving results” (Bolton & Abdy 2007:11). The key to OD is the ability to inflict positive change.

The theoretic foundations of Organisational Development lie in Organisational learning with the key in understanding what informs change and organisational development. Kurt Lewin was one of the frontrunners with his three stages of change in 1951. Brends and Lammers 2006 outlined a strong premise that "at the heart of learning lies change, and change is the core feature of processes" (Brends & Lammers 2006: 3). This learning forms the structure to which development rests in an organisation. Variance theories have been described to focus on "explaining the behaviour and characteristics of objects" (Brends & Lammers 2006: 5) whilst process theories are said to "focus on explaining change through a sequence of events" (Brends & Lammers 2006: 5). Both process and variance theories have laid the foundation for new theories regarding change and development. The four prominent process theories are the Life cycle model, Teleological model, Dialectical model and Evolutionary model.

The Life cycle model has its roots in production processes. This is due to the very nature that these processes are fixed in a sequence of chronological steps. The Life cycle model is defined as "change in a single entity. Life cycle models depict the process of change in an entity as progressing through a necessary sequence of stages, driven by an immanent program, regulation or compliant adaptation." (Brends & Lammers 2006: 5). There are a multitude of organisational development theories that stem from the Life cycle model. Huber's 1991 four-phase model of organisational learning is founded on knowledge acquisition, information distribution, information interpretation and organisational memory (Brends & Lammers 2006). The Socialisation Externalisation Combination Internalisation (SECI) was developed by Nonaka in 1994. In the SECI model, Nonaka identifies the dichotomy between explicit knowledge, which is knowledge that is readily articulated, codified, accessed and verbalised (Helie et al. 2010), and tacit knowledge, which is knowledge which is challenging to transfer to another person by means of written or verbal form (Polanyi 1966), and the creation of knowledge through a process that has four modes of knowledge conversion. These four modes are defined as "socialization" that is transferring tacit knowledge to tacit knowledge (Brends & Lammers 2006: 6), "externalization" which is the move from tacit knowledge to explicit knowledge (Brends & Lammers 2006), "combination" mode, that is, the transfer from explicit knowledge to explicit (Brends & Lammers 2006) and "internalization" which is the transfer from explicit knowledge to tacit knowledge (Brends & Lammers 2006). The suppressed power of tacit knowledge is what gets amplified in the SECI model and begins to yield the desired change and development in an organisation.

The Teleological model positions learning as a goal directed process in which knowledge development rests on the premise of being a rational problem-solving objective that is fixed in a set of activities that will enable the arrival at a goal of solving a problem. Emphasis is put on the five-step problem solving approach which includes: "a felt difficulty, clarification of the problem, identification of possible solutions, testing the suggested solutions, verification of the results" (Brends & Lammers 2006: 9). The success of this model is said to not lie in the application of the processes step by step but the iteration of the task until it produces the desired outcome. Therefore, an organisation develops an antidote for a current prognosis that the organisation is facing or seeking to develop. It then tests this antidote and awaits the responses from the environment in which the organisation functions. There is then some interpretation and evaluation of the achievement from the antidote. Some adjustments are then made to factor in the findings and then the action is reapplied.

The Dialectical model of learning is one that introduces multiple competing entities that outline the "struggle between proponents of alternatives" (Brends & Lammers 2006: 10), leading to the meticulous unpacking of the different schools of thought with no preconceived outcome. This model asserts that "constructive change processes operating upon multiple entities…change through the confrontation of a thesis and an antithesis. Struggles for dominance lead to a synthesis, the dominance of one perspective or a status quo." (Brends & Lammers 2006: 5). MacKenzie (1978) conducted a study which was based on the controversial views regarding different measures of association between 2 statisticians Pearson and Yule between 1900 and 1914 (Brends & Lammers 2006). These statisticians addressed the dialect theory and presented conflicting theories regarding the two different measures of association. The association of this model with a critical analysis of multiple entities which are thesis and 'anti-thesis' (Brends & Lammers 2006), enables it to be fluid in its approach. As the struggle between the opposing views is scrutinised, it leads to an outcome that results in "either a newly formed 'synthesis', or the defeat of one by the other" (Poole et al. 2000: 85). The ability of an organisation to scrutinise the currently offered perspectives to organisational development and learning enables the adoption of a suitable theoretical framework that will yield the desired change.

The final model of Process theories is the Evolutionary model which does not rest on a single entity that will be moving through phases, but is based on a population of entities that are fighting

for survival (Brends & Lammers 2006). This model encapsulates the current challenges for organisations which are rooted in the retention of their competitive advantage, and staying afloat in the wake of multiple global pressures. This process begins with a blind process of generating multiple hypotheses to minimise individual bias and prejudice. Building on the foundation of the Evolutionary model, Zollo and Winter (2002) developed an epistemology that outlines four phases. The first one is generative variation, whereby individuals compose new ideas on how to approach existing problems or how to approach new challenges (Brends & Lammers 2006). The second phase is internal selection which encompasses how ideas are faced with internal selection pressures (Brends & Lammers 2006). The third phase is replication which is based on the need for organisations to develop new knowledge and that knowledge to be widely shared (Brends & Lammers 2006). The final phase is retention, which is rooted in knowledge being retained (Brends & Lammers 2006). The understanding of knowledge generation is of high importance and it is through this premise that this model is criticised on the theoretical grounds. Critics argue that, "knowledge is not based on blind variation, as hypothesis are purposefully created to explain phenomena" (Brends & Lemmers 2006: 8). Others criticise this model on the grounds that implied change cannot have the same blasé explanation as that of things that occur organically as suggested by the four phases of epistemology (Brends & Lemmers 2006; Buske 1998).

The opposing theory is the Process theory which asserts that "if an outcome is to be duplicated, so too must the process which originally created it, and that there are certain constant necessary conditions for the outcome to be reached" (Mohr 1982: 9). The process theory is one that is stagnant and calls for an unchanging environment, which is found during manufacturing processes. The two theories are unique in that one deals with continuous learning while the other with production processes. Therefore, in an organisation the presence of both is essential to have a well-functioning body.

An organisation is at liberty to choose the most suitable variance theory of their choice, through their endogenous functions and their essential requirements so that they can formulate an OD approach that will be the most beneficial for them. The reality that each organisation faces endogenous and exogenous factors provides a platform for organisations to develop their own interventions, which are informed by the premise of variance or process theories under the auspices of OD. South African manufacturing firms are faced with both domestic socio-economic issues

(high unemployment, poverty, inequality, education, political leadership instability, exchange rate volatility) that are prone to developing countries, and endogenous issues that are sector based such as manufacturing process basic input costs; electricity prices, labour regulation, skills and vocational challenges, crime increase, and a plethora of additional burdens that affect their administrative and production processes. External pressures add onto these already existing issues.

The triple helix that industry operates in comprises of three elements which are "a government as the source of contractual relations that guarantees stable interactions and exchange; the university as a source of new knowledge and technology, the generative principle of knowledge-based economies" (Information Management Association 2016: 133). The functioning of the triple helix with each sphere understanding their responsibilities and creating an enabling environment for industry to perform; would see the growth rate increasing, an increase in production and exports, an increase in automotive components being sourced locally and through beneficiation, that is, value-added processing transform primary material to a finished product, which provides a higher export sales value (Department of Mineral Resources 2011). The priority is for the triple helix to create a stable and conducive platform to allow organisations to be innovative and produce new products and take them to the market. The blend is for organisations to both invest in Research and Development (R&D) which will keep the company competitive without compromising on their current production capabilities.

2.2.1 Variance Theory

Variance theories are the fundamental theoretical form of social sciences. These theories are based on a model that enlists the use of experimental logic which adopts the use of statistical methods for hypothesis testing (Ledford 1984). Variance theories assert that "a type of causal explanation in which a set of precursor variables, X, is a necessary and sufficient condition for the outcome, Y. Hypotheses take the form "if X, then Y." Hence variance theories are concerned with efficient causes; X or a change in the level of X inevitably causes Y or a change in the level of Y" (Ledford 1984: 3). The understanding that variance theories when implemented will have an expected result was described by Lawrence Mohr in 1982 as "push-type causality" as one variable causes another to occur. Therefore variables are the key element in this theory. In organisations, the implementing of a well understood intervention will produce an expected outcome, when implemented in stable conditions.

The nature of the environment in which manufacturing firms operate requires them to have foresight in whatever interventions that they propose. Therefore, having the ability to control the outcome will enable them to have control of the organisation. The benefit of imposing variance theories in manufacturing firms operating in Durban is that in the volatile environment that firms operate in, if an organisational development intervention X is implemented then it will cause an outcome of Y. These "push-type causality" produce expected results due to the precursor variables, therefore allowing organisations the ability to have control over their organisations.

2.2.2 Process Theory

Process theories are based on the precursor being the essential condition for the outcome, as opposed to the precursor being a sufficient and necessary condition (Ledford 1984). In process theories "the precursor usually is constituted to three elements: necessary conditions, necessary probabilistic processes and external directional forces that move the focal unit (such as an organisation) and the necessary conditions about, and sometimes move them into proximity. Outcomes in the process theories are a particular combination of the focal unit and the precursor" (Ledford 1984: 3). The root of process theories is its concern with final causes as opposed to efficient causes, as the outcome depends on the precursor. However, the precursor in isolation cannot deliver the outcome, therefore the presence of 'probabilistic processes' and 'external directional forces' can deliver the final cause (Ledford 1984). This type of process theory was termed by Lawrence Mohr in 1982 as a "pull-type" causality. He explained that "Y invariably implies X, but the reverse is not true" (Ledford 1984: 4).

An organisation identifies a focal unit and the process theory asserts that the focal unit will pass through a sequence of events. These events will be an outcome of "directional forces" and "probabilistic processes", elements leading to an outcome which is called an event. Manufacturing firms are faced with multiple challenges and therefore they need to develop or face the threat of extinction as this theory is rooted in Charles Darwin 1859 theory of evolution. The theory of evolution like the process theory asserts that organisations or organisms "either adapt or fail to adapt" (Ledford 1984: 4). Organisations need to identify their focal unit and develop it by using the external directional force and the probabilistic processes which will enable the retention of the intervention.

2.3 Literature review

This section identifies the current exogenous factors facing SA organisations and the profile of the manufacturing sector in SA, the core rationale of OD and the various avenues that it has taken in global organisations looking at pioneering automotive manufacturers, OD approaches that influence production systems, the status quo of SA organisations, the Institutions that offer OD programmes and the transitions that OD systems have undertaken.

2.3.1 The practice of Organisation Development

Organisational Development (OD) is defined as "a process that applies a broad range of behavioural science knowledge and practices to help organisations build their capacity to change and to achieve greater effectiveness, including increased financial performance, customer satisfaction, and organisation member engagement." (Cummings & Worley 2009: 1). This definition of organisational development is one that is inclusive of different facets within the organisation, that is, the inclusion of production processes, positive financial performance, the important role of the customer and all the employees within the organisation.

The understanding of organisational needs is of paramount importance as neglecting one aspect will have dire ramifications especially in trying to achieve the different goals that the organisation has for itself. In automotive manufacturing organisations there is a need to have a balance in achieving these defined roles. The ability to successfully acknowledge and encompass these elements provides a company with the instruments to achieve a competitive advantage. OD focuses "on building the organisation's ability to assess its current function and to achieving its goal, moreover, OD is oriented to improve the total system- the organisation and its parts in the context of the larger environment that affects them" (Cummings & Worley 2009: 1).

The transformations of business organisations begun in early twentieth century, with changes being seen on the factory floor. Goldman and Van Houten describe the changes as "transformation from chaotic and ad-hoc factories to rationalised, well-ordered manufacturing firms" (Goldman and Van-Houten 1980: 108).

Organisational Development is argued to have come about as a gradual evolution with scholars such as Rothwell, Sullivan and McLean (1995) stating that OD was influenced by people, work, organisations and change that occurred in the 1950s and 1960s (Rothwell et al. 1995). It was

formerly termed the Human Resources School of Management Thought with its first theoretical origins being that of Philosophical Influences. Wren (1979) notes that "the Human Resources School included humanism, the key values of which included a firm belief in human rationality, human perfectibility through learning, and the importance of self-awareness" (Wren 1979: 17).

The workings of Wren laid a foundation for new views in relation to people and change with the forerunners of these new prospects being Rogers in 1942 and Maslow in 1954. The work by Maslow highlighted that "new ideas about human motivation suggest an evolutionary pursuit of needs fulfilment" (Maslow 1943: 370). Rogers argues that, "people have a lasting desire to improve themselves and to satisfy their needs" (Rogers 1942: 5). These two scholars outlined two important features that drive human motivation which are personal advancement and the ability to satisfy one's needs.

The work of Houle and Ginzberg also attests to this elementary understanding of human desires and motivation. Houle asserts that the driving force behind why people learn is their desire to learn, because they will develop social relationships and the ability to find immediate solutions to their problems by applying the practical knowledge that they have acquired (Houle 1961). Ginzberg (1958: 15) asserts that, "the importance of human effort and creativity in the production process added a new dimension to the debate about the values of land, labour and capital." The contributions of the scholars have laid great foundations for the introduction of human social behavior in economics, organisational strategies and the perception of work.

The second avenue that explains the need for the development of OD is that of Methodological Influences. Burke (1987) explains that sensitivity training, sociotechnical systems and survey research and feedback are separate but related behavioural science applications. The three categories outlined above have serious implications for organisations. The sensitivity training is associated with training small groups, with an open platform for participants to share their views (Burke 1987). The power of sensitivity training allows individuals to work in groups to share knowledge and experiences that will influence individual performance. The second category, the sociotechnical system, involves subsystems which include people in an organisation, their needs, and the analysis of the impact that change would have on work output (Burke 1987). The final category, survey research and feedback, involves the use of surveys to inform organisational changes.

Richard Beckhard, one of the frontrunners in the school of Organisational Development, defined OD as being planned, organisation-wide, managed from the top, and meant to increase organisation effectiveness and health through planned interventions in the organisation's processes based on behavioral science knowledge (Beckhard 1969). The emergence of (OD) has seen the advent of five work streams: National Training Laboratories (NTL), action research stream, normative views, strategic change and transformation research (Cummings & Worley 2009).

The NTL through the development of sensitivity training groups of T-groups (Cummings & Worley 2009). Classical work on action research stream is rooted in action research that is administered by social scientists to manage change (Cummings & Worley 2009). The normative views of OD develop the best way to design and operate organisations (Cummings & Worley 2009), strategic change studies, and organisation transformation research. Organisation development is imperative in organisation transformation as it evolves from sensitivity training. Therefore, it holds linkages in human beings, learning and change. The valuing of human capital in organisations is necessary. Smither et al. (1996) argues that employees are an integral part to organisational success which is achieved through the networks of relationships.

The understanding of the role of people within organisations leads to an acknowledgement of what organisations must do in order to be efficient and successful. The attributes that are outlined to enable the successes of organisations within OD include humanism which concerns the idea that behaviour must be guided so that it does not dehumanise any person or group (Smither et al. 1996). The next attribute is personal growth that requires the education of employees by introducing change to improve certain situations (French et al. 2005). There should be an understanding that employees are Theory Y, people who need challenges and growth opportunities (McGregor 1960), and that employees are people, therefore their emotions, personal values and interpersonal relationships are important to the organisation's success (Smither et al. 1996). The psychological ownership characteristic asserts that if employees are allowed to be part of the change creation phase, they will support the implemented change (Hanson & Lubin 1995). Finally understanding organisations as a system with interdependent parts and subsystems (Smither et al. 1996).

The characteristics of Organisational Development lie in a variety of defined roles which differentiate OD processes from other change management or structured system interventions. Firstly, the processes of OD are entrenched in strategic and structure changes of the organisation

and the overhaul processes in a system, whatever structure it is, with interdependent parts and subsystems (Cummings & Worley 2009: 2). The second type of OD is rooted in the transfer of behavioural science knowledge, practice, which encompasses a multitude of micro concepts between a Multiplan firm, department or individual role and micro approaches that encompass leadership, work design and group dynamics (Cummings & Worley 2009: 2). The third role's core is in the management of predefined change, which is determined by the dual relationship of an organisation to be flexible and adaptive in the processes of determining the future organisational changes instead of a generic rudimentary set of changes (Cummings & Worley 2009: 3). The key driver in the logic behind organisational development is the ability to improve effectiveness, which is measured within three dimensions; strategy, organisational design, and international relations, of the processes of operations and processes in organisations (Cummings & Worley 2009: 3).

Interventions in organisations occur once there is a diagnosis to determine if the following is present within the organisation: "First, OD affirms that an effective organisation is adaptable; it is able to solve its own problems and focus attention and resources on achieving key goals… Second, an effective organisation has high financial and technical performance, including sales growth, acceptable profits, quality products and service, and high productivity…Finally, an effective organisation has satisfied and loyal customers or other external stakeholders and an engaged, satisfied, and learning workforce" (Cummings & Worley 2009: 3). This type of diagnosis is informed by diagnostic models which are the frameworks that are utilised to understand and outline the functions, processes and systems of the organisation (Cummings & Worley 2009: 88). Through the framework method, the environment of an organisation is extrapolated, that is, it operates as an open system which is, "organisations operate within an external environment, takes specific inputs from the environment, and transforms those inputs using social and technical processes. The outputs of the transformation process are returned to the environment and can be used as feedback to the organisation's functioning" (Cummings & Worley 2009: 89). The statement identifies the compatible relationship that exists between the external and internal environment within organisations. The success in maintaining the balance of this ecosystem exists in a homogenous setting. The ability of an organisation to secure an advantageous position in the modern world will enable its success and improved efficiencies.

The work of Karl Marx and early social theorists such as Antonio Gramsci took centre stage. Gramsci analysed the concept of Fordism which had emerged and gained support in the United States of America. He identified that is was an extension of Marxism which saw the transition from "small-scale capitalism" to "complex, increasingly global capitalism that employs science/ technology as its leading productive force, mechanises production, deskills workers, and generates big firms, big states, and big unions" (Antonio & Bonanno 2000: 34). The transition that Marx describes is one that identifies the changes from "manufacturing" to "modern industry". These changes are indicative of the changes that were occurring as the era was identified as being the early phases of the Second Industrial Revolution.

This revolution was already occurring in Europe, and the United States was only able to catch on years later. Gramsci's concept of hegemony captured the increase of various aspects such as culture, media, consumption and the state post- Second World War, that occurred in 1939 to 1945, as living standards were beginning to improve with a majority of individuals being employed within the manufacturing sector (Gramsci 1971). Fordism can abstractly be defined as "assembly-line production, managerial hierarchy, and technical control" (Antonio & Bonanno 2000: 34). These focused interventions saw the transformation of an organisation's structure, mode of production, and its technical control. It was coined and implemented by Henry Ford, the founder of the Ford Motor Company.

Henry Ford based his model centrally on Taylorism which was based on scientific management which was rooted in "analysis; synthesis; logic; rationality; empiricism; work ethic; efficiency and elimination of waste; standardisation of best practices; disdain for tradition preserved merely for its own sake or to protect the social status of particular workers with particular skill sets; the transformation of craft production into mass production; and knowledge transfer between workers and from workers into tools, processes, and documentation" (Taylor 1911: 44-46). Taylorism advocated for the understanding of the humanistic aspect of workers as enabling managers to successfully understand their employees in terms of their physical and psychological aspects.

Fordism brought about massive transformation in the automotive industry; it influenced the organisation and all its spheres. Gramsci asserted that "Fordism improved wages and fringe benefits, provided more stable employment, and expanded the state's role in the protection of worker well-being" (Gramsci 1971: 310-13). The statement recognises the way that Fordism

managed to create a space that balanced production and consumption, meanwhile maintaining low unemployment, steady accumulation and high rates of profit (Gramsci 1971).

2.3.2 How foreign countries and South Africa responded to the policy changes

The manufacturing sector has changed rapidly as the world becomes more globalised and new technologies and innovation have taken center stage. The understanding of the potential of a well-functioning manufacturing sector is the solution to the microeconomic problems that plague developing countries. This sector has been described as being the 'industry of industry' (Barnes & Morris 2008: 32). South Africa is a country that once had a booming manufacturing sector pre-democracy. With the Import Substitution Industrialisation (ISI) policy there was a strong localisation drive as the policy's core aim was to substitute imports with local production (Brian 2009). The ISI was able to drive high local content in the automotive sector. However, the structural adjustment programs enforced by the International Monetary Fund (IMF) and the World Bank for global market-driven liberalisation saw the demise of the ISI policy.

Through the death of the policy came severe challenges to the manufacturing sector in South Africa, and across the Global South countries that benefitted from the ISI policy. The outcomes from the removal of the ISI protection in these developing countries were evident as the manufacturing sector's GDP contribution declined and thus affected the development indicators of the country in relation to employment, income and technology spill overs (Barnes & Morris 2008). The majority of the world's vehicle production is still anchored in the developed economies such as North America, European Union and Japan (Barnes & Morrison 2008). The status quo of vehicle production has been shifted by the emergence of new automotive manufacturing countries like China and Brazil. China has "substantially increased its output levels and hence comparative global importance" (Barnes & Morrison 2008: 3). This 'shake-up' that was induced by China has widened the gap further for countries like South Africa. The "massive production over-capacity is also constraining opportunities for developing economies" (Barnes & Morrison 2008: 3). However, understanding the country's automotive strengths enables the acquisition of valuable intelligence to better one's positioning.

The abolishment of Apartheid meant re-introduction into the global community required major changes, firstly in trade liberalisation programmes and export promotion policies (Jenkins & Siwisa 1997; Padayachee 1997). The development of the domestic vehicle assemblers' capabilities

is an essential element for a country's growth, and having the ability to capacitate the component firms to achieve operational competitiveness has propelled the domestic vehicle manufacturing sector. The organisational development of local automotive firms to meet global standards has proven their innate ability to develop and conform. This can be quantified by the customer car return rates which have decreased from an average of 10 790 parts per million (ppm) in 2001 to 254 ppm in 2006 (Barnes & Morris 2008).

The South African automotive industry has been able to recover from the blow that it took since its re-entry into the global community. The four key performance areas that the industry has shown development, growth and resilience in are; sales, employment, trade balance and vehicle affordability. The sector has experienced growth which has been propelled by export growth as the sector has been declining in domestic vehicle sales (Barnes & Morris 2008). Exports in 1995 constituted 4% (15 764 units) of total domestic production , 10 years later in 2005 exports had increased to 26.6% (139 936 units), thus demonstrating the growth of the automotive industry (Barnes & Morris 2008).

Employment is an indicator that quantifies the growth of a sector. Although the sector faced shaky times between the years of 1995 and 2001, the employment levels of the sector did not experience massive decline. The implementation of the Motor Industry Development Plan "removed all local content provisions, reduced tariffs and introduced import-export complementation, and changed the industry's focus from being inwardly to outwardly oriented" (Barnes & Morris 2008: 10). National Association of Automobile Manufacturers of South Africa (NAAMSA) reported that "vehicle assembly employment increased from 32 751 in December 2000 to 38 623 in April 2007" (National Association Component and Allied Manufacturers) Supporting data from the South African Automotive Benchmarking Club (SAABC) database revealed that employment had increased in the South African component industry with a percentage of 31.3% from December 2001 to December 2006 (Barnes & Morris 2008).

The third key performance area that the South African automotive industry has made a significant impact on is the industry trade balance. Despite the positive export performance, the trade balance still remains negative as the import growth has also remained sizeable (Barnes & Morris 2008). In 2003 the trade deficit was R9.1 billon and this amount increased to R25 billion (Barnes & Morris 2008). This deficit is caused by "the steady reduction in nominal duty levels and the very rapid

import growth linked to the earning of Import Rebate Credit Certificates (IRCCs) through the MIDP's import export complementation scheme. Firstly, direct 'completely built-up unit' (CBU) imports now constitutes over 64.8 per cent of all local light vehicle sales, or a 10-fold increase on levels of less than 6 percent in 1995. Secondly, local content in locally assembled vehicles has been reducing. The trajectory of the industry in this regard reveals low local content, declining from a high of 58.1 percent in 1997 to approximately 50 percent in 2004 or even lower – only 43.9 percent- for exported models [DTI 2005]" (Barnes & Morris 2008: 14).

The final quantifiable indicator is vehicle affordability. Available data shows that vehicle prices have increased since 2003 at levels that are below the consumer-price inflation. In addition "South African automotive industry has clearly improved local manufacturing vehicle affordability by enhancing competitiveness and generating scale economies in vehicle and component manufacture through exporting." (Barnes & Morrison 2008: 14). The improvement in scale economies has seen the increase in surplus of locally manufactured models which were reflected by 22 models manufactured domestically in 2005, versus 27 models in 2001, 32 in 2000 and 37 in 1999 (Barnes & Morrison 2008). Motor vehicle sales data indicates that from the 22 locally manufactured models, 9 have been in volumes exceeding 20 000 units (Barnes & Morrison 2008). The growth in the component export sector has been sizeable and sometimes hard to document due to them not being reflected in the Standard Industrial Classification (SIC) code 381 which represents motor vehicles, parts and accessories.

2.3.3 Organisational Development (OD) in South Africa

What informs the inception of Organisational Development (OD) in organisations are various variables, some endogenous, others exogenous, and the need to evolve through innovation due to pressures imposed by peers. The role of globalisation and what it means to be part of a globalising world is of great importance in understanding successes for an organisation. Early literature by the pioneers of OD has laid compelling arguments within this chapter with the work of Cummings & Worley, Wren, and Burke having formulated the fundamental principles of Organisational Development approaches; the value of the need to adopt certain strategies and the holistic change that can be the outcome from its adoption. The changes in automotive manufacturing saw new ideologies emerging with the writings of West, Oliver & Wilkinson, Dr W. Edwards Deming,

Ohno and Poksinska and others. The new thought leaders introduced approaches such as Lean production, Just-In-Time (JIT), Kaizen, Total Quality Management (TQM), ISO Standards, and Kanban. The use of the Industrial Policy Action Plan (IPAP) has been adopted as it shapes and informs the structure of the South African industrial sector, its status quo, and identified areas of intervention. The intense study undertaken by Velia and Robbins has provided rich data that has informed this chapter, as the early writings of Hofstede and Moerdyk and Aardt have laid a basis for the South African OD approaches adopted by domestic organisations. South African national entities have thus been developed to assist and implement approaches to achieve desired change in organisations. Entities such as Productivity SA and the Human Resource Development Council of South Africa (HRDCSA) are some of the organisations that are mandated to assist with OD approaches to achieve continuous learning and continuous evolution through planned change.

The second half of 2015 presented a multitude of challenges for the South African economy. These challenges affected many economic sectors in South Africa and around the globe. President Patricio Aylwin Azócar of Chile understood what he saw in 1918 and argued that "...the globalization that characterizes today's economics goes beyond or eludes the sovereignty of individual states, and thus the power of their rulers. It is not they, but rather financial groups in control of vast amounts of capital, who decide upon their vertiginous passage through nations, without taking into account the serious crises they might generate" (Patricio Aylwin Azocar 1918). The statement clearly highlights the nature of the modern world, the interconnectedness of the globe can vividly be described by the domino effect or chain reaction (Stronge 2004). This was recently demonstrated when the Chinese devalued their currency in 2015, a decision that produced ripple effects across the globe. More specifically this saw the South African Rand reaching an all-time low in thirteen years with the exchange rate of R14 to the US$. With the fall of the Rand had severe ramifications for the local manufacturing sector (The Wall Street Journal 2016). In light of such developments, it is indisputable that organisations require endogenous measures to deal with the exogenous factors. South African manufacturers are confronted with "escalating electricity prices which impact negatively on domestic input costs, an increasing number of cheap imports and illegal goods, existing poor rail and harbour capacity, the shortage of skilled labour and rising employment cost, labour market inefficiencies caused by constrained labour laws and policies, limited financial and water resources" (EDGE 2013: 19).

The South African domestic manufacturing sector has been hit by many challenges since the 2007/08 global financial crisis. This crisis has seen the South African economy being negatively affected including the local manufacturing sector's performance. Endogenous factors facing South Africa manufacturing sector include the cost pressures, electricity instability and increased costs, the volatility of the exchange rate, skills constraints, industrial action, high administration prices in rail freight and port charges for value added products (DTI, IPAP 2015/16- 2017/18), and these factors have had influences in the productivity and competitiveness of the sector (DTI, IPAP 2015/16- 2017/18). Labour instability is a serious challenge in South Africa across all sectors. Any one sector that experiences a strike action will have implications on the performance of the others, no one sector activities are independent of another.

The real Gross Domestic Product growth in South Africa saw a contraction in real value add in the manufacturing sector to the value of 0.2% in the first three quarters of 2014. This was cited as the worst performance since the 2008/09 recession (DTI, IPAP 2015/16-2017/18). The manufacturing sector of this country produces 13% real value-added goods for the economy, it contributes 11.5% employment to the (overall employment stats of the country) and 54% of export earnings in the country (DTI, IPAP 2015/16-2017/18). In terms of composition of the manufacturing sector in South Africa, it has strong linkages with other domestic suppliers of goods and services. Therefore, the dismal performance of the sector has had dire consequences for all the other actors in the value chain. Across all the manufacturing sector, a lot of distress has been reported; in the clothing and textiles, plastic products, the metals sector, machinery and equipment, motor vehicles and components sector with the outputs of the components sector contacting (DTI, IPAP 2015/16-2017/18).

One of the key indicators of the success of sectors especially the manufacturing sector is the production output, and the investment activity within it. In the third quarter of 2014, these key indicators demonstrated the strain that the local manufacturing sector was under. "The adverse trends in manufacturing production and investment activity resulted in continued job shedding on a net basis. Employment levels in the sector in the third quarter of 2014 were about 20% lower than those recorded prior to the 2008 world economic crash" (DTI, IPAP 2015/16- 2017/18). The employment figures in South Africa in various sectors and especially manufacturing have been on a severe decline starting from the 2008/09 recession. This sector is described to have a multiplier

effect, an economics term which describes the phenomenon that an increase in spending will produce an increase in national income and consumption that will be larger than the amount initially spent (dictionary.com). Through this spending it is believed that it has the ability to produce high rates of employment, but under the current strain the ability to do so becomes impossible (DTI, IPAP 2015/16 – 2017/18).

Manufacturing employment has seen a decline from 14.6% in the first quarter of 2008 to 11.5% in the third quarter of 2014 which equates to 370 000 real employment opportunity loss, with only 880 000 additional jobs being created in the same period. This is indicative of the inability to produce the targeted jobs as outlined by various policy frameworks in order to deal with the high unemployment levels that characterise the South African labour market (DTI, IPAP 2015/16-2017/18). In the fourth quarter of 2014 unemployment was measured to be 24.3% which translates to over 4.9 million people within South Africa unable to find work, in a population of 54 million, the majority being individuals of working age, which is defined as people between the ages of 15-64 (Stats SA QLFS 2014). This population of 24.3% unemployed individuals has led to the rising numbers of discouraged work-seekers within the "youth" age category. This is a national problem as the country's population is interpreted as having a youth bulge which is a large population of adolescents entering the labour force which, in the absence of available job opportunities, will create high numbers of unemployment (Fuller 1995).

The importance of the success of the South African manufacturing sector cannot be doubted, not only for South Africans, but for the African continent. The local manufacturing sector has placed South Africa in the prime location as the main exporter of goods to the rest of the continent. The exporting of manufactured goods amounted to 31% of all exports in 2014 or R143 billion in real values (DTI, IPAP 2015/16-2017/18). In spite of this competitive advantage, South African firms contribute to a very low share of global manufacturing value-added (MVA), with exports being in the region of 1.1 % and 1.3% in 2008 (Bolaky 2011). There is a need for South African manufactures to develop and transform. The advancement of East Asian and Pacific countries in manufacturing has seen their output of technology manufacturing exports increase over the period from the year 2000 with 17% to 26% in 2008 (Bolaky 2011). Such growth figures can be realised in Africa and more precisely in South Africa (Bolaky 2011).

The introduction of firms to global strategies in the automotive industry can be traced to the 1980s, where early analysts such as Michael Porter cited as saying a "firm's competitiveness in any one of the world's major regional markets is independent, and symbiotic with its position elsewhere" (Porter 1986). The need to raise company competitiveness dawned with the emerging environment that characterised the automotive industry which came with immense global competition for manufacturers and their peers. This pressure forced companies to review their adaptive strategies (Belis-Bergouignan et al. 2000). The understanding of the uniqueness and individuality of operating firms makes it imperative to understand that there is no one master strategy that will suit every firm (Belis-Bergouignan et al. 2000). The organisational structures that companies adopt are informed by the function of their acquired competencies, and the transformation model that the organisation uses to retain its competencies enabling companies to be able to develop endogenous organisational capabilities autonomously (Chandler 1992). The key for an automotive firm's survival rests in the ability to maintain its competitive advantage. This would be determined by the ability of a company to create its own trajectory, complete with company specific solutions which can only be utilised for the original company.

2.3.4. From Mass Production to Lean Production and Total Quality Management

The oil crisis of 1973 was attributed to OPEC nations stopping the export of oil to the US and other Western Nations (Horton 2008). This action had severe ramifications for the Western automotive sector. This crisis provided opportunities for emerging markets and one of those were the Japanese automotive manufacturers namely Honda, Toyota and Datsun, who were able to gain a competitive advantage over their peers (Abodaher 1986). The Japanese were able to manufacture cars that were smaller than what the American Auto manufacturers were producing, therefore they consumed less fuel making them a more attractive option against their competitors (Abodaher 1986). The oil crisis had a positive effect for the Japanese market as it saw them surpass the United States market by 1979, and becoming the world's leading automotive manufacturer (Abodaher 1986). The pressure that the Japanese markets put on the world's automotive sector meant that change was a necessity and other markets needed to change in order to remain in the market. This meant that the once dominant US markets needed to respond to the changes that the new emergent Japanese market offered in the automotive sector based on their product output and geographical presence.

The Japanese automotive markets are entrenched in the works of Eiji Toyoda and Taiichi Ohno who operated from the Toyota plant in Nagoya. These two scholars developed the lean manufacturing framework after carefully studying the techniques that American car manufacturers utilised. They concluded that the operations of mass production would not be able to succeed in Japan due to the different social and economic compositions (West 2000). The technique that these Japanese pioneers developed was called Lean Production, which is described as "an interrelated and mutually supportive set of manufacturing practices. It is characterised by short lead times and reduced set-up times, inventory reduction through just-in-time (JIT) systems, together with a high concern for quality and continuous improvement (kaizen)" (Oliver & Wilkinson 1988: 6). This system requires that an organisation has a motivated and skilled workforce that is able to develop solutions that the organisation requires (Womack et al. 1990). This operational system incorporates different elements of organisational design with the worker being at the centre of their system designs.

The key elements of Lean Production are described as being rooted in flexibility of staff and production (Storey 1994). The structure of employees was redefined as "workers are grouped into teams or cells and given the opportunity to work together to achieve the best methods of performance. Members of the cell are responsible for housekeeping and for contributing suggestions for improvements to the system" (Womack et al. 1990: 14). The inclusion of employees in providing ideas to improve their current systems meant that they were valued, and they came up with realistic interventions as they experienced the business cycle changes, both exogenous and endogenous. The business cycle has two characteristics. The first is the Real Business Cycle theory (RBC) which is based on the assumption that in business, economic fluctuations are an outcome from exogenous shocks, and in the absence of these the economic system is stable (Hallegatte et al. 2008).

The second and opposing theory is the Endogenous Business Cycle theory (EBC). This theory is in contradiction to the RBC as it asserts that economic fluctuations are the cause of inherent processes that internally destabilise the economic system (Hallegatte et al. 2008). This system of production holds that, buyer-supplier relationships are the key determinant of the success of lean production and JIT (West 2000). Therefore, the buyer-supplier relationship that is encompassed within the structures of lean production and JIT is an institutional arrangement that is aimed at

continuous improvement, the flexible output of high quality, low cost products (West 2000). The adoption of this system meant that the relationships between the buyers and suppliers of Japanese cars had an integrated, open relationship that could enable both buyer and supplier to have a voice in the production of their vehicles, which was a component of the JIT framework.

To comply with the buyer-supplier system, Toyota personified the system, and divided their suppliers into functional tiers, the first-tier supplier was included as an integral part of the product development team (Womack et al. 1990). The relation of the supplier and buyer was mainly based on associations that were made in the design and assembly stage, training and development needs identification and intervention delivery. The development of this relationship is of mutual benefit with the buyer being satisfied with the quality, the performance and the commitment for continuous improvement, and the supplier develops a level of security within the relationship (West 2000). The buyer will however maintain a dominant role within this relationship and can control the supplier through performance, delivery and pricing monitoring (West 2000).

South African organisations have been identified as having had a different diagnosis as they are confronted with rapid socio-political and environmental changes as opposed to other organisations that just need changes in technology or redesigning of structures. It is said that S.A organisations "require a direct and major cultural overhaul. It requires people to let go of 'how it was' and navigate through a dark period of uncertainty and fears" (Moerdyk & Aardt 2003: 19). Many South African organisations applied approaches such as the Total Quality Management (TQM) approach. TQM made its appearance after many countries had faced the negative economic implications from the emergence of Japan as one of the leading frontrunners in automotive production, with the competitive advantage that they had acquired. North America and Western Europe were the worst hit, they lost the advantages that they had for so long until the late 1970s and the early 1980s (Martinez-Lorente et al. 1998).

In response to these economic pressures, automotive manufacturing firms began questioning their methods and started to examine the new approaches that the Asian leaders had implemented which had enabled them to rise as the dominant force in automotive production. The exact origins of TQM are muddled but the efficiency of the approach has yielded unquestionable positive results. This approach stems from the teachings of Dr W. Edwards Deming, an American Engineer, who made contributions to various fields. The United States Navy in 1984 adopted and branded the

work done by Dr W. Edwards Deming to be Total Quality Management. TQM rests on organisation-wide implementations that are aimed at continuously improving the quality of the organisation's products and the customer services that they provide. This approach positively improved many organisations in the 1980s and the early 1990s. The significance and influence of TQM is still relevant, with current SA organisations still utilising this approach. Its success in changing the factory and its operations has been the reason why even after 32 years of its emergence, the workings of Dr W. Edwards Deming are still relevant in the current space.

2.3.5 From TQM to ISO 9000 and Kanban

TQM was one of the front-runner approaches to influence SA organisations. The late 1980s was a period that saw many changes in production, the factory floor and organisations. There was massive unrest as the political nature of the country was changing; whilst the global manufacturing environment was also morphing. The introduction of the global ISO standardisation certification was developed from quality management systems in 1987 to ensure that organisations could meet the needs of their customers and still maintain the regulatory requirements of the products (Poksinska et al. 2002). ISO 9000 was a Quality Management System based on fundamentals and vocabulary. It changed the way organisations operated globally and created a new quality standard measure founded on the seven quality management principles namely being "customer focused, leadership, involvement of people, process approach, system approach to management, continual improvement, factual approach to decision making, mutually beneficial supplier relationship" (International Organization for Standardization 2015). The quality standardisation of ISO 9000 enabled SA manufacturers to produce world-class products. For organisations to improve their ability to supply in the ecosystem of suppliers, that certification is imperative. Following ISO 9000, there have been many quality management systems put in place to ensure product quality is met and organisations meet the expectations of their customers every time. Such systems include the ISO 9001, a quality management system focused on requirements, and ISO 9004 which is focused on managing for the sustained success of an organisation.

Kanban was another system that many organisations implemented in their processes to develop a better system or approach to production. It is an approach that was founded from observing the processes in supermarkets in 1953 by Taiichi Ohno, an employee at Toyota. This new approach was established to control the inventory system and the supply chain (Ohno 1988). This process's

core mandate was to improve efficiency and to achieve JIT, therefore identifying and coming up with solutions to address these problems would then lead the organisation to achieve efficiency and minimal waste. There are two types of Kanban approaches. One is the Production Kanban referred to as P-Kanban. When the P-Kanban is received, it authorises the workstation to produce a fixed number of products. The P-Kanban is carried in the containers that are associated with it (Malakooti 2013). The other is the Transportation Kanban, referred to as T-Kanban and transports full container/s to the downstream workshop (Malakooti 2013). The utilisation of Kanban enables the establishment of systems that will avoid manufacturing overloading and a functional inventory process (Ohno 1988).

The dichotomy in SA organisations lies in the western versus indigenous approaches and pressures. This dichotomy has seen many workers downing tools and engaging in strike actions. These strike actions are influenced by several factors, especially the inability to transcend global trends and approaches that have been endorsed by the Multi Nationals in the domestic companies. It is important to understand that sometimes the introduction of Western OD approaches to domestic labour is affected by a sensitive historical period which has fuelled opposing responses in many firms. The binary of the two ideologies and philosophies is one that many organisations struggle with. In order for an organisation to successfully inculcate that, the key lies with the quality of the leadership in that organisation.

2.3.6 Influence of culture on OD

The imperative for changes that are needed in SA is, "to acquire services and visionary leadership who can steer them through to the promised future" (Moerdyk & Aardt 2003: 269). The statement calls for the implementation of organisation development processes that will steer the company to a successful future. The '*Constraints to Growth and Employment in South Africa: Analysis of Data from a Medium and Large Manufacturing Firms Survey in the eThekwini Area'* study was a study undertaken in 2013/14 that unpacked the status of Durban manufacturing establishments at the time. This study revealed that Durban based firms have identified the shortage of technical and vocational labour skills as one of the constraints to growth. The issue of skills was previously a dormant one, but it has since emerged as a major problem that is affecting company expansion (Robbin & Velia 2015). Skills, in conjunction with labour regulation issues, are two main deterrents to expansion. Labour regulation was cited by 74% of the establishments as the main

problem for their reluctance to expand (Robbin & Velia 2015). The authors of the study identified that this disposition by Durban firms had dire consequences because then the unavailability of skilled technical and vocational labour and the stringent labour regulations will encourage the exploring of alternative solutions. The implications of this shortfall for firms is that they will "be attracted to expanding access to capital equipment and advanced technologies to enable growth" (Robbin Velia 2015: 21). This leads to an institutional shift from human labour to mechanised labour which will affect the already unsatisfactory employment rate. A company that was a pioneer in implementing the new organisational culture in S.A when it was confronted by the new changing realities of the New South Africa, was Volkswagen South Africa (VWSA). In the year 1976, VWSA was the first company to recognise a black trade union so it "organise[d] workers in its plants and recognition of full-time shop stewards. By 1980, VWSA's management had introduced participative management schemes based on a German model of industrial co-determination". (Lessem &Nussbaum 1996: 145). Volkswagen was a pioneer in adopting new organisational culture and systems. Another pioneering organisation was PG Bison which introduced a new managerial/labour- relation style called Total Productivity and Quality (TPQ) forum. The TPQ forums' mandate was the development of a company's principles, values, labour representation, training programmes, health and safety regulations, corporate social investment and multi-skilling (Evans 1992). Organisations such as VWSA and PG Bison have adopted the fundamentals of OD in the transformation of their businesses. The increasing need in SA for organisations that "focus on employees as the most important factor of production in an organisation has led to a rethinking of the way in which organisations are managed, structured and designed" (Moerdyk & Aardt 2003: 84). However, the present culture in S.A organisations influences employees' values and attitudes towards work. The work of Hofstede (1991) exposed some shortcomings in South Africa's economic institutions as he described the country's institutions as being modelled from Anglo-Saxon heritage and having minimal multi-cultural diversity knowledge (Hofstede 1991). Hofstede identifies the need for organisations to take into consideration the cultural diversities of South Africa in adopting economic institutions as opposed to exclusively adopting Anglo-Saxon outlines.

In acknowledging the vast cultural diversities in South Africa, scholars have identified that "a new South African type of OD process seems to be in the process of being born in South Africa, processes that differ substantially from those found in existing Organisational Development textbooks" (Moerdyk & Aardt 2003: 269). In order for South African organisations to achieve the

development and transformation that is required, there is a need to deviate from the structured outline of the Anglo-Saxon model to be able to adopt the kinds of change that are sensitive to the cultural diversity of SA. The influences of a South African context in OD has vast implications on the traditional structures of OD such as, "organisational cultures, values and structures being transformed, so that various organisational values and ways of doing things are expanded to include African and Asia-centric values so that a more tolerant and diversified workforce can be created" (Moerdyk & Aardt 2003: 255). The next implication for OD in SA is that, "the popularity of Ubuntu and African management as the epistemology underpinning organisational development programmes in South Africa has risen dramatically over the past decade. There are currently good examples where Ubuntu-based OD programmes have turned struggling organisations around so that they have become very successful businesses" (Moerdyk & Aardt 2003: 86-87).

The successes of adopting appropriate OD programmes in SA has been proven to assist struggling organisations. Therefore, the key is in adopting programmes that are suitable for the context in which the organisation is operating. The uniqueness of South African OD programmes is that they are; "tackling the burning issue encountered in most developing countries (such as literacy and low-level cognitive abilities), instead of focusing solely on the issues shown to be deserving of OD in traditional Organisational Development textbooks – aspects such as team synergy, worker participation and the ability to flourish in the New Age organisations." (Moerdyk & Aardt 2003: 46). The ability for SA organisations to understand the strengths and weaknesses of the environment that they operate under has made it possible for them to adopt, not only organisational management programmes, but the need to develop human capabilities as education was a huge inherited problem post-1994.

South African organisations are described as having a masculine orientation which is based on prominence and economic gains (Hofstede 1983). The objectives of these organisations are to hold the same objectives of colonial countries such as the United States, Canada, Australia, Britain, and New Zealand. The application of exogenous OD programmes and the use of exogenous change agents that are foreign to the cultural characteristics and ethical standards of the organisation are said to equate to minimised real change (Srinivas 1995). Therefore, there is a need to apply endogenous OD programmes that are in line with the ethical standards and cultural composites of organisations, with changes being implemented at a pace that a client is comfortable with while

still ensuring that the required changes are realised (French & Bell 1995). Mbigi (1995: 28) asserts that there are, "many elements of African culture that actually promote and reinforce the use of OD rather than undermine it… traditional African approaches to managing change are collective ceremonies and rituals, story tellers, dancing and music as well as facilitation by an outside soothsayer and sangoma." The presence of OD practices has been prevalent in African cultures, therefore the acceptance and application of OD programmes has a long history in African societies. However, the rule of thumb is that, "OD does have to be modified to fit the local culture, as 'OD practices that do not deliberately weave in the culture heritage may not have a chance to affect deeper levels" (Srinivas 1995: 218). Hence there is need to be able to customize OD in organisations to fit the cultural characteristics of the organisation in order to be effective, successful and cutting edge.

The Human Resource Development Council of South Africa (HRDCSA) is a national body established in 2010 as a multi-tiered and multi-stakeholder advisory board (HRDCSA 2016). This Council has a mandate to develop the human resource capabilities in South Africa in order to satisfy the current skills demand in the country. The core objectives are to reduce poverty, inequality and unemployment, and promote social cohesion and justice in South Africa by implementing skills development programmes and an improved educational system, thus improving economic growth, and the economy's competitiveness (HRDCSA 2016). Therefore, the desired outcome for the Council is to, "accelerate development so that there is a match between supply and demand for human resources" (HRDCSA 2016). In order for the Council to achieve this, it has identified that the adopted approach needs to be, "multi-pronged, comprising of high – and intermediate- level skills strategy on the supply side, underpinned by a demand strategy that stimulates large-scale labour-absorbing employment growth supported by appropriate inputs of low-level skills training" (HRDCSA 2016). The impact of the interventions introduced by the HRDCSA in Durban organisations will be explored in the fourth chapter.

Productivity SA is an organisation that was established in 1995. It was formerly called the National Productivity Institute and initiated by the Department of Trade and Industry (DTI) and the National Development Labour Council (Nedlac). This institute developed the Workplace Challenge (WPC) with its core objectives being centred around Best Operating Practices, World-class competitiveness and workplace relations. The aim of the Workplace Challenge is to assist the

competitiveness of organisations in different secondary sectors namely manufacturing, mining, agriculture, forestry and businesses services in South Africa (Productivity SA 2015). The WPC aims to support organisational change, improve organisational performance, productivity and job creation (Productivity SA 2015). The WPC is regarded as an Organisational Development approach. Its four key characteristics that it espouses are; to achieve World-class operations are, leadership practices that enable employees to develop their own abilities to work in a team, promote participation through continuous learning, and providing a platform for shop-floor workers to be involved in the facilitation of company performance improvement initiatives from the start (Productivity SA 2015). Through the simultaneous improvement of quality approach, participants are exposed to speedy, cost effective and morale development learnings (Productivity SA 2015). It facilitates sharing of the lessons through the Best Operating Practice approach where companies learn and then apply their teachings to the mentioned approach (Productivity SA 2015). The final objective is the World Class Competitiveness Principles (Productivity SA 2015). The WPC programme implemented by Productivity SA has had quantifiable results with organisations who have undergone the 24-month programme citing improvements in "quality, cost, on-time delivery, and employee morale" (Productivity SA 2015). The work done by Productivity SA in assisting Durban organisations will further be discussed in the fourth chapter.

2.3.7 Main Challenges experienced by organisations as reported by the 'Constraints to Growth and Employment in South Africa: Analysis of Data from a Medium and Large Manufacturing Firms Survey in the eThekwini Area'

The landscape of challenges that affect Durban firms have changed across the years. The study by Velia and Robbins (2015) identified six constraints that were highlighted by firms from the most prevalent in descending order. The most predominant feature was the "depreciation of the Rand/US$ exchange rate," with 87% of establishments that were participants citing that this was their biggest constraint to growth (Robbin & Velia 2015: 17). The R/US$ exchange rate on the 1st January 2014 was at R10.50, as the year drew to a close on the 17th December 2014 the R/US$ was at R11.60 (BusinessTech 2014). This currency depreciation had South Africa being counted as 1 of the "Fragile Five" emerging economies, a characterisation that was supported by the country's sizeable current account deficit. In 2015, the R/US$ exchange rate stood at R11.48 (BusinessTech 2015) still putting pressure on South African businesses that import their input products, consequently affecting their cost of production.

The second constraint was identified as the "low rates of economic growth in SA" (Robbin & Velia 2015: 18) the growth rate of South Africa in 2014 was 1.6% and 1.3% in 2015 according to the World Bank data. The low rate of economic growth has negative implications for business and the socio-economic factors of a country. In the second quarter of 2014 the unemployment rate stood at 25.5% (Mail & Guardian 2014). Rising unemployment rates are the side effects of low rates of economic growth as businesses are not hiring and some are retrenching.

The cost of energy was the third constraint to growth of industry. This was cited by 86% of the firms that participated in the study. Eskom is the main electricity provider which generates 95% of the electricity used in South Africa. It generates approximately 45% of the electricity used in Africa. Eskom distributes to different customers from industrial, mining, commercial, agriculture and residential customers and distributors (Eskom 2016). The National Energy Regulator of South Africa (Nersa) in 2013 announced that Eskom would be increasing the electricity tariffs by an average of 8% in 2013/14. The main objective of the tariff increase was to recover R135 226 million (Eskom 2016). Being on the receiving end of these tariff hikes, firms had to make major adjustments to their electricity use. They engaged in interventions which were linked to investing in new motors and machinery (Robbin & Velia 2015). These investments are in line with the organisations' production machinery and equipment therefore making a distinction from direct investment in generators (Robbin & Velia 2015).

Labour has been the center of many robust discussions in South Africa. These discussions ranged from the availability of technical/ vocational skills to the issue of Labour regulations. There is an understanding that the South African context in relation to labour can be attributed to the country's inherited past injustices and social ills that have created an unstable labour supply. The quality of labour compounded by labour regulations and relations has seen firms being more attracted or inclined to "expanding access to capital equipment and advanced technologies to enable growth" (Robbin & Velia 2015: 21). The issue of labour supply, regulation and relations have a negative impact on employment as organisations seeking to circumvent these problems will seek to expand their organisation through capital equipment and not through hiring more employees.

These top three constraints to growth facing manufacturing firms in Durban have had a direct effect on firm growth and the overall GDP of the manufacturing sector. Interventions are a necessity to mitigate the pressures faced by firms to try and minimise the shock. This is done

through the working together of business, government and academia. The success of developing countries in the manufacturing sector is by developing policies that will protect and provide a stable and suitable environment for manufacturers to be competitive against international markets.

2.4 Conclusion

Different organisations realise the need to develop their capabilities in order for them to remain effective, competitive and efficient. The goal is to remain a learning organisation that is adaptive in the development of its organisational development programs. Organisations like VWSA and PG Bison were the pioneers in introducing these organic ideologies in South Africa, whilst Fabrinox and Celrose more recently have developed and adopted new strategies that offer manufacturing and administrative solutions to their endogenous problems. The power in these solutions has translated into a revolution in different facets of business and the growth and development of these companies.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

This study on 'Are endogenous Organisation Development approaches relevant in enhancing the performance of automotive firms in South Africa? An examination of the experience of selected Durban-based Firms was a qualitative research study. The research paradigm that was used is interpretivism which is a subjective perspective of the participants. This paradigm asserts that there is no single reality (Wahyuni 2012). The selection of participants in the study was based on non-probability sampling, which is a qualitative method of participant selection. The participants were selected using purposive sampling, therefore they were selected purposively based on their characteristics because in qualitative research the selection of participants is based on characteristics and not left to chance (Polkinghorne 2005). Essentially, qualitative research samples purposively (Carter & Little 2007). Therefore, participants were selected according to a set of criteria that they had to meet.

The method of data collection was through in-depth interviews. These were conducted using two instruments namely: the researcher as key instrument, and the interview guide.

3.2 Research design

The study utilises a qualitative research design which is concerned with the collection of detailed information from a smaller number of participants (Harding 2013). Qualitative research is grounded on the principles of naturalism which enables participants to engage with the researcher in their natural environment (Harding 2013; Neuman 2014). It takes a holistic approach by asking questions that provide an understating of prior occurrences as opposed to isolated variables, and understanding the perspectives of the participants (Harding 2013).

Qualitative research is a design that is rooted in language, symbols and signs, unlike quantitative research which requires a large number of participants. Quantitative research is based on measurements, causality and generalisation (Harding 2013). These differences between qualitative and quantitative have seen scholars (Creswell & Plano 2011) proposing a mixed method approach which merges quantitative methods which can measure a phenomena or an association whilst including the qualitative method to provide an explanation of why a phenomena occurs (Creswell & Plano 2011).

In this study the use of qualitative research design was informed by the research topic which was rooted in understanding the experiences of manufacturing firms in Durban through interviewing participants drawn from the automotive manufacturing industry, an industrial development company, government and government agencies and the Durban Chamber of Commerce and Industry. The experiences of the participants were subjective and so were the experiences of the different firms. This has largely been a result of various external pressures on manufacturing firms in South Africa, therefore the researcher required detailed information from the selected participants.

3.3 Research paradigm

This study was located within an interpretivist paradigm. Interpretivism as a paradigm is consistent with the qualitative research design which is utilised in this study. This paradigm asserts that there are multiple realities, an assertion which is in largely line with qualitative research (Wahyuni 2012). This use of interpretivism stems from the goal of capturing the participants' experiences therefore this can be associated with a great level of validity as this is in-depth information from the participant (Dudovskiy 2016).

3.4 Selection of participants

Most qualitative research studies do not utilize random sampling unlike quantitative research, because qualitative research is concerned with a specific population. Therefore, this study used purposive sampling which is defined as "the research is quite deliberately subjective, choosing those respondents who will best fit the purpose of the research" (Harding 2013:17). The researcher chose participants who had certain characteristics that the study required. These participants had to fit the following criteria: must have been employed within the automotive industry for a minimum of two years, or be an employee of a government department or government agency that is involved in manufacturing for a minimum of two years, or an employee of an industrial development company or, be an organisational development practitioner, the location of the participating firms must be based in Durban, participants must be in a managerial position within their respective organisations.

Purposive sampling was used in conjunction with snowballing sampling which is also called the chain referral technique. It is a sampling method whereby a participant directs the researcher to a potential participant with similar characteristics that they know (Neuman 2014). Through engaging

with the study participants the researcher was referred to potential participants that were in the same industry and had valuable experience, and other characteristics relevant to the study.

The participants were two first tier component suppliers who supply directly to Toyota South Africa Motors which is the largest Original Equipment Manufacturer in Durban and Sub-Saharan Africa. The other five participants are second tier component manufacturers who supply first tier component manufacturing firms. One participant from an industrial development company, one participant from Productivity SA which is an entity of the Department of Labour mandated to promote economic growth and productivity, one participant from the Durban Chamber of Commerce and Industry, one participant from eThekwini Municipality's Economic Development and Investment Promotion Unit, and one Organisation Development practitioner.

3. 5 Data collection method

The data collection for this study was conducted using in-depth interviews. In qualitative research, the use of interviews has been regarded as the 'gold standard' (Barbour 2008: 113). In-depth interviews enable the researcher to engage with the participants during the interview session and to ask probing questions in-order to get clarity and deeper understanding (Harding 2013). In-depth interviews, according to Hennink et al. (2011: 110), "are thus primarily used when seeking to capture people's individual voices and stories." This study seeks to understand the experiences of Durban based automotive firms with organisational development approaches, and interviewing people involved with the programmes is one way of understanding these experiences. Therefore use of in-depth interviews helped to generate rich and thick data that could adequately answer the key research questions.

Due to the work schedule of the participants interviews were conducted at their places of work either in their offices or the organisation boardroom. The interviews were audio recorded, after permission to record was sought from the participants. The researcher also captured participants' responses to the likability scale on the interview schedule.

3.5.1 Data collection instruments

In collecting the data that could answer the study's research questions, and fulfil the objectives of the study, important instruments were used. These were the researcher as key instrument and an interview guide; both are described in detail below.

3.5.1.1 The researcher as key instrument

The researcher is the key instrument in the data collection process (Kvale 1996). In qualitative research, the researcher plays a critical role in that he/she is the one who firstly design the interview guide and unlike in quantitative research, the guide must be continuously interpreted through posing questions and evaluating responses in an iterative way. The researcher had to perfect her questioning skills prior to the actual interviews so that the process of interviewing could yield the relevant data.

3.5.1.2 The interview guide

The researcher used an interview guide that was designed after a thorough literature research was conducted identify knowledge gaps. The interview questions were informed by the gaps that were in the existing literature in relation to South Africa and more specifically Durban as identified by the researcher. Furthermore the objectives of the study informed the questions on the interview guide. The interview guide/schedule was divided into various sections. It included a section that asked the biographical information of participants. Questions that are asked include those relating to the position of the participant, years of experience, and qualifications. These questions are instrumental in verifying that the participant fits the sample characteristics that the researcher was looking for.

Section B of the interview guide provides the holistic approach to the study that enables the participant to engage with the researcher on the previous experiences of the organisation. The questions include those about the characteristics of the organisations, its years of operation, who owns the organisations, the number of employees, the challenges that the organisation faces, and participants understanding of Organisation Development. Therefore, this section provides the characteristics of the organisation.

Section C of the interview guide includes questions that are specific to Organisation Development, organisation experiences and participants' perceptions of this specific approach.

In addition to the questions on the interview schedule the researcher used Reysen Likability Scale to establish how participants related to the likability of the OD approach with participants. The use of the scale does not imply the use of a mixed method approach per se, but it was important to obtain how the participants rated OD in relation to how they personally felt about it.

3. 6 Pilot study

In qualitative research, a pilot study is essential as it informs the researcher on potential problem areas that might compromise the data collected (Harding 2013). The researcher undertook pilot interviews with participants with similar characteristics to the sample that would be participants of the study. However, those who participated in the pilot study did not take part in the actual study.

The pilot enabled the researcher to test the questions, re-order the sequence of the questions, rephrase the wording of the questions as some questions were misunderstood/ vague, establish the time required to complete the interview, identify if the research objectives could be met with the interview questions on the interview guide and to practice how to conduct a research interview. Here the researcher applied the concept of researcher as key instrument explained above. The researcher was able to identify areas where further probes to elicit deeper explanations and clarifications were needed in order to achieve greater insight and thus providing rich and thick data (Harding 2013).

3. 7 Data analysis

Thematic analysis is a flexible qualitative research method that is used for identifying, analysing and reporting data in a data set (Braun & Clarke 2006). This method describes the data, provides extensive detail and interprets aspects of the data in relation to the research topic (Braun & Clarke 2006). Thematic analysis is not founded on pre-existing theoretical framework, but it is a realist method that reports on participants' reality/ experiences (Braun & Clark 2006).

The study utilised the essentialist or realist method to analyse the data. This method reports the "experiences, meanings and the reality of participants" (Braun & Clark 2006:9). The research questions aimed at understanding the experiences of the participants in the study therefore the essentialist or realist method is able to capture the participants' realities. The use of the essentialist/realist method enabled the researcher to report the data according to the participants' experience in a straight forward manner (Braun & Clark 2006).

Inductive analysis is "a process of coding the data without trying to fit into a pre-existing coding frame, or the researcher's analytic preconceptions (Braun & Clark 2006:12). The researcher utilised inductive analysis to analyse the data which facilitated use of the data as the identifier of key themes and patterns with the existing literature as a driver.

After the researcher collected data from the field research the researcher listened to the audio recording in conjunction with the transcripts. To ensure a deeper immersion and understanding of the entire data set, the researcher re-read the transcripts and re-listened to the audio recordings and wrote down ideas and potential coding schemes. The researcher analysed the codes at a broad level to identify candidate themes and sub-themes. The candidate themes were refined, some themes were divided into further themes while others were merged. To ensure credibility validity the researcher reviewed the candidate themes, and reviewed the credibility validity of the potential themes in relation to the data set. The researcher defined and further refined the themes that emerged to detail the essence of the theme. Finally, the researcher undertook a final analysis and developed a report based on the coded themes from the data set.

3. 8 Trustworthiness

In qualitative research, the framework that is used to ensure rigour is trustworthiness. Trustworthiness is a framework that has four criteria that a qualitative study should encompass namely; credibility, transferability, dependability and confirmability (Shenton 2004). Unlike a qualitative study, a quantitative study utilises validity and reliability to ensure the accuracy of the data received in a study (Shenton 2004).

Credibility is a criterion that addresses issues of accuracy in the findings (Shenton 2004). The credibility for this study was ensured by the stringent selection of study participants, research on available literature to identify the gaps within the literature, and the alignment of the questions to the research topic and study objectives. The researcher sent the draft proposed research questions to the supervisor for corrections and guidance. The reiteration to the participants that they could refuse to participate developed trust between the researcher and the participants' thereby increasing opportunity for collection data reflective of participants' realities. The researcher utilised member checks through providing participants with a copy of their interview recording and transcript as an additional tool to verify credibility.

In qualitative research the sample size is small and specific to a particular environment or population. Therefore, transferability is a challenge as the findings and conclusions cannot be inferred to a general environment or population (Shenton 2004). The researcher has provided adequate contextual information regarding the number of organisations that took part in this study,

the characteristics of the participants, the data collection method, and the restrictions requested by the participants and their organisations.

Dependability is a technique that asserts that if a study were to be repeated the same conclusion can be attained (Shenton 2004). In qualitative research the study population or environment is not static therefore a researcher cannot guarantee the same results or findings. To ensure dependability the researcher provided a detailed research design, and how the researcher implemented it.

Confirmability in a qualitative study is the elimination of the researcher's biases and objectivity (Neuman 2014). To eliminate bias the researcher provided the supervisor with an "audit trail" which enabled the supervisor to trace the decisions and steps that the researcher took as per the research design. Thereafter, the researcher utilised the data-oriented approach of the "audit trail" to display how the researcher concluded with a set of recommendations.

3. 9 Ethical considerations

At the start of the study, the researcher requested a gatekeeper's letter to obtain permission for the various organisation to be part of the study. Upon receiving the gatekeeper's letter the researcher applied for ethical clearance from the University of KwaZulu Natal's Research Humanities and Social Sciences Research Ethics Committee. Ethical clearance (Appendix 3) was issued, permitting the data collection process to commence.

The researcher went on the field to identify participants who had the characteristics that were required by the study. After the researcher had identified the participants, the researcher explained the focus and aim of the study. Key issues of voluntary participation, informed consent, anonymity, and confidentiality were explained to the participants, and that they had the right to pull out from participating from the study without risk of any negative consequences. The participants were assigned a number to ensure that their anonymity request was respected.

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter outlines the main findings from the 12 interviews conducted with industry representatives involved in the automotive sector. The core foundation of this chapter is to attempt to highlight and explain the links between organisations and Organisational Development. It identifies the factors that have contributed to the promotion of OD approaches by various institutions and thus the development and adoption of these approaches. Finally, this chapter highlights the impact of OD on organisations that have adopted these structures from the perspective of the participants. The overall aim of the study is to investigate the endogenous organisational development practices that selected Durban automotive manufacturing firms are implementing to enhance their performance. The next section looks at the demographic profile of the respondents.

4.2 Demographic profile of respondents

The participants that participated in the study were one Organisational Development Practitioners, one eThekwini Municipality: Economic Development and Investment Promotion Unit employee, one Durban Chamber of Commerce and Industry employee, one Productivity SA employee, one employee from an industrial development company, two 1st tier manufacturing firms' employees, and five 2nd tier employees in the automotive value chain.

The participants that the organisations selected to represent them in the study were individuals that were in managerial positions who were decision makers and strategy influencers in their respective organisations. The participants with the highest qualification were Participant six and 11 who had PHD degrees, four participants had a Master's degree, four had an Honours degree and two had a Bachelor's degree. The participants informed the researcher that their qualifications provided them with a theoretical comprehension of their roles.

The respondents have been in their current positions for an extended period therefore providing a wealth of knowledge and experience not only in their current organisations but in their previous organisations. (See Table 2 below).

Table 2: Participants demographic information

	Gender	Organisation	Highest Qualification	Position	Years of experience	Years in direct manufacturing position
Participant one	female	1st tier	MBA	Senior Manager	10	3
Participant two	Male	2nd tier	Bachelor's Degree	MD	15	10
Participant three	Male	2nd tier	Honours	Operations MD	15	6
Participant four	Male	2nd tier	Honours	Senior Manager	15	10
Participant five	Male	1st tier	Masters	Executive	5	3
Participant six	Male	OD consultant	PHD	OD practitioner	20	
Participant seven	Female	2nd tier	Bachelor's Degree	HR Manager	7	4
Participant eight	Female	Productivity SA	Masters	Manager	2	1
Participant nine	Female	Durban Chamber of Commerce and Industry	Honours	Manager	6	
Participant ten	Male	2nd tier	Masters	Executive	20	

Participant eleven	Male	Industrial Development company	PHD	MD	22	
Participant twelve	Female	eThekwini Municipality	Honours	Programme Manager	15	4
Average	Males				12 years	5 years

Source: (by Author)

4.3 Understanding of Organisational Development

The views that emerged from the interviews was that organisational development is a process of upgrading organisational processes, products or functions to become more competitive and resilient in an ever-changing global market. The complex globalised world has forced organisations to realign their focus through organisational learning, knowledge management and the transformation of the values and norms of an organisation.

The general understanding of the term Organisational Development has taken different forms from the classical organisation theories to modern theories but what remains as its underpinning is continuous improvement of organisations and their processes which are born from self-discovery of the organisation and shared learnings from peer organisations.

It is therefore necessary that any individual involved in organisational development should have an understanding of the continuous evolving of its practices and the need to learn from own experiences as well as those of others. When asked about their understanding of organisational development participants offered varying responses. One participant responded that:

> *My understanding is linked to OD's traditional and basic view which is the intentional process of assisting an organisation to improve its effectiveness and efficiency*. (Participant 6)

The general understanding of organisational development by participants in the study was unanimous. One participant responded that:

> *Organisational development is like a secrete tool that can transform an organisation to be better especially when the intended change is clear.* (Participant 8)

One of the participants admitted that his organization had adopted the P-Kanban OD approach as they were having a problem with finding a process system to assist them with inventory. This is shown in the excerpt below:

> *We had a major problem with inventory and storage of complete products. The P-Kanban approach has improved our processes. However our second major challenge is finding an OD approach to assist with the chronic absenteeism of our employees with the absentee ratio on Mondays being 2:1 so for every 2 people there is 1 person who is absent, therefore we have to put employees on standby.* (Participant 3)

Organisation development approaches vary and it is within that variety that organisations can adopt an approach that can address their challenges. One participant informed the researcher that they recently adopted the Japanese 5S workplace organisation method approach. This is shown in the excerpt below:

> *The factory floor was much cluttered and was posing a hazardous threat to employees. The company through the Just in Time production approach adopted the 5S technique to assist us with being efficient and to comply with our Health and Safety Department.* (Participant 2)

Adoption of Organisational Development practices is the key in implementing a catalyst for effective change. The excerpt above is in line with the definition of organizational development provided by Cummings and Worley (2008), which states that it is "a process that applies a broad range of behavioural science knowledge and practices to help organisations build their capacity to change and to achieve greater effectiveness, including increased financial performance, customer satisfaction, and organisation member engagement." (Cummings & Worley 2009: 1). The assertion by Participant 3 demonstrates that adoption organisational development approaches (P-Kanban in this case) can effectively reduce wastage from inventory damage within the organisation and also the finances of the business. The ability to have an inventory and storage system will positively affect the operations of employees in the organisation.

Organisational Development is an instrument that organisations utilise in order to improve their processes. The understanding of that is rooted in the work of early pioneers, understanding what

the organisation requires and how to achieve it is what endogenous OD approaches are developed for. One Manager remarked:

> *Our company services international OEMs we make a really expensive component that is strictly for export. Therefore we have been having serious challenges with the skills of our employees, we have looked at local Artisan training schools in Durban and they do not offer the specialised skills that we require. As an organization we have started to train our own staff in-house, this is what we have been doing for years. We send a few Artisans to our international counterpart for training and they come back and train the other employees. This has enabled us to deal with the skills deficit of our employees and the available labour force. This has had positive results and this has equipped our employees with skills that the jobs requires.* (Participant 1)

Belis-Bergouignan et al. (2000) advised that there is no "one-size fit all" solution for organisations, therefore, there will be some experimenting by organisations to find what works for them either through consultation or organically. The response from the manager in the excerpt below is in line with the assertion by Belis-Bergouignan et al. (2000). The Manager stated that after employing multiple measures, they have not had successful results which has led managers to believe that there is an innovative intervention that needs to be developed. The Manager remarked:

> *There is a need to look into an Ubuntu based OD approach because with the approaches adopted and onsite facilities that we have set up like the onsite clinic with a full time nurse, absenteeism is still prevalent. Therefore, there is a need to understand the employees on a deeper level, so that Management can adopt approaches that will make employees committed to the organisation*. (Participant 10)

Participant 10 further highlighted that when the firm implemented its OD strategy there were high hopes that employees would find new motivation to fully commit to the organisation's vision. However, due to the limited results they were getting, it had become necessary to find an external consultant who may be able to find a way that obtains buy-in from employees. He commented that:

Things are still not good. We did not see any material changes despite the intervention. We are thinking of hiring a consultant. This is happening unfortunately at one plant. The other plants seem to be operating well. We believe it could be that the employees had adequate induction, they bought into the concept, and they work together with their management. We have to learn some best practice from within before we go out perhaps, and understand how the other plant managed to sort out their problem with absenteeism. (Participant 10)

One Manager informed the researcher that their company has developed a truly endogenous approach to deal with absenteeism. This is also in line with the theoretical foundations of Organisational Development which nested in Organisational learning which informs change and organisational development as outlined by Brends and Lammers (2006) who argue that "at the heart of learning lies change, and change is the core feature of processes" (Brends & Lammers 2006:3). After doing some internal research through a workshop with a group of employees they understood that an African aspect to how they ran their business was needed. This is explained in the excerpt below:

As African companies we need to understand that our employees are Africans and have African problems. After a workshop with our employees with our HR practitioner is that some of their issues are African and sensitive things like internal witchcraft being used on them by fellow colleagues. It's these sensitive issues that make them take time off work to deal with their problems. HR also noted that sometimes because of the nature of their illness they cannot use Western Doctors. There are traditional illnesses which stem from cultural/ancestral origins which require them to consult with a Sangoma and they cannot come to work while they are under treatment. They have requested HR to please allow flexibility for these cases because 'izinto zesintu' (these are traditional things). HR and Senior Management have now managed to create a wellness division that understands the African culture and can counsel employees and the company then contact the Sangoma to verify if the employee consulted with them.

We have developed a system to financially incentivize employees who have not been absent from work. This has seen a drastic drop in absenteeism of employees because the company was losing hundreds of thousands because of not hitting production targets that was because of just having skeleton staff on Mondays and Fridays. We then collectively decided

to start this program to instil positive reinforcement a system that is like a performance bonus but is attendance based. (Participant 5)

This brings to the fore the need for creativity and innovation for the desired change to materialise through organisational development. William Pollard argued that 'without change there is no innovation, creativity, or incentive for improvement" (Pollard 2010: 116). In this case the recognition of traditional practices by the organisation signified a change in the attitude of management towards employees. This change in attitude then led to the organisation employing innovative ways to guard against absenteeism, and the results have been coming. Reduction in absenteeism benefits the firm in that productivity is increased which has a knock-on effect on the finances of the organisation as well as its ability to satisfy its clients. Maslow was a pioneer that developed the "Theory of Human Motivation". The theory by Maslow has led to the understanding of what motivates employees, which has identified that incentives and implementing new ideas would increase employee fulfilment and thus yield a positive outcome.

There has been an acknowledgement that there is need to include the concept of Ubuntu when developing organisational development programmes in Africa. "Ubuntu and African management as the epistemology underpinning organisational development programmes in South Africa has risen dramatically over the past decade" (Moerdyk & Aardt 2003: 11). The organisation represented by Participant 5 can be said to have drawn from the concept of Ubuntu to transform employees' experience at the workplace. It can be argued that it is motivational enough for one to know that their cultural or traditional way of life is acknowledged and valorised by their employer. It can change the employee's attitude from negative to positive and the results will be for the benefit of the organisation as indicated by Participant 5

4.4 Improvement of performance of organisations and companies

The participants highlighted that the fundamental role of Organisational Development is to provide organisational improvement. This improvement is evidenced by the performance of the organisation. The types of interventions can vary due to need. However regardless of the type, there is a fundamental shift from prior performance. The Kanban system was viewed as being pivotal in one firm's production system. With its adoption, it provided flow in the production process, thus enabling the manufacturing process to have an uninterrupted flow from stage one to the final quality check step. It was pointed out that:

> *The Kanban system firstly enabled the workers to be able to visually see the process of the product from the cutting station to the next station which does the sorting, to the next station that saws. This process flow has helped significantly reduce waste, because in the past a lot of the cut material was spoilt because of the chaotic production process. The reality is that the majority of our employees are illiterate and are trained on the job so them being able to visually understand the process and see the pictures that illustrate the process and the checklists that they need to undertake as part of their quality checks has been helpful* (Participant 3).

Asked to rate on the Reysen Likability Scale on a range of 1 to 10 whether their organisation's OD strategies had resulted in improved performance of the organisation, many of the participants gave a 9. The responses from these participants are aligned with the work of Beckhard (1969) which asserts that OD's core principle is to "strengthening organisations so that they can better achieve their mission" (Beckhard 1969: 9).

Participants in this study understood and appreciated the role of Organisation Development approaches as the overall average of responses from both practitioners and implementers on a scale between 1 (weak effect) to 10 (strong effect) indicating whether there was a positive or negative effect on organisational performance and the adoption of certain practices. The average response was a 9 which indicated that there was a strong effect. A response from participant 10 gave a rating of 1 as he indicated that there was still some additional work and consultations that organisations need to undertake in order to effectively implement OD approaches that can address their challenges.

The key in successfully implementing OD in South Africa as identified by the majority of respondents lies in the facilitation. African culture according to Mbigi (1995) promotes and reinforces the use of OD as there is historical and cultural documentation of African approaches to manage change. Mbigi (1995) identifies the use of outside facilitation by a soothsayer or a sangoma when there is need for a change in a situation. Responses from the participants seemed to agree that facilitation of the intervention is crucial and successful implementation depends on the methodology of the facilitation. One participant indicated that:

> *Strategies differ and some are more effective than others. It depends on the quality of facilitation, the appropriateness of the methodology and the receptivity of the organization.* (Participant 8)

One Manager remarked:

> *As Managers we need to understand that we need to include our employees in any change that the organisation implements as this will reduce resistance and challenges. The inclusion of employees can be a greater benefit because they can add and fine-tune the desired approach so that it can be successful. This collaborative approach is what great companies like Toyota use as they encourage collaboration and innovation amongst employees.* (Participant 2)

Organisational culture plays a significant role. According to Needle (2004), it is a product of such factors as history, product, market, technology, strategy, type of employees, management style, and national culture. Culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits (Needle 2004). Organisational culture is a key aspect as willingness or the unwillingness of employees to adopt any changes lies in the values of the workforce. The resistance of the workforce can jeopardise any OD strategies imposed by management. Therefore, having an organisational culture that is willing to improve and develop is important to achieving desired change. One of the participants remarked:

> *Organisation culture is something that is real and needs to be taken into consideration when organisations implement new changes. Taking the holistic approach to integrate everyone in the changes will make people excited and receptive to change. In this company we have learnt that not including employees will result in complete failure in achieving the desired outcome. In our organization, we have made it our Standard Operating Procedure (SOP) to include our employees when implementing any OD approaches to get guidance as well as buy-in from them. In doing this, we have seen that there has been a shift in how employees respond to change.* (Participant 7)

Any forms of change need employee buy-in and participation. It can be said that technology is necessary but not sufficient without employee buy-in. Understanding both the social and technical aspects of technology adoption is critical for the improvement of industrial production and overall

organisational performance. People are amenable to change if they are part of the change process. This is also consistent with Lean Production which also places the worker at the centre of the system designs (Womack et al. 1990).

4.5 The importance of OD in the future

The participants were of the view that the fast-evolving pace of the globalising world is characterised by innovation, competition and new ways of doing business. This has led to the need for organisations to be continually changing and improving. The need to remain competitive and innovative is at the forefront of company processes in order to maintain the firm's competitive advantage. One of the participants remarked:

> *The systematic improvement by organisations have been because of the different OD approaches and how new approaches have been developed. The success of organisations that have adopted OD can be proof that OD will remain significant in the.* (Participant 6)

OD is necessary both in the present and the future for systematic and systemic improvements. Another participant remarked:

> *Organisational Development is very important, however the dynamic changes in the business environment demand organisations to be agile and develop systems that enable quick responses. The future of OD is to adopt an approach that enables flexibility, flexible structures and less red tape, the ability to analyse trends and know how to be pro-active in finding a suitable approach to implement what's coming. This is why companies are investing a lot to prepare themselves for the 4th industrial revolution wave.* (Participant 12)

The participant from the Durban Chamber of Commerce and Industry remarked:

> *In order for the Chamber to expand our offerings to our manufacturing member firms we started a Manufacturing Forum. This forum provides a platform for manufacturers to share with their peers their challenges, solutions and the Chamber informing member of any new OD approaches and government assistance. The platform has grown since its inception with more firms attending and sharing their experiences.* (Participant 9)

Prescriptive approaches that dwell on addressing the present are not sufficient, hence the need for predictive approaches which privilege forecasting and anticipation in order to be able to address future circumstances without being reactive. Practitioners of OD identified that the core of organisations is to become learning organisations as proposed by Peter Senge and the need to continuously improve is paramount to keep an organisation's position. A study conducted by Deloitte 2015 titled 'Eight key trends in learning and development' – identified trends which are practiced within multi-national organisations, namely, "business results, talent management, personalised learning, self-direction, mobile learning, learning environment, knowledge sharing and increased knowledge" (Deloitte 2015: 62-63).

The sixth trend as stated by Deloitte (2015) speaks to the importance of transforming the workplace into a learning environment. Consultancy UK (2015: Page Number) also stated that "many organisations facilitate learning at the workplace as learning is becoming a part of the daily work, integrated in the work processes by the use of informal learning tools and technologies." The future of the workplace is taking different shapes as organisations become learning organisations and emerging literature is becoming the backbone of organisational development. Therefore, the importance of OD in the future will be significant. However, the form of this metamorphosis will be shaped by globalisation and the emerging theories and literature.

4.6 Role of OD in Policy/ Legislature

The participants believed that alignment of policy and legislation for the manufacturing sector can provide a positive trajectory. The alignment of both is pivotal in creating the ground work for producing a fertile environment for a flourishing manufacturing sector that has a proven multiplier effect. One of the respondents said that the inclusion of Organisational Development in policy/ legislation may help but "government departments should continuously strive to up their game". Therefore, the inclusion of OD will enable the upgrading of both public and private sectors.

Legislation that is sensitive to the needs of an ever changing manufacturing sector can help push the need to develop conducive workplace learning environments in South African organisations including those based in eThekwini. By transforming into learning environments, organisations seek to implement continuous improvement processes, building loyalty among employees and the need to have their input in the organisation. Many successful organisations integrate the need to evolve and continuously go through metamorphosis. This is in line with Schumpeter's (1961) 'generation and dissipation of entrepreneurial surplus' model. This model asserts that "in each industry equilibrium is defined by the 'average' rate of profit. Following the introduction of a 'new combination' the entrepreneur reaps a 'surplus' – what we might term a producer rent. Then as the new combination is copied – a process of diffusion – the producer rent is whittled away, prices fall, and the innovation accrues in the form of consumer surplus. But all this does is renew the search for a 'new combination', either by the same entrepreneur or another entrepreneur, in the continual search for entrepreneurial surplus" (Schumpeter 1961: 107). Understanding this model rearticulates the need for organisations to remain innovative and for them to aim for continuous improvement. This is consistent with the finding of this study that one firm had to improvise or innovate by introducing a work attendance-based performance bonus to reduce absenteeism. Employees are therefore rewarded for being present at work and this has increased productivity. The current globalising world needs consistent improvement in both production and in operations. Being slack in these activities will cause an organisation to be stuck in a trap that is borne from the 'process of diffusion' and the organisations loses its innovative edge.

The South African Automotive Benchmarking Club (SAABC) is an organisation that was established in 1997 to provide manufacturing firms a tool for continuous improvement through a benchmarking exercise, and providing insights on key areas that the exercise indicated as their

problem areas. The organisation is aimed at supporting South African automotive component manufacturing industry to achieve World Class Manufacturing. A representative of SAABC articulated that:

> *Firm-level benchmarking is crucial in developing world class standards, this activity uses an analytical tool. The analytical tool used for the benchmark process includes a competitiveness tool, productivity tool and growth tool.*
> *The recommendations from the exercise are contributed by thorough investigation into the company's financial, import export, administrative details, the onsite process examination and input from the company's top customers. This information is then analysed and presented to the company's top management the recommendations are also presented, however, they are not imposed on the client.* (Participant 11)

The firms in the study identified that they have been through a firm level benchmark with the SAABC which has helped them improve their processes and service to their customers, raising their competitiveness and production abilities. The Automotive Supply Chain Competitiveness Initiative (ASSCI) has created an opportunity for their member firms to nominate suppliers who are non-ASSCI members to undergo a benchmark with them after which ASSCI offers them a grant to fund a project that will be identified through the findings or recommendations from the activity. Two firms indicated that they are currently under the ASSCI firm-level benchmark with the hope of receiving the ASSCI grant to assist with process system and stock keeping system. The theory of continuous improvement requires organisations to continuously take a holistic view of themselves and understand what their customers think of them to be able to adopt meaningful and positive change.

The new South Africa Automotive Master Plan 2020-2035 has indicated the need to transform the local automotive industry. This Master Plan states that the automotive industry needs to increase its local content in assembly vehicles to 60%, this has motivated Durban firms to start investing time in research and development as the local OEM is pushing to increase its local content. Two

firms indicated that for them to become preferred suppliers for South African OEMs there was a need to improve their administrative and production processes through adoption of OD. Firms admitted to adopting various OD approaches in order to be able to comply with OEM standards. However, the ability of firms to develop their own organic approaches has proven difficult despite there being an urgent need to develop an approach that will enable employees to develop a culture of loyalty to the organisation which ultimately leads to high staff morale and lower cases of absenteeism. ISO9001, ISO9004, ISO14001, Kanban, JIT, TPM, TQM were the consistent systems that the firms reported as having employed and certified for. Four firms however indicated that they needed to find a better system for stock management.

The Department of Trade and Industry (DTI) has developed the Manufacturing Competitiveness Enhancement Programme, the 12I Tax Allowance Incentive, Automotive Incentive Scheme, Support Programme for Industrial Innovation, Sector Specific Assistance Scheme, Clothing and Textile Competitiveness Improvement Programme (CTCIP). These are all meant to enable manufacturing companies to invest in their growth. These incentives have different objectives but are all aimed at aiding growth and improvement. These grants have enabled organisations to be able to focus on firm level initiatives while taking advantage of these external initiatives some of which are project-specific such as aiding equipment upgrade and other necessary capital investments for the organisation. A participant who is the recipient of the CTCIP grant remarked:

> *The CTCIP grant from the DTI had some guidelines that we must pair up with three other companies to work on an improvement programme that would benefit all four of us. To be honest, the company really needed to do the upgrade that the CTCIP programme paid for. These grants really assist us to remain competitive and do the necessary upgrades and investments that our firms require. These are also the sentiments that the other three companies have and we are all grateful.* (Participant 4)

This shows that government is giving its support to firms to increase their growth prospects and improve their competitiveness on a global scale.

A study conducted by the Deloitte Centre (2015) identified the importance of public policy and legislation in the manufacturing environment. The study notes that "public policy and regulation play a profound role in the current and future structure of the manufacturing ecosystem. Trade

agreements, labour regulations, and privacy and security restrictions all have the power to shape and shift its dynamics and economics" (Deloitte 2015: 33).

The improvement of policy and regulations holds the key to the success of the manufacturing sector. Policy alignment is a key enabler for the growth and development of an industry.

4.7 Conclusion

Organisations in Durban have developed and implemented recognisable changes in their operations. The ability of firms to start identifying that the systems that they were using are not yielding the results that they require has seen them being innovative and flexible. It is due to this realisation, flexibility and innovation that firms have developed endogenous organisational development approaches. These approaches have been developed organically but their foundations have been developed from orthodox literature.

CHAPTER 5: DISCUSSION, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

Organisational Development approaches in manufacturing firms have developed since the days of the industrial revolution. The modern manufacturing factory is faced with exogenous factors, and these factors have led factories to continuously improve themselves and adopt strategies that will develop their operations and administrative processes. The approaches adopted by Durban automotive firms are quality, process, operational and administrative improvement approaches.

5.2 Findings

The study suggests that there is a strong link between Organisational Development approaches and organisational performance and improvements. Many of the participants agreed that they had knowingly sought out to adopt necessary approaches that they felt would improve the processes of the organisation. The current global market was the determinant of such adoptions as individual organisations felt the pressure to remain competitive and innovative. Therefore, there was a need to push for the implementation of relevant approaches to reduce negative outcomes to their business. Therefore, the objectives for the OD rationale were achieved as the approach seeks to improve processes and efficiency within organisations. Many of the participating firms in the research indicated that there was positive change and an improvement in competitiveness after the implementation of OD.

Organisational Development practitioners that were participants in this study indicated that they believe that the adoption of OD approaches enhances the manufacturing imprint of Durban. As every organisation strives to improve, traditional OD approaches such as Lean manufacturing, TQM, Kanban, JIT, Kaizen, ISO 9000/9001/9004, and the Industrial Policy Action Plan will become key to the success and expansion of organisations. This is why they have identified that OD approaches can be a policy feature, for in this changing environment there is a need for continuous improvement and developing efficiencies as organisation competitors evolve to satisfy customer needs and demands. Innovation therefore becomes a success imperative. Once the entire organisation understands its position in the value chain, its strengths, the market and its capabilities, there will be better understanding of their product and how they can position themselves according to the Schumpeterian theory of innovation.

The firms that took part in the study acknowledged the need to be innovative and many shared the research and development activities that they have been involved with but they did not want those developments to be documented in this study. The accepting of letters from traditional healers was the most interesting development that one participant shared with the researcher as it signified the acknowledgment of African practices in the modern world in Durban manufacturing firms.

The development of a wellness division is a new trend in many companies. It adds a human element to companies. The wellness department has been a trend with companies such as Google offering this service. In this study companies demonstrated the need for this division that can offer services such as counselling and can inform management on how to make a company better with a more resilient workforce.

Incentivising work attendance is an innovation that many companies have adopted because many are losing millions a year because of being short staffed which affects production. The incentivising of attendance is the plausible solution to deter high absenteeism. There is evidence in this study that this has worked for some organisations, and they will continue with this new strategy.

Durban based South African firms have displayed resilience in the wake of global economic pressures that have seen the domestic manufacturing sector contract and underperform. The resilience of these firms is attributed to their internal organisational development practices and supporting policies.

5.3 Discussion

The automotive sector is one of the most successful industries, but this success can only be realised when the conditions are conducive. The success of this industry is also linked to the policies that government implements in relation to trade, local content and import duty fees. The provision of grants has enabled firms to further integrate with Global Value Chains (GVC).

The OEMs firms that are in South Africa are Multinational Corporations (MNC) hence the South African government cannot influence their major decisions. However, the recent Automotive Masterplan 2020 – 2035 by the Department of Trade and Industry has seen government imposing

stricter provisions which have increased the local content percentage to 60% for local automotive firms. This will afford South Africa's 1st and 2nd tier component manufactures an opportunity to identify more components that they can produce to increase the local content in vehicles that are manufactured in South Africa.

Second tier component manufacturers that participated in this study informed the researcher that they export their components to other countries. They were able to start these new production lines because of the grant they had received from the DTI and their own investments. This means that the policies and financial support that they receive from government have enabled them to increase the number of shift on the production line to meet increased demand.

The triple helix model of government, academia and the private sector in South Africa is very important to the manufacturing environment. South Africa needs a functioning industrial sector in order to address the triple challenge of poverty, inequality and unemployment. Therefore there is need for the continuous engagements, support, and new developments within the sector.

This study has highlighted the success of organisations that have understood that in order for them to remain competitive they need to embrace the assistance of industrial development organisations such as the SAABC with its benchmark exercises that provide organisations with a holistic explanation of their operations. This explanation is rooted in data and is supported by relevant literature.

This exercise then enables decision makers to consult with a practitioner who can assist them in obtaining the required assistance from government, whether in the form of a grant or non-financial assistance. The recommendations from this exercise are critical in understand the holistic view of the company in relation to their peers, suppliers and customers. Therefore this exercise develops an organisation as a customer and as a supplier.

This study has outlined the significance of academic research in organisational development since the South African labour force is complex. There is a need for Management to explore organic endogenous solutions for their workforce according to the above literature that articulated that there is no one single solution that can be implemented in all organisations. The fact that some organisations that participated in the study had positive results implies that consultation and the inclusion of employees will result in less resistance and increased loyalty amongst employees.

The participants in this study have proven that organisations need to be evolving, regularly encouraging development and innovation from their employees. The implication for practice and policy is that collaborative efforts by the South African government, academia and other stakeholders are instrumental for the competitiveness and success of Durban based automotive firms.

5.4 Key conclusions

Efforts to include Organisational Development as a policy or legislation has are necessary and must be a key feature in industrial development policies. This inclusion will enable organisations to link their internal processes with key development approaches that will enable continuous improvement and efficiencies. Many government departments rely on policy and legislation as a guiding tool in developing their programmes and activities to support industry. Their budget allocation is linked to the instruction set by government policy, therefore the inclusion of this activity in business development and support can assist in local government having the ability to fund the adoption of OD approaches whether in production system or administration. The ability of OD to turn around organisations has been demonstrated therefore there is a need to provide a comprehensive understanding of the OD approaches and systems.

The collaborative effort between government and industry is what will sustain and develop the automotive industry and ensure that it remains competitive. The Department of Trade and Industry through their grants have ensured that firms have the funds to expand and invest in developing their operations and make companies ready for the 4^{th} industrial revolution.

Through the various organisations that participated in this study, there is evidence that apart from traditional OD approaches many organisations are faced with challenges that need them to develop unique approaches to mitigate. Issues such as absenteeism require a unique solution to deal with, and while some organisations have been able to reduce it, others still struggle to find appropriate solutions. Moerdyk and Aardt (2003) argued for Ubuntu based OD programmes which are rooted in Ubuntu and African management principles. It was established in the research that there is need for more widespread adoption of this approach since it is better suited for the workforce that South African organisations have. An acknowledgement that many employees still follow a traditional way of life that includes consulting traditional healers when one is sick, has the potential to defuse

any tension in the workplace that may be as a result of employees feeling that employers are insensitive.

Absenteeism is a challenge that managers are faced with and they have realised that being stern and unapproachable affects the organisation negatively. The development of wellness clinics to provide social services to employees is proving to have positive response. The study revealed that there are deeper reasons why employees are being absent from work including cultural issues and problems with their peers on the shop floor. The provision of a counsellor has enabled employees to have an avenue to address their issues and a middle man to speak to management on their behalf.

Incentivising work attendance is a system that is working and helping organisations curb the high absenteeism. Organisations admitted that absenteeism is costing them financially as it affects the production line. Therefore, instead of losing money from production being disturbed they have taken an alternative measure. These funds are distributed like performance bonuses linked to work attendance.

The Kanban system seems to be instrumental in empowering employees with low literacy as it has a pictorial element. Due to the country's apartheid history, a lot of the employees have minimal education, hence the adoption of this system by Durban based firms has seen positive outcomes. Turning a production system into a learning system can both reduce waste and develop better work capabilities.

5.5 Recommendations

Based on the empirical evidence produced in this research, it can be concluded that there are various factors that motivate organisations to employ organisational development approaches to develop their organisation.

Systems like the attendance incentive is a truly unique development in the South African labour environment. Realising that the challenge of absenteeism was affecting the business financially some employers thought of developing a solution to the problem. Developing an attendance bonus is a depiction of how to find a solution that would be beneficial for all parties involved. This solution is proof of Frederick Taylor's theory of motivation.

The wellness division addresses emotional and personal issues that affect employees which can have a negative effect on their work performance. It has been proven to be beneficial to develop

those services in-house as the service has the ability to increase happiness of the workforce through offering counselling and providing African employees with the opportunity to visit a traditional healer and having that be admissible as a Doctor's visit. A wellness division can be attributed to Taylorism which promotes the humanistic aspect of workers. When employees have an outlet to voice their emotions they feel validated. This division can enable the development of an Ubuntu based approach that is respectful of employees' traditional culture.

Durban Firms have shown immense resilience in tough economic times and intense exogenous pressures. The operational and administrative organisational developments that they have adopted have led to their survival. Policy and legislation have provided these firms with the tools and funds to develop their organisations. These developments have shielded organisations from global shocks. The assistance from local and national government has enabled successful navigation through difficult times. The triple-helix partnership between government, industry and academia has enabled the development of successful approaches, legislation and policy. The continuous partnership is what will develop the automotive industry of Durban and South Africa.

Developing agile organisations is what the future of manufacturing requires. The 4th industrial revolution and the major global trends that are arising require fast response. This response will be achieved if organisations can identify what needs to be changed through benchmarking exercises and a willing team. Willing teams are achieved through the inclusion of employees in implementing the change. Developing a Standard Operating Procedure that identifies "champions" to drive implementation would enable less organisational resistance from employees. Learning Organisations require an agile business environment because, according to the Schumpeterian theory of innovation, organisations need to be constantly innovating.

The South African automotive manufacturing industry is one that has overcome political transitions and tough economic conditions. The close partnership between the government, industry and academia has seen the development of a successful document to guide and assist firms in their development. Organisations such as the South African Automotive Benchmarking Club have provided various other organisations with a clear analysis of what interventions they require. It is these elements that have kept local automotive firms competitive against global competition. The endogenous organisational development interventions have played a crucial role in developing local firms and continuous work is being done by organisations to find endogenous solutions.

5.6 Realisation of the Objectives

Objective 1: To evaluate the endogenous OD approaches being implemented by the selected firms

The study found out that Durban based automotive manufacturing firms that participated in this study have developed approaches as a result of challenges that they were encountering. These approaches were mainly in relation to the Human Resources Department, which is responsible for implementing new practices to address challenges with employees. The endogenous approaches that organisations developed were through consultation, leading to better understanding of an organisation's workforce. These endogenous OD approaches have been included as part of the firms' Standard Operating Procedure.

Objective 2: To evaluate the extent to which firms have applied other organisational performance improvement interventions other than OD

This objective was realised in the sense that it uncovered that automotive firms need to comply with various international standards. These standards need to be adopted in order for them to be competitive and develop their production line. The adoption of Lean manufacturing practices and Kanban have been instrumental in improving firm performance. This study has outlined that Durban based firms have adopted organisational performance improvement interventions that have enabled them to reduce wastage.

Objective 3: To assess the extent to which OD approaches adopted by firms have been subjected to new forms of innovation and/or adaption in light of South Africa's socio-economic history.

This study established that past socio-economic structures of apartheid continue to negatively affect operations of Durban based automotive firms. Apartheid led to a still prevalent triple challenge of poverty, inequality and unemployment. A large percentage of the available workforce lacks requisite skills. As a result, organisations have started providing in-house skills development and vocational training to their employees to try and mitigate the skills gap challenge. With the emergence of the Fourth Industrial Revolution, organisations have identified the need to innovate

through reinvesting in their plants and enhancing their technologies. The grants by the DTI have aided a lot of companies to develop their machinery, and hence boost their output.

5.7 Conclusion

South African automotive organisations have survived many exogenous global pressures. This has compelled them to develop a close relationship with government and academia to seek solutions that will enable them to survive. The orthodox and endogenous Organisational Development approaches that firms adopted have enabled them to remain competitive. Organisations require these approaches as innovations and change is a constant factor in an industrial sector that is highly competitive.

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APPENDICES

Appendix 1

In-Depth Interviews

1. *Biographical (information will be confidential)*

1.1 What is your name?

1.2 What is your position in the organisation?

1.3 What do you do within this position?

1.4 How long have you been in this position?

1.5 What are your qualifications?

1.6 What department/ unit do you fall under?

Section B

2. *General information*

2.1 What is the name of your organisation? And what type of organisation is it?

2.2 How long has this organisation be operational?

2.3 How many employees does organisation employ?

2.4 Who is the owner of this organisation?

2.5 What are the stand out features of this organisation?

2.6 What are the main challenges that the organisation faces?

2.7 What is your general understanding of Organisational Development?

2.8 Do you feel that OD has a role to play in helping improve performance of organisations and companies?

1	2	3	4	5	6	7	8	9	10

Very negative > Barely Positive > Somewhat Positive> Mostly Positive> Very Positive

2.8.1 Please support your answer

2.9 Are you aware of common OD practices in South Africa?

Yes □ No □

2.9.1 If yes what are they?

2.10How do you feel discussions and views of OD have changed over time?

2.11Do you find OD use to be common among your suppliers?

Section C

3. *Specific Organisational Development questions*

3.1 How do you feel about OD?

1	2	3	4	5	6	7	8	9	10

Very negative > Barely Positive > Somewhat Positive> Mostly Positive> Very Positive

3.2 Provide examples of OD experiences within your organisation.

3.3 Please explain your organisations approach to OD

3.3.1 Who developed it?

3.3.2 Was this approach developed as a response to endogenous/ exogenous factors?

3.4 How different are the current practices of your organisation to what your organisation was doing 10 years ago?

3.4.1 What factors influenced this adoption?

34.2 Why has this changed?

3.5 What has your company learnt from this experience?

3.6 What are the proposed main benefits for the adoption of this practice in your organisation/ organisations that you work with?

1	2	3	4	5	6	7	8	9	10

Very negative > Barely Positive > Somewhat Positive> Mostly Positive> Very Positive

3.6.1 Please explain further

3.7 Are OD practice important to enhancing productivity/ workplace relations

1	2	3	4	5	6	7	8	9	10

Very negative > Barely Positive > Somewhat Positive> Mostly Positive> Very Positive

3.7.1 Pease support your answer

3.8 Do you think OD will be important in the future?

1	2	3	4	5	6	7	8	9	10

Very negative > Barely Positive > Somewhat Positive> Mostly Positive> Very Positive

3.8.1 Please support your answer

3.8.2 Could OD be a Policy/ Legislature feature?

3.9 What could help improve the challenges faced by OD practitioners?

Appendix 2

INFORMED CONSENT FORM

Dear Participant

My name is Asimbonge Mkhize. I am a postgraduate student pursuing my Master's degree in Development studies at the University of KwaZulu-Natal (Howard College). As part of my course I am required to conduct a research study. The study I will be conducting is titled: *Are endogenous Organisation Development approaches relevant to enhancing the performance of automotive firms in South Africa? An Examination of the experience of selected Durban- based firms*. The participants in this study must be personnel working for organisations within the automotive sectors value chain. The interview process will take approximately an hour. Please note that this interview will be recorded for data collection purposes.

However the interview process will be kept confidential and anonymity will be maintained. Your participation is voluntary and there will be no incentives that would be given to you by participating on this project. You may withdraw from this study anytime you wish to do so. The research data will be secured for at least five years in a secured cabinet in my supervisor's office and once the five years has elapsed the transcripts will be shredded and the tapes will be incinerated.

If you wish to obtain information regarding the outcome of the study or have any queries, you may contact the researcher and/ or the supervisor at the contacts provided below.

Researcher: Asimbonge H. Mkhize
University of KwaZulu-Natal
Howard College Campus
School of Built Environment
& Development Studies
Contact numbers: 072 545 2538
mkhizeah@gmail.com

Supervisor: Prof. Oliver Mtapuri
University of KwaZulu-Natal
Howard College Campus
School of Built Environment
& Development Studies
Contact numbers: 0312601031
mtapurio@ukzn.ac.za

Should you wish to obtain information on your rights as a participant, please contact Phumelele Ximba, at the University of Kwazulu-Natal's Research office on (031) 3603587.

CONSENT

I (Name)……. have been informed about the study entitled '*Are endogenous Organisation Development approaches relevant to enhancing the performance of automotive firms in South Africa? An Examination of the experience of selected Durban- based firms*' by Asimbonge Hlengiwe Mkhize.

I understand the purpose and procedures of the study.

I have been given an opportunity to answer questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

I have been informed about any available compensation or medical treatment if injury occurs to me as a result of study-related procedures.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at 072 545 2538

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001
Durban
4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557 - Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Additional consent, where applicable

I hereby provide consent to:

Audio-record my interview / focus group discussion YES / NO

_____ _____

Signature of Participant **Date**

_____ _____

Signature of Witness **Date**

(Where applicable)

Appendix 3 Ethical clearance

Appendix 4 Turnitin report