

**Factors affecting Employment Equity in the eThekweni Municipality, Durban, South
Africa**

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**Submitted in fulfilment of the academic requirement for the degree of Masters in
Commerce in the School of Management, Information Technology and Governance,
College of Law and Management Studies, University of KwaZulu-Natal, Durban, South
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July 2020

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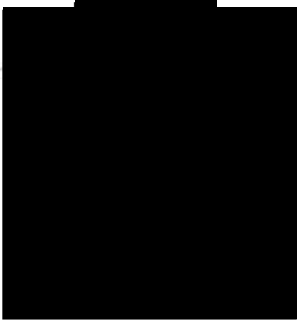
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DECLARATION

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ACKNOWLEDGEMENT

First and for most, I just want to thank the Lord all mighty. If it were not for him, I would not be where I am today. He is my pillar of strength and the director of this story; without him, I am nothing. Secondly, I would like to Thank Mr Vumani Mabika, the one person who always believe in me. I thank you sincerely, my brother, from another mother. Finally, my parents, my husband and my kids. They are the reason I wake up every day. Their constant belief in me has given me the strength to carry on. I am grateful to have you in my life. God Bless you all for taking care of me.

ABBREVIATIONS

AA: Affirmative Action

EE: Employment Equity

EEA: Employment Equity Act

ILO: International Labour Organisation

ABSTRACT

The challenge of employment equity has continued to manifest in the South Africa public and private sector establishment. While increasing pressure has been levelled on the government to re-strategise its policy and ensure people of different races and gender are appropriately represented in employment opportunities, a knowledge gap still exists on how the constraints hindering this effort have been examined. This study examined factors affecting employment equity in the eThekweni municipality. The Equity and Organisational Justice Theories were reviewed as theoretical learning. A qualitative methodology was employed using a non-probability purposive sampling strategy to interview nine senior managers. Steps were taken to ensure the reliability and validity of the data collected, by ensuring that issues of secrecy, confidentiality and anonymity of all respondents and their responses were all protected. For this reason, no identifiable information such as gender, age or race of participants were reported. The study found inclusive initiatives, sufficient budget and women empowerment as employment equity goals employed in the municipality. Similarly, insufficient budget, lack of clarity in employment equity policy, pressure from political groups, difficulty in recruiting and retaining scarce skills and corruption as factors affecting the attainment of employment equity. The implications of the findings make a case for massive awareness on the need for women empowerment and development, a robust monitoring effort on the part of relevant government agencies and addressing the ascending political pressure as essential steps towards addressing the challenges of employment equity. In light of this, future studies can interrogate the relationship between employment equity within the context of gender discrimination from a different perspective.

Keywords: Employment Equity, eThekweni municipality, affirmative action, Equity and Organisational Justice

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CHAPTER 1: INTRODUCTION

1.1 BACKGROUND OF THE STUDY

South Africa, like other developing nations, is still engrossed with the problem of employment equity evident in both her public and private establishments (Doruis and Firebaugh, 2010). For instance, with specifics to the case of South Africa, the crux of employment equity has been keenly predicated on the unceasing discrimination perpetrated against people of different racial groups, women, and others such as persons with disabilities (Hicks, 2011). While the government, to reduce the ascending rate of inequality in terms of equal access to employment opportunities, enacted the Employment Equity Act in 1998, little progress been attained in achieving the objectives of the employment equity targets, as more persons are still being discriminated against based on racial differences (Mathur-Helm, 2005).

Given that the chief aim of employment equity is not entirely the responsibility of the central government, a significant degree of responsibility is conferred on respective municipalities in provoking modalities in tandem with the provision of the Employment Equity Act that will promote employment equity in the municipality, by reducing the amount of employment equity victims, especially among the designated group and women (Horwitz, 2014). Consequently, the soaring level of disappointing roles played by the leaders of public organisations in South Africa, especially at the municipality level in addressing the scourge of employment equity, has further advanced the level of discrimination in employment quotas in these local government (Erhardt, Werbel and Schrader, 2010). For instance, policymakers of these institutions have now assumed the responsibility of who gets what through political manipulation while ignoring the ethos and principle of employment equity (Wearn, 2015).

In turn, the lack of commitment to the implementation of employment equity policy has roused strands of factors limiting the realisation of employment equity across the board (Daily, Certo and Dalton, 2009). Studies have shown the constellation of issues affecting employment equity attainment to include the challenge of communication, leadership and political pressure, and environmental and cultural constraint (Horwitz, 2014; Reddy, 2016; Martin, 2015 and Singh, 2016). Furthermore, the increasing number of people who have been affected by employment equity challenges because of these factors call for serious attention. As it seems, the bane of employment equity can be attributed to as one of the chief causes of poverty, especially amongst the black community and designated groups.

While several of the discerning issues relating to employment equity have been grossly explained from the perspective of racial discrimination, it is interesting to contend that the discourse of equity within the employment sphere is neatly connected to other discriminatory issues such as discriminating against persons for equal employment opportunities based on gender, age and disabilities (Mvimbi, 2009). For instance, one of the major employment discriminatory practices concerning gender is the apparent evidence of male dominance in thriving sectors of the South African economy (Daily, Certo and Dalton, 2009). Thus, the agitation for employment equity is no less a formative project that must be followed by government and relevant agencies for the growth of the person, and by extension for the growth of the country at large (Erhardt, Werbel and Schrader, 2010).

The eThekweni municipality was chosen as the research context for this study. This justification is based not just on its position, being a metro amongst other municipalities in the KwaZulu-Natal province, but on its position as the most populous – with a high concentration of population (Erhardt, Werbel and Schrader, 2010). In other words, this study infers justification for the eThekweni municipality based on its capacity to absorb many workforces from different racial and gender divide. Beyond this justification, the essence of this study departs from the traditional discourse of employment equity appraisals. Specifically, it aims to unravel the arrays of factors limiting or affecting the realisation of employment equity in the eThekweni municipality.

This is crucial against the widespread presupposition that employment equity is critically important for the realisation of economic and social needs of the individual, especially the designated group. In essence, understanding the factors hampering the realisation of this objective becomes unfavourable to human development within the broader society. Therefore, the study proposes a suitable comprehension of insights into the issues of employment equity; the factors hindering its achievement and modalities to addressing these ranges of threats, with emphasis on the eThekweni municipality, Durban, South Africa.

1.2 RESEARCH SETTINGS: eTHEKWINI MUNICIPALITY

Geographically, the eThekweni municipality is positioned on the east coast, in the KwaZulu-Natal province of South Africa. The municipality covers an area land of approximately 2555km² with diverse social, economic, and environmental challenges (Statistics South Africa, 2018). The municipality, over the last ten years, has witnessed population growth at an annual rate of 1.13% (Statistics South Africa, 2018). The population is estimated to reach an

approximate 3.85 million in 2020, seeing a growth of 175 thousand between 2016 and 2020. In terms of gender, women constitute an estimated 51% of the population (Statistics South Africa, 2018). Other demographic statistics showed that 63% of eThekweni population are below 45 years of age, while those within the age range of 0 to 14 years represent 29% and the ages between 15 and 34 years make up 33% of the population.

In light of this, the CEE study reports that the White Community held 65.6% of the top management positions in 2019 compared to (2018: 66.5%), (2017: 67.7%). The Indian group held 10.3% in 2019 compared to (2018: 9.7%), (2017: 9.4%) in management positions. Although the Coloured Group rose by 5.6% in 2019 compared to (2018: 5.3%), (2017: 5.1%) and the African Group is lagging at 15.2% in 2019 compared to (2018: 15.1%), (2017: 14.3%) in top management. In 2019, males held 75.6% of the top management positions compared with females at 26.4%. In 2018 males accounted for 76.5%, while females accounted for 23.5%, while males accounted for 77.1% and females for 22.9% in 2017 (Department of Employment and Labour, 2020).

The eThekweni municipality continues to confront massive scale unemployment, lack of human development and high incidence of poverty among resident and indigenes of the municipality, with cases of poor quality of services. Despite all these anomalies, the eThekweni municipality is widely known as one of the top players in the tourism sector in Africa with being host to millions of tourists from all over the globe (Statistics South Africa, 2018). The eThekweni municipality also houses the busiest port in Africa, with the presence of an international airport and a trade port. While important indicators have shown that the number of people living below poverty datum line has continued to dwindle since 2015, the municipality still has the second-largest number of people living in poverty (Statistics South Africa, 2018). Although the rate of unemployment dropped by 0.1% in 2017, South African Statistics show that the municipality still has the highest number of unemployment among other metros in the KwaZulu-Natal province (Statistics South Africa, 2018).

1.3 PROBLEM STATEMENT

The purpose of this study is to explore the factors affecting Employment Equity in the eThekweni Municipality bearing in mind that the eThekweni Municipality is still presently being faced with a growing problem of employment inequity across the board (Doruis and Firebaugh, 2010). For instance, one of its efforts to address these challenges was the Employment Equity Framework released in 2014 to pursue and attain employment equity by the

year 2018 (Martine, 2015). With regards to EE statistics, the eThekwini Employment Equity Framework reports that people with disabilities have been at the receiving end of employment inequality. For instance, it was revealed that, in 2014, persons with disabilities were only represented by 0.58% against the 2% target (eThekwini Employment Equity Plan-EEP, 2014) while the total representation of woman was tagged at 33% against the target of 38%. Besides, there is an over-representation of males, specifically among the Indian male workers. For instance, the EEP reveals that the male Indian group are more domiciled at the senior management, professionally qualified, skilled occupation, and top management levels of the eThekwini Municipality than any racial group (Employment Equity Plan-EEP, 2014). This is sufficing to say that the most significant chunk of under-representation is within the African male group with 18% under-representation at senior management level, 18% and 16% under-representation at both professional and skilled occupation level, respectively (Employment Equity Plan-EEP, 2014).

Therefore, the concern of employment equity is explained by how employment distribution and a quota system is carefully respected among people of a different race, gender, age, and religion (Martine, 2015). However, the realisation of this objective has been hindered by several issues. For instance, literature survey showed that some of these issues include leadership problem (Horwitz, 2014); the challenge of identifying scarce skills from the labour market (Reddy, 2016); ineffective human resources systems and techniques (Martine, 2015); cultural and environmental constraints (Wearn, 2015) and communication challenges (Singh, 2016), among others.

Although it cannot be entirely struck out that the eThekwini Municipality has not shown some progress in some areas, there is still enormous areas of employment inequality that should be addressed, specifically in areas of equal representation of women and people with disabilities (Rabe, 2012). While the eThekwini Municipality has recently shown a slight growth in terms of representation in the employment of all persons across different age cluster, gender and racial differences, there still exists a gap in terms of equal representation of persons concerning gender, age and race, with the race being the most pressing concern (Ndaliso, 2018). While blacks constitute the largest racial group in South Africa, it is still unclear if they have been equally and fairly treated in terms of employment equity.

The sparsity of available studies on factors affecting employment equity adequately justified the essence of this study. For instance, available studies have investigated the problem of

employment equity. In contrast, a few of them have examined factors constricting the attainment of employment equity in another context in South Africa. However, within the meaning of eThekweni Municipality, few studies have sought to explore this problem. Therefore, the aim of this study is to contribute a fresh perspective to the discourse of employment equity in South Africa, specifically the eThekweni Municipality.

1.4 OBJECTIVES OF THE STUDY

The following research objectives were addressed in this study:

1. To understand the extent to which employment equity programmes strive in achieving its goals in eThekweni Municipality, Durban, South Africa
2. To identify the factors affecting the attainment of employment equity in eThekweni Municipality, Durban, South Africa
3. To proffer salient policy recommendation on how the factors affecting employment equity can be addressed in eThekweni Municipality, Durban, South Africa

1.5 RESEARCH QUESTIONS

The following research questions were investigated in this study:

1. To what extent does employment equity programmes strive to achieve its goals in eThekweni Municipality, Durban, South Africa?
2. What are the factors affecting the achievement of employment equity in eThekweni Municipality, Durban, South Africa?
3. How can these factors be addressed for sustainable employment equity in eThekweni Municipality, Durban, South Africa?

1.6 JUSTIFICATION AND SIGNIFICANCE OF THE RESEARCH

A study on factors affecting employment equity in the eThekweni municipality is essential and vital to understanding the level and extent of disparity that has continued to exist in terms of employment equity in South Africa. While this is established, it is evident that the emergence of the new South Africa since 1994 has not been able to explicitly address the scourge of inequality in terms of employment, with available pieces of evidence still portraying the level of employment inequalities across the board, especially among the black racial groups. Bearing this in mind, the research becomes essential in the quest to understand factors affecting

employment equity in South Africa, with emphasis on the eThekweni municipality, Durban, South Africa.

The significance of this study is guided by the lack of availability of literature on factors affecting employment equity, with a focus on the eThekweni municipality, South Africa. Importantly, this is a timely study as it seeks to provoke profound economic and political discourse on factors affecting employment equity. In other words, through empirical accounts, the study hopes to address the challenges of employment equity in the eThekweni municipality through appropriate policy implications. Importantly, an examination of factors affecting employment equity will contribute vital significance to academic discourse, by neatly addressing the intellectual gap in the literature in the context of the eThekweni municipality. Thus, the relevant undertaking arising from such would be highlighted from both policy and theoretical perspectives. From the view of policy implication, this study hopes to position as a contribution to addressing the long-standing debate of employment equity in the eThekweni municipality, which has in recent times engendered both racial and gender division. Concerning theoretical relevance, the study anticipates complementing the existing academic positions on employment equity.

1.7 SCOPE OF THE STUDY

From both the social and economic perspective, it is crucial to state that the increasing level of employment equity has become a significant hindrance affecting many South Africans, an especially designated group of the black community. Specifically, the focus is to uncover the factors cramping this realisation at a municipal level. The organisation in question, eThekweni municipality, is a public entity responsible for providing public goods and services. The selection of the eThekweni municipality is chiefly predicated on its standing as not only as a metro but also the most economically vibrant and crowded in the KwaZulu-Natal province. In an attempt to understand the factors affecting employment equity, the study also attempts to understand the different employment equity goals utilised in achieving employment equity programmes, and how these goals can be achieved through a practical way of addressing the collection of factors affecting employment equity.

1.8 OVERVIEW OF METHODOLOGY OF THE STUDY

With consideration to the strengths and weakness of the different research philosophies, the interpretivist research philosophy was employed as the research ideology for this study. Importantly, the interpretivist research philosophy with its qualitative inclinations was employed to address the qualitative research objectives as stated in this study. In addition, an inductive research approach was incorporated to complement the assumption of the interpretivist research philosophy. In other to attain the goals of the qualitative research method employed in this study, the case study research was employed to elicit data from selected managers of the eThekweni municipality through the semi-structured interview approach. Regarding the selection of managers from the eThekweni municipality, the purposive sampling type being a component of the non-probability sampling technique was employed in the recruitment of respondents for this study.

1.9 LIMITATIONS OF THE STUDY

The study is limited by several challenges emanating at different stages of the research. First, the problem of secrecy of information from the identified respondents of the eThekweni municipality poses some constraint to the study due to the qualitative nature of the investigation. This was chronicled when some respondents were first reluctant to talk about issues of importance to the study. With adequate persuasion, clarifications and repeated calls, this constraint was dealt with. Finances constrained the researcher from including other municipalities in the KwaZulu-Natal province to employ a comparative interrogation of factors affecting employment equity. Notwithstanding this, this limitation can be extended for the further research study. In all, all these limitations were taken into account and appropriate measures were put in place to mitigate the risks posed to achieving the outcomes of this study.

1.10 THESIS LAYOUT

This report is made up of six chapters. The first chapter uncovers the chief essence of the study by presenting the research problem, research objectives and questions in context. The significance of the study was explicitly uncovered from the perspective of policy and academic importance. Lastly, the limitation of the study and scope were chronicled expressly in this chapter.

Chapter 2 is a literature review. It presents a summary of themes that neatly addressed the research problem and questions. Some of the items reviewed in this chapter include an

overview of the eThekweni municipality; The South African Employment Equity Act No 55 of 1988; conceptualisation of employment equity; employment equity programmes; factors affecting employment equity and approaches to addressing factors affecting employment equity. Others are a review of the Equity and Organisational Justice Theories as theoretical leanings.

Chapter 3 captures the different methods and methodology employed in answering the research questions. This commences with an explanation of different research philosophies, with a justification for the utilisation of the interpretivism research philosophy after a thorough evaluation of the assumptions of these different types. Other themes discussed in this chapter are the research design, the study population and sample size, sampling techniques and recruitment strategy, instrumentation, method of data collection and analysis, as well as ethical considerations in the recruitment of samples.

Chapter 4 is devoted to data analysis and interpretation. While Chapter 5 put the analysed data into context by discussing the significant findings, Chapter 6 offers summary, conclusion and recommendations based on the research findings.

1.11 CONCLUSION

Understanding the verity that issues affecting employment equity is particularly important for strategizing on best approaches that can be tailored to ensuing designated people are adequately represented in employment quota, particularly among the black community. While chapter one situated the background of the study with an explicit explanation of the research problem, objectives and questions. Other themes discussed in this chapter include the significance of the study, scope of the study, research methodology, limitations of the study and structure of study, respectively. The next chapter outlines the literature review and theoretical framework of the study.

CHAPTER 2: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 INTRODUCTION

This chapter of the dissertation uncovers, encapsulate and synthesise academic discussions concerning employment equity programmes on the one hand, and factors affecting employment equity (EE) on the other side. Besides, the chapter equally addresses other related issues and arguments that expressly relate to the research questions.

2.2 OVERVIEW OF eTHEKWINI MUNICIPALITY EE PLAN

The main aim of the eThekwini Municipality EE plan is geared towards the need to achieve workplace equity by way of stimulating equal opportunities concerning the employment of persons across the different racial groups in South Africa. Specifically, the Municipality EE plan is targeted at eliminating all forms of employment discrimination with a robust intention to implementing credible and workable affirmative action measures to restore the disadvantage racial groups, and by extension to ensure they have equal representation in all occupational levels in the workplace (eThekwini Municipality Management Change Intervention, 2017). Looking more inwardly, a report from South Africa's apex Statistics body, the South Africa Bureau of Statistics (2017) disclose a balance of 50% concerning the representation of both the male and female gender living within the Municipality. Out of this representation, the black population constitutes 70% of the entire community in this area, while only 19% are of Indian descent. The whites are only represented with a meagre portion of 9% and Coloured by 2% of the entire population in the municipality (South Africa Bureau of Statistics, 2017).

Within the eThekwini Municipality, the South African Bureau of Statistics (2017) further narrated that 1% of the entire population are people with disability (eThekwini Municipality Management Change Intervention, 2017). The 2017 Stats SA reports also showed that the number of economically active persons make up about 55% of the population. From this financially active group of society in the eThekwini Municipality, only 40% of the municipality's top management is made up of black employees. In comparison, white people constitute 29% of the senior management cadre, and Indians and Coloureds 27% and 4%, respectively (eThekwini Municipality Management Change Intervention, 2017). Inferring from this analysis, it is not out of place to construe that there is still a missing line concerning the attainment of employment equity plan in the eThekwini municipality. For instance, it is assumed the black race population should be more strongly represented in top management

positions, considering their colossal representation of 70% from the entire eThekweni Municipality population (eThekweni Municipality Management Change Intervention, 2017). Coming down to the senior management position, according to an employment equity plan report endorsed by the municipality Executive Committee, Indian males were over-represented at top, senior and professional management levels, and that African males were over-represented at the semi-skilled and unskilled levels (Ndaliso, 2018). Again, these statistics reflect a significant disparity in terms of employment equity despite the blacks having the most significant number of populations in the municipality.

Concerning middle management positions, the Indian and White population were represented by 35% and 33%, respectively, leaving the black community with only 28% at the middle management positions (eThekweni Municipality Management Change Intervention, 2017). Thus, with these statistics, it is clear that the attainment of EE in the eThekweni municipality is somewhat far from realisation. The other account is a marker that there exists a gap in the employment equality policy that needs an urgent master plan. Thus, the very essence of this need, necessitates the need for this study, specifically to uncover factors affecting EE in eThekweni Municipality.

2.3 THE SOUTH AFRICAN EMPLOYMENT EQUITY ACT NO 55 OF 1998: UNPACKING EE THROUGH LEGAL LEGISLATIVE FRAMEWORK

The discourse of EE cannot fittingly be discussed without a conceptualisation of relevant legislation. For the case of South Africa, the emergence of a new South Africa, which ensued with the first democratic government in 1994, ushered in different legislation and policy towards addressing the many problems of the past. Specifically, one of the policies introduced was the need to ensure equality among all racial groups in the country, with specific emphasis on the marginalised black population. Thus, to attain this, the South African Employment Equity Act No 55 of 1998 was enacted during the reign of the late President Nelson Mandela. The EEA No 55 of 1998 remains the first and only Act related to ensuring equity concerning employment in South Africa. Thus, while the focus of this study is to understand factors affecting employment equity, it is essential and fundamental to evaluate existing legislation on employment equity. To do this, this chapter will engage in a summary of significant branches of the EEA No 55 of 1988. Again, while the outline of significant chapters might not adequately cover the focus of this study, an evaluation of major sections and provisions of the Act will equally be attempted.

To begin with, Chapter 1 of the EEA sets out to explain various definitions, purpose, interpretation, and application of the Act to issues related to employment equity in all categories of employment and occupations in South Africa. Section 2 clearly explains the purpose of the EEA No 55 of 1998 as the pursuit to attain equity in all South African workplace with the motive of promoting equal opportunity and fair treatment of all in the employment relationship. Importantly, one of the purposes of the EEA, as contained in Section 2, was the need to implement clear and workable affirmative action (AA) that could address the shortcoming in employment as experienced by designated groups, to ensure equal representation across all strata of work and occupational categories. Concerning the interpretation of the EEA, Section 3 clearly explains that all provisions of the Act must comply with the requirements of the South African Constitution and Convention 111 of the International Labour Organisation (ILO) concerning discrimination in employment.

Moving further, Chapter 2 of the EEA on the prohibition of unfair employment discrimination in the workplace aligns with the attainment of employment equity. Unusually, the provision spelt out in this chapter explains that no person shall be discriminately treated based on employment, human capital development and work benefits, among others. For instance, since it is the duty, by law, of an employer to be responsible that the workplace is encouraging and conducive at all times for the workers, it is equally the liability of the employer to ensure that all employment policies are non-discriminatory (Bezbarauah, 2012). Besides, one salient section of Chapter 2 of EEA is Section 6. In this section, the EEA clearly explains that no:

A person may unfairly discriminate, directly or indirectly, against an employee, in any employment policy or practise, on one or more grounds, including race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, HIV status, political opinion, culture, religion, language and birth (Employment Equity Act 55 of 1998, p. 5).

The most striking component of policy as contained in Section 6 of the EEA is employment discrimination based on race. No doubt, one of the most striking issue concerning EE in South Africa has mainly been centred on discrimination based on race (Truter, 2020). Of course, this development is a pointer to the discrimination against the black majority during the apartheid era, which has evolved into the post-apartheid reign.

Chapter 3 of the EEA establish the Affirmative Action (AA). AA is interpreted as the procedural steps designed to achieving realistic employment equity, specifically to alleviate

the problem faced by marginalised groups. Accordingly, Bennington and Wein (2016) contend that AA is particularly to advance the promotion of diversity management concerning ensuring that the selection or appointment of a workforce reflects the demographics and sections of the country at large. In other words, the procedural steps of AA begin with accepting that there exist some designated groups who are unfairly treated with regards to equal employment in the workplace (Esterhuizen, 2008). Thus, towards ensuing EE, employers, through the principle of AA, are to ensure that the work environment is conducive enough for the designated groups to achieve their potentials (Milne, 2009).

Furthermore, Geldenhuys (2020) adds that Enhancing the skills of employees in the designated groups would appear to be the best way of levelling the academic playing field. However, for a fuller comprehension of the AA procedures as related to EE, this chapter will discuss relevant sections of the EEA pertinent to the AA process. To start, Section 16 of Chapter 3 provides for consultation with employees as a means to the realisation of active AA, including representatives of the trade union organisation (Deane, 2015).

The EEA empowers the Minister to be able to determine how many employees must form part of a designated group within specific organisations, including per occupational level, and the Minister may also set targets in different sub-sectors and regions. Each employer will have to set targets and goals for their organisational structure that comply with the targets and goals set by the Minister for the sector or industry that they fall under (MAA Law, 2020). In light of this, the targets set by eThekweni municipality were looking at filling 866 top, senior management and professionally qualified positions, with 455 of these reserved for African males. The remaining 411 are reserved for Indian, Coloured and white males. The total number of posts in these categories was 1 587, with 721 reserved for women in the designated races (Ndaliso, 2018).

Still on AA as a necessity for the realisation of EE, Section 20 of Chapter 3 equally set out the development of EE plans by all employers of labour. In clear terms, this section of the Act expressly put out the process of conducting EE audit for the identification of factors hampering the smooth implementation of EEA objectives in their organisations (Ntlama, 2014). The significance of EEA audit is to evaluate the existence of all forms of discriminatory practices and policies, as much as to identify all categories of persons in the framework of age, gender, race or colour that are mostly under-represented (Leonard, 2015). Thus, a comprehensive

document is expected to be compiled containing all identified areas requiring consideration and strategies for redress.

Furthermore, Jaarsveld (2008) argued that the importance of developing EE plan supports the notion that employers' decision on recruitment is a well thought out process and not one with the motive of discrimination. Therefore, to ensure employers comply with AA policies, section 21 mandate that all employers must submit a progress report on an annual basis. For Jongens (2016), the provision of progress reports provides both quantitative and qualitative information concerning the level of compliance to the EEA provisions by employers of labour. For instance, the quantitative reports explain the level of progress attained as a confirmation that an organisation's workforce is adequately represented by the country demographics. In contrast, the qualitative report depicts that the implementation of the AA measures is generally followed by all organisations (Oosthuizen, Tonell and Mayer, 2019).

On Section 24 of Chapter 3 of the EEA, it is mandated, as a measure towards realising the AA objectives, that every designated employer must appoint a senior manager who should be responsible for the mentoring and implementation of the EE Plan. Lastly, in Chapter 3, Sections 25 and 26 explicitly emphasise communication concerning ensuring employers are accurately sensitised and made aware of the different provisions of the EEA, including the plan and reports. For Booysen and Ngambi (2015), effective communication implies the integration of all stakeholders, including trade union representatives and managers to be abreast about the level of progress attained so far.

While Chapter 4 of the EEA focused on the establishment, composition, and responsibility of the commission for EE, Chapter 5 set out monitoring, enforcement and legal proceedings. Specifically, Chapter 5 and 6 address the procedures for the control and implementation of the provisions of the Act and Code of Conduct practices, respectively. Having explicitly set out the legal framework of the EEA, with emphasis on Chapter 3 of the Act where AA has been extensively reviewed as contained in the Act, the next section of this chapter begins with an empirical review of concepts and themes relevant to this study.

2.4 REVIEW OF EMPLOYMENT EQUITY

Before the promulgation of the EEA in South Africa, several interpretations have been used to describe the approach towards addressing the disparity between the white population and black population (Herring and Henderson, 2012; Mahadevan and Mayer, 2017). One of the most used

terms is AA. The crux of these different but related terms was to pursue equal opportunities for designated racial groups in terms of resources control and employment opportunities. In other words, although the task of this heading is to conceptualise EE; however, it is essential to establish and explain terms previously used before the enactment of EE in South Africa. To do this, this section of the review focuses on the concept of AA.

Several definitions of AA have shown up in development and governance studies kinds of literature, with several exertions to arrive at a standard definition. In general terms, however, the concept of AA is understood to mean an approach aimed towards assisting designated groups, who have previously suffered discrimination and have consequently been denied or denying them equal opportunities to resources (Herring and Henderson, 2012). Within the policy-specific definition, Grogan (2010, p.250) conceptualises AA as a policy initiative or programmes through which people afford free treatment based on some specific characteristics. Linking AA to EE on more general terms, Herring and Henderson (2012, p. 23) provided a more elaborate definition of AA through the lens of government action and participation in ensuring equality of her citizenry. For these authors, AA is defined as some voluntary activities and programmes geared towards recognising, recruiting and training qualified members of the designated groups, specifically for overpowering the effects of past discriminatory practices, and to prevent further discrimination in the present and future (Herring and Henderson, 2012).

Making sense from the case of South Africa, AA indorsed all the above constructs for the need to create equal opportunities among her citizens, particularly to advance opportunities for disadvantage minority (Joshi, 2020). Similarly, the goal of AA within the context of South Africa is the need to engender a level playing field left ruttet by previously discriminatory policies by causing preferential treatment to those already discriminated against (Heinecken, 2009; Mayer, 2017). Importantly, it must be said that the mention of preferential treatment does not cover anyone, but slightly based on distinct merit, that is, those qualified for specific requirement of jobs and other opportunities at a given point in time (Heinecken, 2009).

Having established a ground for the conceptualisation of AA, the rest of this section is devoted to explanations of the concept of EE through the lens of existing literature. The *leitmotif* of EE, unlike AA that tends to set out policies and programs towards achieving equality, is a much broader concept that does not only seek to increase the number of equal representations but also seek to ensure the promotion and retention of designated groups through appropriate organisational culture (Ocholla, 2016). Two decades and a half after the advent of a democratic

South Africa, and with the evidence of political and economic growth that seem to have characterised the new South Africa, the level of inequality in spheres of human life in South Africa remain unabated, particularly in the area of access to fair and equal employment opportunities (Orthofer, 2016; Van der Berg, 2011). Similarly, wages distribution and employment in the new South Africa has somewhat remained tangled with the previously racial classification and discrimination relished by the then apartheid government (Leibbrandt, 2012).

One of the chief exertions towards transforming several laws for the attainment of employment equity has been initiated in South Africa (Rabe, 2012). Thus, EE could be explained as the provision of an enabling environment that allows all individual unceasing will and opportunities for the realisation of their full potentials (Bluen and Davies, 2015). For these authors, the contention here is that if the talent is evenly distributed throughout society at random, communities that promote equal opportunities for all citizens will to an extent have the likelihood of drawing from the pool of existing talents. To place fittingly, equal opportunities will be accomplished when all existing gaps between and among employees are accordingly conveyed to a level where they can be allowed to compete equally without any iota of discrimination (Bluen and Davies, 2009; Kulkarni, 2016). In a related argument, Armstrong (2012) conceptualise that EE is predicated on what an organisation set out to do with regards to instituting workable mechanisms for the realisation of equity at all levels of the organisation. From this analysis, it is crucial to highlight that the thrust of ensuing employment equity is first the task of the organisations itself. For instance, this can be ensured by instituting appropriate policies and programmes, with robust monitoring for effective results (Bosch & Barit, 2020). To add, Armstrong (2012) maintained that it is essential that an organisation's employment policy be spelt out in clear terms as a resolve towards ensuring equity and equal opportunities for all, not excluding race, sex, religion, gender and other demographics (Armstrong, 2012).

The concept of EE as neatly related to the context of work is conceived as a medium in which people are to be treated equally, and free from preferences of all sorts, or any part of employment barriers that could hinder them from benefiting from any opportunity (Mitra and Kruse, 2016; Rabe, 2012). From this contention, ensuring equity with the specific context of employment necessitates that jobs should only be allocated to a designated group of people that are considered qualified, and are likely to engender better improvement on the job, while excluding other subjective considerations such as age, race, and place of birth and gender of

the designated persons (Scribner and Lambert, 2015). In other words, discriminating against an individual from a disadvantaged group mainly fall within the framework of discrimination.

According to Dima (2016), EE can be explained as the search aimed at achieving equity and fairness through the elimination of structural barriers and the promotion of work atmosphere that neatly indorse compliance to diversity management. Making sense from this contention, the remit of ensuring equity concerning employment still largely rests on the organisation. For instance, an organisation that incorporate diversity management policies into its recruitment and selection policies will be on its way to eradicating inequality of persons in terms of employment. In the opinion of Roodt (2013), EE is construed as the setting out of specific objectives of employment required to be staunchly positioned for the attainment of equity in the workplace, not excluding the promotion of equal and fair treatment of persons in an employment relationship, and the need to implement affirmative action measures for addressing any form of discrimination.

Roodt's (2013) definition sets out the necessities required to make a work environment enjoyable to allow the workforce to achieve their full potentials without any unfair or discriminatory work practices. Based on this definition, this study employs a working definition of EE as a transformational procedure aimed at engendering fair and equal opportunities, with emphasis on previously disadvantaged groups. This definition applies to both the prospective employees and the existing workforce in the context of an organisation, particularly those in the process of career advancement.

To place the current discussion fittingly within the context of the workplace, it is not out of place to argue that the discourse of employment discrimination has become a vital subject concerning the unceasing diversity of the labour force (Kovach, 2016). Nevertheless, the issue of EE has mainly remained contentious (Truter, 2020). For instance, despite government legislation and policies, employment equity agendas have only had a little impact on the recruitment of designated groups and women at large (Luhabe, 2014). However, Falkenberg and Boland (2016) make a case that one of the vital steps towards increasing government contribution to the development of employment policies and the target is a call for a more interesting focus on altering attitudes concerning employment equity. Similarly, there is a wide-ranging perception that men possess more of certain attributes, including authority, hostility, and endurance, while women are more of the homemaking and nurturance type (Dima, 2016). In other words, the composition of these characteristics is particularly accredited

to certain professions (Ocholla, 2016). For illustration, the police occupation is mainly attributable to the male while nursing and social workers are seen as a female profession (Van der Berg, 2011).

Prior researches have shown that people, concerning race, gender and race respond to the discourse of EE differently (Ocholla, 2016; Oppenheimer and Wiesner, 2016). For illustration, the study of Oppenheimer and Wiesner (2016) showed that respondents recruited the most qualified candidates for the profession of police and nursing, respectively. On the contrary, the study further showed that when employment equity interference was presented, it was observed that respondents preferred a male candidate for the assumed nursing women profession. In contrast, they prefer females for the police profession. Concerning this, the results of this study could reflect a mechanism towards sensitisation against the discrimination of women for certain professions. Again, while it is known that the goal of EE is the creation of employment for all irrespective of race through effective policies and actions, however, public opinion on such action plans have been much opposed. Having conceptualised the concept of employment equity, the next section of the review focuses on EE programmes.

2.5 EMPLOYMENT EQUITY PROGRAMMES FOR THE ATTAINMENT OF EMPLOYMENT EQUITY

The need to constitute important policy programmes are essential for the possible realisation of EE. However, studies have shown that the available policy programmes have been mainly positioned for the employment discrimination against people with disability, with sparse programmes for designated groups (Oppenheimer and Wiesner, 2016; Van der Berg, 2011). Thus, several studies have canvassed for the extension of policy programmes to include designated groups, especially the historically deprived black South Africans (Dima, 2016; Jain, 2014). There is a need for government transformation initiatives towards creating a conducive environment to bring about positive EE outputs (Dima, 2016). This suffices to argue that the increase in employment discrimination in many South African organisations has engendered many problems of unemployment and the under-utilisation of available human resources (Dima, 2016). While it is needful to make a case that different legislations have been enacted in South Africa aimed towards addressing the bane of EE. The underrepresentation of designated groups, it is not out of place to argue that the enactment of legislation for addressing EE only represents the initiation of a process that robustly needs the support of other cogs of

policy programmes (Geldenhuys, 2020). Thus, the following is a discussion of the comprehensive EE programmes.

2.5.1 Change Management Programmes

Several studies have shown that change management programmes entrenched in the spirit of human resources management practices are crucial for the realisation of EE (Jain, 2014; Selby and Sutherland, 2014). Similar studies have shown the significance of change management programmes on management accountability, consistent review of employment policies and targeting the recruitment of designated persons (Dima, 2016). Kandola and Fullerton's (2015) study on effective change management programmes and EE with references from Britain, Canada, India and United States showed that the best management change programmes for achieving EE plans are not distanced from continuous and regular consultation between management and relevant stakeholders, setting realisable targets and explicit monitoring of the EE process by management. Jain's (2014) study also stressed the significance of recruitment and selection practices and programmes as an essential milestone to the realisation of EE target. Findings from Jain's (2014) study further show the importance of recruitment and selection that are based on organisational job criteria as crucial signs of EE.

While the importance of human capacity development as a strand of EE programmes are fundamental to achieving EE targets, Thomas and Robersshaw (2013) rightly support this contention. For instance, Thomas and Robersshaw's (2013) study make a case that the criteria used in the selection of prospective candidates have over time proven to be inappropriate. In other words, the contention for Thomas and Robersshaw (2013) is the introduction of training and development programmes for the newly hired into the organisation, particularly those employed through EE policies. For sure, this will avail the opportunity not only for the possible realisation of EE targets but on a large scale, improve the human capacity development of the designated group of people (Cornelius, 2014).

Drawing inferences from the international scene, Thomas and Robersshaw's (2013) study explains the importance of effective human resources practices entrenched in change management programmes for practical EE consequences. Accordingly, the authors proposed that the following human resources change programmes as fundamental for the realisation of EE including line managers accountability; internal recruitment exercise that encourages real employment equity; recruitment targeted to the designated groups; the necessity to promote objective employment through fair and unbiased advertisement; a clear focus on training and

development and the development; and prompts assessment of performance management for the promotion of employees career growth (Thomas and Robersshaw, 2013). Considering this line of findings, it is not far-fetched to contend that the place of effective human resources management and change management programmes are crucial indicators for positive EE outcomes.

Other studies have clearly shown that despite the introduction of different change management programmes into the South African organisations' space, there is still an urgent need for a more coherent plan and optimistic approach for the enhancement of education and training of the South African workforce (Cornelius, 2014; Smit and Cronje, 2014). In a related argument, studies within the context of South Africa explained that a large chunk of South African organisations have not been able to design a conduit through which the problems of EE and the development of the workforce can be neatly achieved (Thomas and Robersshaw, 2013; Cornelius, 2014). While this position is maintained as a significant milestone to achieving EE outcome, Elvira and Town's (2010) study analysed and showed that enhanced resources practices programmes such as paying careful consideration to the environment and culture where people work are neatly connected to the likelihood of having a successful EE outcome. In contrast, Powell and Bitterfeld's (2013) study analysed the role of competent human resources information programmes, especially in this epoch of the increased influence of technology as a possible link to achieving EE. Making sense from all of these contentions, it could be inferred that the place of adequate human resources programmes has, to an extent, proven as an effective mechanism through which EE outcomes can be achieved. Notwithstanding this, one wonders if these change programmes have had any positive result in the context of South Africa concerning attaining EE targets in South Africa organisations.

2.5.2 Diversity Management Programmes

The place of diversity management as a possible yardstick for the realisation of EE cannot be overemphasised. Diversity management is explained as a comprehensive workforce consisting of persons from different diverse human life or cultural backgrounds. Thus, the management of diversity translates the integration of people from all lifestyles concerning age, ethnic group or affiliation, race or gender into an amalgamated workgroup, particularly towards ensuring the attainment of EE (Summers, 2016). Accordingly, organisations, in the bid to ensure the policy of EE is effectively realised, are now introducing the strategies and policies of diversity to the management of their workforce (Uyy, 2013). Again, Nicholas (2012) rightly

conceptualised that the first step involved in the introduction of diversity management is the conception of awareness and values in the workplace by which organisations must ensure that the necessary initiatives are implemented for awareness creation for a comprehensive understanding of the inherent differences between the working people. With this, the idea that equality between and among employees, irrespectively of age, gender, ethnic, race and sex will be rightly conveyed into the mainstream of the organisations (Furtado, Moreira and Mota, 2020).

The second diversity management approach illustrates a means by which management pursues the creation of supportive work environment where some sort of opportunities exists for the working people irrespective of race, ethnic affiliation or gender and are allowed the opportunity to contribute towards the pursuit of strategic and competitive advantage of the organisation. Mafunisa (2015) rightly admitted that well-planned diversity management programmes are one of the basic principles required for achieving EE targets. According to Agocs and Burr (2012), diversity management within the discourse of EE represents a robust understanding of the individual differences based on social interactions entrenched in values and assumptions, which could subsequently affect our relationships concerning how people are motivated, plan and communicate. Horwitz, Bowmaker-Falconer and Searll (2015) agree that the essential objectives of diversity management are to improve social and interpersonal communication and relationships among and between employees in the workplace. The nitty-gritty of this argument is predicated on the assertion that managing social and interpersonal relationships through diversity management programmes poses significant influence on sensitising the workforce for a collective pursuit of achieving EE targets.

The focus of EE is to ensure a significant transformation of EE in the workplace that is devoid of discriminatory practices. However, this transformation does not exclude the working people who have lived a large part of their lives with people of a different culture, values systems, and beliefs. Thus, it becomes crucial that the necessity of diversity management for achieving EE targets be instituted for a fuller understanding (Burke and Black, 2015). Taking a survey from the reign of apartheid to the present democracy in South Africa, the necessity of diversity management programmes as a path to the realisation of EE target is fundamental as a measure to correct the changes introduced by democracy. For sure, this necessitates creative resolutions for incorporating economic growth and development to do away with the increasing

discriminatory practices and social dissections in South African organisations and the society at large (Edwards and Robinson, 2016).

Rangarajan's (2014) study on exploring organisational barriers to diversity explains that the essence of diversity management for effective EE outcome should create evident organisational change, leadership commitment and accountability. The author further stressed the crucial remit of managers in displaying significant leadership commitment, setting the desired example of honesty required for upturning the organisation's philosophy. This is suited to say that diversity management programmes should be initiated to employees in the practice of diversity training (Heilman, 2016). This is to ensure they are fittingly encouraged to manage stereotypes and other forms of prejudicial traits (Koretz, 2015). In other words, it should appropriately assist people from dissimilar backgrounds to value diversity. While the essence of diversity management programmes has been primarily attributed to the designated groups, Agocs and Burr (2012) argued in contrary that the motive of introducing diversity management programmes should be for the benefits of both the selected and non-designated groups.

Thus, with this approach, diversity management programmes will be able to assist non-designated groups in feeling some sort of comfort by eliminating their worries and anxieties on the one hand. At the same time, they can be helped with confidence skills on the other side. Gray (2016) advocates for the need to employ affirmative dealings that will guarantee the management of diversity concerning the Public Service. This line of argument neatly aligned with EE and diversified workforce, in the benefits of rendering efficient service to the public. Inferring from the above, it can somewhat be concluded that diversity management programmes are crucial for the practical implementation of EE.

2.5.3 Monitoring and Evaluation Programmes

The niche of legislation and change management advocacy are fundamental in the implementation of EE policy. A large part of the policies legislated concerning the integration of the designated groups into the mainstream of work has been primarily achieved through legislation and the application of management change and philosophies (Koretz, 2015). In contrast, however, studies have shown that EE targets must remain unattained due to ineffective monitoring and evaluation programmes (Powell and Bitterfeld, 2013). This section of the review seeks to produce justification for the appropriateness of monitoring and evaluation programmes for the attainment of EE targets. While this is being said, Smit and Cronje's (2014) study argued that with evidence of the constellation of factors affecting the realisation of EE

targets, the role of monitoring and evaluation remain fundamental. In other words, other commentators rightly submit that the development of EE plans must reflect realistic monitoring and evaluations function by organisations and other stakeholders (Powell and Bitterfeld, 2013; Sebola, 2012). Furthermore, Powell and Bitterfeld (2013) make a case that while this is noted, there should be a clear cut agenda for addressing the problems of people who fall within the designated group, and that have consequently suffered discrimination in times past.

Taking a glimpse from the above narratives, one still wonders if the monitoring and evaluation programmes have been effectively utilised for the realisation of EE targets in South Africa. For instance, the increasing rate of unemployment in the country, with the large chunk of unemployed persons concentrated within the black community are clear indicators to assert that little monitoring and evaluation programmes have been rolled out in the country as advocacy for EE targets. According to Sebola (2012), the importance of monitoring and evaluation programmes also extends to ensuring crucial human resources functions are adequately monitored within an organisation, such that the aim of EE targets can be achieved. For instance, the author emphasises further that human resources functions considered critical drivers of EE such as promotion, remuneration, advertisement and recruitment process, and training and development must be carefully monitored for a productive outcome. However, linking the above submission to the context of South Africa, it is not clear if the role of government has been so discerning concerning the monitoring and evaluation of the above-mentioned human resources practices for the realisation of EE. To support this assumption, Sebola (2012) advocates that by monitoring and evaluation function programmes, the government must distil its roles by setting out necessary procedures for addressing the past unfair discrimination of the designated groups.

Talking about the remit and roles of government with respect to the monitoring and evaluation programmes of EE targets, Maphunye (2006) recognises the dilly-dally nature of the South African government in addressing unfair discrimination of designated groups, especially women and those with disability through robust monitoring and evaluation efforts. Hence, it can be argued that there is an urgent need on the part of the government, specifically the South African government, to constitute a modality and procedures by which the monitoring and evaluation programmes can be effectively utilised for significant EE policies outputs. Ramphele's (2011) study conducted in Zimbabwe, for instance, explains that the possibility of achieving EE has a lot to do with employment opportunities created by government as part of

the implementation of the EE policies. The study further narrated that such monitoring and evaluation programmes have the potential of stimulating equal opportunities across gender, race, and ethnicity.

However, other studies have reported the lethal consequence of inappropriate monitoring and evaluation programmes of EE targets and policies (Koretz, 2015; Isaaks, 2013). One such study is Isaaks' (2013) study where it was avowed that improper monitoring and evaluation of EE policies have engendered problems for attracting and retaining people from previously disadvantaged backgrounds for employment opportunities. Thus, monitoring and evaluation programmes should be credibly done by all stakeholders to strike a balance for possible attainment of EE targets. A shortfall from this narrative will continue to place the designated groups at the background of unfair employment discrimination, while the non-designated groups unceasingly enjoys access to employment.

Conversely, the positive outcome of any monitoring and evaluation functions of EE plans and policies dramatically depends on how issues are addressed within the context of an organisation for the achievement of EE targets. In addition to this discourse, Wessels' (2008) study invoke an insight with respect to how employee's differences are managed, individually how these differences are monitored and evaluated towards achieving EE plans. In line with this, Rangarajan's (2014) study highlighted solutions to address the deep-seated discriminatory practices and another cog of division entrenched in the workplace. For Rangarajan (2014), the idea is to merge the management of employee's differences in the workplace with other human resources functions or initiatives, for an apparent modification in employee's attitude and values, as EE targets are worked towards.

The importance of transformational strategy as effective monitoring and evaluating programme have been reported in the EE literature. Nqiwe's (2013) study, being one of these studies, explains the expected transformation would hardly be evident without a proper understanding of the EE principles. In other words, the place of monitoring and evaluation programmes should be well highlighted for the overall aim of assisting people to do away with their fears by embracing the available supports required for overcoming unfair employment discrimination. For emphasis, it is suggested that the role and contribution of individuals to the evolving phase of monitoring and evaluation of EE plans will stimulate efficient EE outcomes (Andrews, 2008).

2.6 FACTORS AFFECTING EE TARGETS

The literature on EE revealed a group of factors affecting EE targets. In other words, these factors have been identified as barriers hindering the practical implementation, monitoring and evaluation of EE plans and policies. However, these factors can well be explained on how it affects the person, the organisation, and the society at large. Yet, caution must be exercised that these factors should not be understood independently but conceived as a collection of issues affecting EE targets. However, EE targets have been on the front row agenda of the government and other stakeholders to ensure the unfair discrimination of apartheid are utterly addressed through legislation and policies framework (Gama and Patel, 2020). In contrast, many of these exertions have been constrained by several factors, either from those emanating from the person, the organisations or those that are societal specific.

Notwithstanding this, the struggle for inclusion and improved representation of the designated groups in employment opportunities have equally been limited with significant setbacks. Consequently, the large part of designated groups who could not be fairly represented has remained perpetually unemployed. Accordingly, while there are different components of factors affecting EE programmes and policies, factors such as communication constraints, cultural and environmental constraints, leadership challenge, the conundrums of labour market functionality, and the issue of human resources system and techniques. Thus, the task of this section is to unearth and discuss the factors limiting the effectiveness of EE implementation and targets.

2.6.1 Communication Constraints

The problems of communication have been sighted as one of the significant factors hindering the effective monitoring and implementation of EE. Within the EE literature searches, one of the recurring themes affecting how EE targets can be attained across organisations was the lack of apposite understanding and communication of EE plans and policies. Thomas's (2010) study explains that many South African organisations, especially with respect to compliance with EE, lack a clear understanding of effective communication of the values and policies of EE. While this is noted, it is essential to state that dialogue remains the fulcrum of all human existence, and the survival of any organisation in this context. It contributes largely to the attainment of organisational aims and goals. Singh's (2016) study, for instance, supports the contention that the dilly-dallying attitude of government for constant communication and awareness of EE plans and policies have to a great extent denied many organisations the need

to be aware of the principles and policies of EE. Andrews's (2008) study explains that most line managers lack the requirement and skill with respect to communicating EE policies across different cultures, and how value system affects EE implementation.

While speaking of communication as a barrier to EE targets, a discourse on the methods and processes of communicating EE principles to the workforce audience for a successful EE is equally essential. For instance, within an organisation, the available communication channels are anticipated to be useful for clear communication procedures. In other words, a well-structured communication channel with strong monitoring measures will engender a well-articulated communication barrier-free EE implementation. Understandably, communication serves a fundamental function in the realisation of any workplace plans or policy, and of course, represent the foundation for healthy workplace practices (Abbasi, 2015). In this regard, Falcony's (2013) study show the importance of continuing communication directed through different media outlets of an organisation and other types of consultations at all levels of the organisation as a distinct communication channel for quick and possible attainment of EE targets.

In contrast, however, the increasing presence of diversity into the mainstream workforce has recently induced communication and cultural barriers to effective implementation of EE (Mafunisa, 2015). For emphasis, Abbasi (2015) has rightly warned that the snag of communication barrier is evident in language and value judgement, such that these indicators are severely affecting the acceptance and implementation of EE plans. While this is noted, Casciso (2013) further reiterated that the onus of ensuring communication is mostly that of the South African employers, as there are 11 official languages in the country, and it is only rational that not everyone's first language will be the accepted business language. Therefore, a well-structured communication channel becomes essential for the realisation of EE.

Besides, deficiency of communication also affects the implementation and attainment of EE targets, especially in leaving people with inexcusable fears and misunderstandings (Wearn, 2015). Wearn's (2015) study conducted in Kenya highlights that enough of the Kenyan workforce, especially in the public sector organisations are not having fuller information of the EE policies and procedures due to ineffective channels of communication. A similar study conducted in Canada reported that the EE strategy is not accurately communicated to the workforce and other stakeholders in a positive manner (Abbasi, 2015). Among other communication challenges, other studies have found that there is a lack of communication with

respect to recruitment, promotion and different intervention EE strategies (Wearn, 2015). For instance, top management support and trade union roles were not effectively communicated in the EE policy implementation of most organisations, thus leading to failed EE implementation exercise. Whatever the explanation, it is important to mention that the smooth implementation of EE policies and plans within an organisation context cannot thrive without a working and effective communication channel, especially an effective two-way communication process where feedback will be well treated for effective outcomes.

2.6.2 Cultural and Environmental Constraints

In the context of South Africa, the influence of cultural and environmental constraints on EE targets cannot be overemphasised due to the previous white domination. Precisely, the historically white corporate culture still in existence in selected South African organisations might be a clear case of cultural hindrance in this instance. As Thomas (2010) rightly argued, organisations with a history of white corporate culture may find it very difficult to align with the policies and plans of EE. In effect, this could turn out to the exclusion of a certain group of individuals, especially the black population from the designated group to accurately flow with the workplace process (Thomas, 2010).

Culture in the context of an organisation comprises of the norms and values of the organisational members, which consequently reflects in their day-to-day interaction with other members of the organisation, on the one hand (Canning et al., 2020). On the other hand, corporate culture explicates the character of the organisation, with respect to the management of wide-range changes. Thus, organisational culture must not only be predicated on the control of structures. Instead, emphasis should as well be laid on altering the existing corporate culture as well (Thomas, 2010). In other words, one of the most neglected management philosophies with respect to EE is the concern of organisational-culture discourse (Ivancevich and Gilbert, 2014). A study conducted by Tewaen and Tharse (2015) explains how education in Canada and the USA show how gender and cultural inequality are linked to informal social exclusion and harassment in the workplace. The study further explains how it is likely that discrimination may ascend as an unaccepted behaviour that is part of the social structure of an organisation, and such that could engender a niche of disadvantage for some group of persons based on their identification and racial class (Tewaen and Tharse, 2015). Elvira and Town (2010) note how this could, in turn, engender a negative consequence for an organisation with respect to not hiring the most productive candidates due to some systemic discriminatory practices.

Linking the above narratives to the South African context, a working environment that is all comprehensive of all employees, considering their differences, is fundamental to achieving EE. While this is noted, a study conducted in South Africa has clearly shown that the increased rate of turnover among black managers is not necessarily for higher pay, but that black managers feel estranged from the existing historically white-dominated workplaces and are oftentimes not given similar opportunities to add value to the organisation (Perry, 2014; Thomas, 2010). Consequently, while it is evident that line managers are the most influential with respect to engendering an inclusive organisational, studies have equally shown that line managers must accordingly be assisted with the relevant training and capacity skills to create a wide-ranging corporate culture devoid of employment inequality (Ivancevich and Gilbert, 2014; Thomas, 2010).

Similarly, the structure and organisation of the work environment have been recognised as a crucial factor affecting or mitigating against the attainment of EE targets. For instance, studies in this instance have rightly identified that the working typography or organisational policies are not suitably constructed for an inclusive workforce, such as women and those with disabilities. For example, Kalina's (2008) study on "*making differences matter: a new paradigm for managing diversity*" argued that in many African organisations, organisational policies are being implemented that are largely restraining women from attaining management positions. In other words, aside from the factor of the work environment, other work practices and policies are established as factors constraining working mothers and by extension depriving those flexible working hours for other non-work responsibilities including the need to take care of the family (Perry, 2014). These policies, amongst others, have limited the hiring of more women into the fabric of most organisations, thus portending employment inequality.

In another related study, Esterhuizen (2008) argues that the South African work environment is still mostly affected by the concern of oppositional relationship, where organisational culture has hindered the effective management of diversity. In contrast, the target of EE has suffered deleterious consequences from a work environment not willing to accept and adapt the implementation of EE policies, and precisely where the problems of organisational practices and procedures are still reflective of discriminatory practices (Ghoshal, 2015). While Esterhuizen (2008) has earlier explained the South African working environment typical of a historically white corporate culture, it is logically to contend that such a situation might be challenging for designated groups to be welcome. Coetzee and Vemeulen (2011), have argued

that a work environment characterised with negative penchants is likely to result in employees' frustration, which consequently could lead to increased employee turnover and a significant constriction of the attainment of EE targets.

2.6.3 Leadership Challenge

The importance of leading and taking responsibilities has also been shown as an essential path towards the realisation of EE. The act of giving commands that are likely to aid in the attainment of EE targets are the strategic responsibilities of line managers in the organisations (Horwitz, 2014). However, studies have established that most line managers in an organisational set-up are not familiar with strategic usefulness of EE as a business strategy that should be given utmost attention (Martins, 2015; Selby and Sutherland, 2014). In effect, the consequences of a lack of commitment to details and enforcement of EE policies become evident (Martins, 2015). In other words, the lack of management commitment through effective leadership remit to EE is a fundamental problem to EE targets (Perry, 2014). Horwitz's (2014) study makes a case that the usefulness of leadership in the management of workplace diversity is crucial for the EE targets. However, in contrast, it appears that present-day managers are rather fixed on their traditional workplace functions by attracting income and investment for the organisation while neglecting the importance of EE targets (Gaertner, 2009). A similar study has shown the need for the commitment of managers to the ethos of EE for all-inclusive workplace progress (Gaertner, 2009).

Making sense of the above discussion, the role of leadership must be so discerning in the attainment of EE targets. For instance, there have been several commentaries concerning the required component and structures needed in the development of a business justification for EE, and the creative roles managers can play in this regard (Restubog, Bordia and Tang, 2006). To do this, Martins (2015) argued that managers must be compensated for their roles in the strategic development of the workplace for EE policies to strive. Similarly, it is essential to mention that the urge to achieve EE targets is significantly predicated on the functional roles of each department within an organisation as represented by their respective managers (Templer and Cawsey, 1999). What readily comes to mind, however, is the verity that the new generation managers are rather not interested in issues of EE, instead their concerns are more fixed on market-driven organisations.

Yet, it is essential to make a case that the attainment of a thriving organisation is equally dependent upon how organisational policies are clearly stated and achieved. Otherwise,

procedures such as EE, left unattended, will, in turn, disrupt the organisational goals and objectives. The concern of leadership commitment to EE targets is also extended to the problems of corruption. To support this position, Woermann (2016) explains how government officials embezzled funds created for the awareness and policy programmes of EE. Corruption within public services, especially within the context of Africa has become an epidemic that has eaten deep into the fabrics of federal and civil service work. Therefore, while corruption and embezzlement of public funds meant for the sensitisation of EE action plans continue to increase without appropriate check, the possible attainment of EE targets, where designated groups will be equally represented in the workplace, remains a contentious discourse.

2.6.4 The Problems of Labour Markets Functionality

The destruction exhibited by the South African labour market has signified some level of advantage for the white majority of South Africans, leaving the black majority to perpetual discrimination (Winerton, 2004). Precisely, the aftermath of the 1994 legislation has its agenda towards addressing and empowering the disadvantaged black population, to have the past injustices addressed (Winerton, 2004). The aim of this redress was targeted at ensuring the designated groups have a justifiable level of representation with respect to their availability on the broader labour market. In contrast, however, the apartheid epoch of the country has birthed a system where there is a scarcity of skilled black South Africans, due to the past injustice of denial of education and training and development prospects (Winerton, 2004). Furthermore, one of the underlying assumption of a perfectly competitive labour market is to have a workforce with equal and comparable skills, who can compete effectively for jobs in the external labour market, taking into account their human capital development indicators (Van Scotter, 2000). In effect, it is not farfetched to argue that the case of South African labour market is a significant departure from a competitive labour market since the available human capital development potentials are primarily available to some section of the population (Wassink & Hagan, 2020).

Again, the South African labour legislation has engendered, to an extent, a disruption in the functionality of the labour market. For instance, the present labour market legislation can be seen as shielding equity candidates while giving constraint to others (Reddy, 2016). In a related argument, the soaring flexibility of the labour market has provoked a sharp decrease in the number of existing traditional employment pattern, therefore leading to a fall in employers' liability to employees (Reddy, 2016). However, Reddy reiterated that most of the the non-

standard employment types are offered to black South Africans due to lack of education and training (Reddy, 2016). Yet, this analysis explains the display of employment inequality in South African labour markets.

As conceptualised by Herring and Henderson (2012), there is an urgent need for a radical change in the functionality of the South African labour market, such that employers of labour and relevant labour departments are mandated towards changing the existing status-quo to lessen the ascending discrimination. One of the primary remits for the employers of labour and appropriate labour department is a robust interest in the talent management of the workforce, especially the deprived designated groups. In the view of Martins (2015), the problem of lack of talent management techniques has been identified as a constraint to achieving EE targets. The study further reveals that looking at the South African labour market, and there is substantial evidence of employed and unemployed persons lacking substantive human capital skills required for competitive advantage (Martins, 2015). The South African labour market is greatly flogged with unemployable persons lacking in desired skills and competence, thus a marker of employment discrimination.

2.6.5 The Issue of Human Resources System and Techniques

The central aim of managing human resources is tied to planning and developing the human potential for effectiveness. In contrast, however, an unfortunate practice of human resources planning reflects how unproductive the workforce might become. Thus, ensuring people are well informed and trained about the policies of EE through effective human resources functions are a catalyst for achieving EE targets (Herring and Henderson, 2012). While this is noted, one major factor as reported by Swanepoel (2015) is the absence of sincere commitment on the part of top management in investing enough time and exertions in ensuring the success of EE on the one hand. On the other hand, other studies have identified the challenge of human resources department, ignoring the responsibility of EE (Martins, 2015; Swanepoel, 2015). This is sufficient to say that the functions of managing resources appear more fundamental to the human resources department while ignoring the task of ensuring EE. To capture appropriately, it is interesting to highlight that ensuring the effects of discrimination are reduced within the confines of an organisation through the appropriation of EE policies does not fall short of the functions of the human resources department.

Similarly, one crucial function concerning human resources practices and EE relates to concerns around the lack of education and communication skills programs for employees on

the principle of EE. This, of course, remains a concern since there have been increased diversity within the structure of an organisation with the presence of different races of working people who were previously denied education (Reddy, 2016). In other words, the responsibility of the human resources department explains the institution of training and communication development skills on the intricacies of EE. In a related argument, there is a thin line between ineffective human resources functions and the attainment of EE. To this end, the human resources of South African organisations must be willing to do away with the traditional human resources roles to a more inclusive responsibility of educating and sensitizing the working people concerning the EE policies and programs. Otherwise, attaining EE targets in South Africa will long remain a mirage.

2.7 PROGRAMMES ADDRESSING THE FACTORS AFFECTING EE

The preceding section of this chapter has identified the factors affecting EE. However, having highlighted these range of factors, it is imperative to establish what programmes are required in terms of strategies for overcoming these challenges. Yet, it has been demonstrated that the effective implementation of EE should ensue with the identification of measures that can be utilised to create an inclusive working environment devoid of discrimination (Oosthuizen and Naidoo, 2010). In this section, however, addressing the challenges of EE will be discussed with respect to how they affect the individual worker and the organisation. Fundamental strategic programs have been identified in the past, particularly those connected to the legislative framework, including EE developmental plans and other measures such as EE audit (Philander, 2016). In contrast, however, the focus of this section shows a departure from the above range of programs to more effective programs aimed at addressing the many challenges of EE, particularly those that emanate from the inadequate understanding of diversity-related issues, where individual difference are not well embraced. Therefore, the following section discusses essential programmes for addressing factors affecting EE at both the individual and organisational levels.

2.7.1 Individual Level Programs for Addressing Factors Affecting EE

EE programs towards addressing the many challenges constricting the effective implementation of EE at the level of the individual much depends on how issues and differences among employees are treated within an organisation. In other words, the most critical indicator for successful program implementation is the importance of value people have for these differences (Torchia, Calabro and Huse, 2011). For instance, Wessels (2008)

emphasises the importance of behavioural conduct at the level of the individual for getting the best from every employee for the benefits of attaining EE targets. As rightly supported by Rangarajan (2014), one of the salient solutions of employment inequality is firmly rooted in ensuring the proposition of creative explanations for addressing deep-rooted discriminatory practices and other aspects of social divisions. For emphasis, this proposition is to relate the management of diversity to human resources functions; wherein there can be evidence change in employees' attitude for the acceptance of the organisational EE policies and actions (Verwey and Quayle, 2012).

Rangarajan (2014) further reiterates the importance of tolerance amongst employees in ensuring robust employee involvement and participation in the EE implementation plans. Again, another program at the individual level is the need to incorporate measures capable of eliminating fears and stereotypes that could hinder the attainment of EE objectives. Accordingly, it is envisaged that these programs will engender a fruitful and harmonious working relationship where EE principles can be attained in the long run (Nqiwe, 2013).

Furthermore, at the level of the individual, Roodt (2013) highlighted the necessity of other EE programs that should form part of the EE Plan. For instance, programs including skills development and career advancement opportunities for the working people, especially the designated groups, taking cognizance of the previous hardship concerning denied opportunities and education (Roodt, 2013). In other words, any meaningful programs should at first be targeted at the designated groups for reintegration into the previously denied workplace characterised by white corporate culture, working rules and principles. Andrews (2008) clearly emphasises the significance of transformation within the workplace at the individual level for the effective implementation of EE. However, other studies have held a contrary viewpoint that transformation will hardly be beneficial to the ethos of EE if individuals are not helped to overcome the problems of fear and anxiety and to assist them in becoming aware of the accessible support required to mitigate any discriminatory practices. In their separate studies, Martins (2015) and Swanepoel (2015) reiterated that transformation at the individual level without a deep commitment to changing institutional practices would not produce the desired result. In other words, devotion to institutional change must also extend to re-orientating the working people against stereotypical behaviours and all forms of racial practices. Thus, attitudinal change at the level of the individual remains essential to the realisation of EE plans and objectives.

2.7.2 Organisational Level Programs for Addressing Factors Affecting EE

Managing the challenges of EE extends beyond the individual workers. Precisely, it has more to do with having a clear understanding of the importance of co-operation at the organisational level for best results. In other words, at this level, mitigating against EE should aim at building capacity for the improvement of the organisation, such that the goal of EE implementation can be achieved unhindered. Making sense from the study of Davies (2016), it is expected that the entire structure of the organisation must be effectively involved in the implementation of EE policy action for a fruitful outcome. For instance, one of the pivotal requirements in this regard is the importance of exemplary leadership styles expected at the level of the organisation. It is explained that exemplary leadership and commitment to EE objectives should commence with incorporating into the organisation's strategic business goals, such that will be affected on all the workforce (Zanoni *et al.*, 2010). For example, once the planned direction is initiated at the level of management, the eradication EE constraints become less cumbersome (Reddy, 2016). In a related study, Sebbly (2013) explains the significance of employee engagement and effective communication between management and the working people. Through this medium, it is envisaged that the administration will become conversant with the challenges associated with EE, and further clarification can be initiated for solving EE related problems. Similarly, Davies (2016) and Sebbly (2013), in their separate studies, highlighted the importance of constituting EE committees, since it remains one of the vital comments of the EEA. For these authors, the importance of EEA committees at the level of management will aid in identifying challenges threatening the smooth implementation of EE objectives (Davies, 2016; Sebbly, 2013).

The management of EE as an organisational action can be divided into two different parts, cross-national and international (Philander, 2009). At the level of cross-national, managing EE is explained with respect to the management of diversity between people of two or more countries. At the same time, the second component captures the management of diversity amongst the workforce of a specific country (Winerton, 2004). The management of diversity at the level of country-specific resonates with the South African situation (Reddy, 2016). Accordingly, the South African working society is characterised by organisations of different multicultural orientations. As such, the management of such diversity at the level of the organisations requires competence and advanced managerial knowledge, including effective conflict resolution skills (Winerton, 2004). Thus, managing the challenges of EE at the level of the organisation is critical to the successful implementation of EE policies.

The shortage of existing studies on factors affecting EE fittingly vindicate the need for this study. For instance, while the survey of literature has expressly shown the scarcity of studies on this subject, little of the available studies have primarily investigated equity, equality and need (Henson, and Singh, 2014); women and minorities in management (Ghoshasl, 2015); cultural diversity at work: the effects of diversity perspectives on workgroup processes and outcomes (Booyesen and Ngambi, 2015); the problems of equal employment and affirmative actions (2005); understanding of inequality in the context of the organisation (Leibbrandt, 2012); and black advancement, affirmative action and managing diversity (Powell and Bitterfled, 2013). Thus, from the closely related available studies, hardly has any study investigated factors affecting EE not only within the context of South Africa, but more specifically regarding eThekweni Municipality. Put together, and this standpoint justifies this study with the hope of bringing a fresh perspective on board for a robust understanding of EE issues.

2.8 THEORETICAL FRAMEWORK

Theories can be conceptualised as necessary tools needed to explain events in our everyday world (Bryman, and Bell, 2011). In other words, it is the connection of constructs that helps in the organisation of knowledge (Saunders, Lewis and Thornhill, 2009). On the other hand, the concept of a theoretical framework is interpreted as a structure of ideas that represents a collection of theories (Sekeran and Bougie, 2016). For Grand and Osanloo (2014, p.13), a theoretical framework is an assortment of theories that are adopted to guide the researcher regarding having a fuller comprehension of the research problem. In other words, the application or adoption of theoretical framework is to provide a detailed explanation to the aims and objectives of the study, research problem, questions, and justification of research (Sekeran and Bougie, 2016). Importantly, a theoretical framework is employed to guide against the wrong application of the fitting methodology for a study (Creswell, 2013).

2.8.1 Equity Theory

Equity Theory was initially propounded by Adams Smith in the early 1960s. The theory was developed for the understanding and measurement of the relational satisfaction of employees. The Equity Theory explains a model of motivation that illustrates how people struggle for fairness and justice in social interactions. The basic assumption of the theory explains inequality as a motivational force (Nqiwe, 2013). The circumstances that are required to engender equity or inequality utilise employee's discernment of input and outcome as their

foundation (Adams, 1965). In other words, the ratio of efforts to results becomes a procedure for social comparison (Bews, and Uys, 2002).

For Adams, the individual employee seeks to maintain a balance between what they contribute to the organisation and what the organisation gives them in return and consequently measures the same with other members of the organisation. Again, the contribution of the individual employees includes efforts, loyalty, enthusiasm, personal sacrifices, flexibility, tolerance, and skills. On the other hand, expected outcomes include salary, job security and employee benefits, among others (Burus and Mattern, 2010). In specific terms, the assumption of the Equity Theory is based on the notion that an employee's actions and motivations are much guided by their perception of fairness in the workplace, and the feeling and presence of this fairness would remarkably increase employee's identification with the organisation. For Carrell and Dittrich (2004), employees who recognise and perceive inequality will tend to decrease their input and eventually leave the organisation. The holistic emphasis and assumption of the Equity Theory are hinged on justice which is considerably connected with how employees perceive and evaluate the internal and external behaviour of the organisation, and how these perceptions positively or negatively affect their attitude and practice (Santos and Odelius, 2005).

Furthermore, Adams (1965) adds that the comparison of equity judgement could lead to two strands of emotions. Accordingly, the first emotion being angry when people feel they are unrepresented and under-benefited, while the second emotion explains guilt. That is when people feel too represented and have received too much in comparison to others. On the other hand, the perception of equity is a reflection of justice, and this can be uncovered from various perspectives. However, for this study, the concept of equity is conceptualised from an individual attitudinal point of reference with regard to employee's perception of equality of opportunities given to all in the organisation. At the same time, the contrary follows with injustice and unfair treatments. To put this in perspective, the assumptions of the Equity Theory are utilised in this study to understand the views of employees, issues they consider as factors breeding inequality in the workplace and how these factors have constrained the attainment of EE targets.

According to Al-Zawahreh and Madi (2012), Equity Theory is consistently being conceived from the human resources department perspective of any organisation with respect to how it ensures fairness in recruitment opportunities. In other words, the suppositions of Equity Theory

are vital for government, labour, and the industry at large. For instance, the assumptions of the equity theory are applicable in any human sphere, given the fact that there are usually one or two forms of exchange between and among humans. In any of these situations, there is a likelihood that the feelings of inequity may be evident. Specifically, this could be roused by how employees conceive and interpret transactions between them and their employers (Al-Zawahreh and Madi, 2012).

Accordingly, people are alarmed with maintaining equity in their social relations, and they precisely conceive of this relationship with respect to exchange dealings involving different kinds of resources, such as fairness to employment opportunities among other (Lazarus, 2012). However, to define justice in any given situation, the individual likens their perceived treatment in the workplace to others. The “comparison other” is the basis the individual uses in evaluating how fair or unfair they are being treated in the workplace (Judge and Colquitt, 2010). Inequality can either be understood from either the positive or negative perspective. From a negative perspective, inequality can engender tension and anger (Haslam, 2001). In other words, the degree of tension experienced and the strength to reduce the perceived inequality are interrelated.

Thus, Adam (1965) rightly offered several behavioural and cognitive means of resolving inequality, which could enable the individual to reinstate equity. According to him, the individual can modify their inputs or change their “comparison other.” While the assumption of the Equity Theory is a useful thesis in the understanding of factors affecting EE, the theory has been criticised as well. For instance, the theory has been criticised on the ground that it offers little clarification on how individuals select “comparison other” (Lazarus, 2012). Similarly, the contention that individuals rely on equity evaluations to define fairness has also been criticised on many grounds. However, despite these drawbacks, the Equity Theory assumptions are evaluated in this study with respect to its usefulness in understanding workplace inequality, especially with reference to factors affecting employment equity from the perspective of an organisation.

2.8.2 Organisational Justice Theory

The development of Organisational Justice Theory was initiated by the work of Greenberg (1990). Specifically, the assumption of the Organisational Justice Theory explains individual perceptions or evaluation of fairness within the context of an organisation. The thrust of the Organisational Justice Theory can be rightly conceived from two perspectives, one having a

narrow worldview and the other having a sort of general view. According to Patient and Skarlicki (2010), the former refers to the judgements attached to various events such as the judgement of an event as fair or unfair. On the general note, the concept of organisational justice can be explained from the perspective of general knowledge concerning fairness discourse, including how they are expressed, their different dimensional structure, and its effect both at the individual or group level (Lind, Kulik, Ambrose and deVere, 1993). The Organisational Justice Theory discourse seeks to offer a framework by which the perception and feelings about trust and mistrust can be unpacked (Greene, 2013). Organisational Justice Theory incorporates the effects of organisational change with the approaches used in achieving it and opinions about the treatment of the affected party. In this study and the context of South Africa, the change brought about by the Employment Equity Act of 1998 to correct the previous injustice of the apartheid is firmly in context.

Organisational Justice Theory is a powerful tool utilised to moderate the feelings of uncertainty and alleviate the level of discomfort (Bews and Uys, 2002). The existence and development of organisations are greatly dependent on the employees who constitute the workforce (Greenberg, 1990). The work-related behaviour of employees has a substantial effect on the ability of the organisation to attain its aims and objective. In other words, the practice and institution of justices with regards to issues of employment fairness programmes could further advance the employee's willingness to be identified with such an organisation (Lambert, 2010). The concept of justice is an essential dimension for human resources managers for providing equal employment opportunities regardless of gender, race and age (Greene, 2013).

However, the different viewpoints and interests of managers make it complex to determine precisely what employees conceive as justice. One of the most prevailing justice theoretical postulation after the reign of Adam's Smith Equity Theory was offered by Paz (2016). Specifically, Paz (2016) contention on the discourse of justice seeks to propose practical explanations to individual behaviours in a condition where they feel a sense of injustice. However, the theoretical foundation recommended for the understanding of justice and fairness within the context of an organisation has been proved to be limited (Nabatchi, Bingham and Good, 2007). Thus, the three dimensions of Organisational Justice Theory seems to provide a broad perspective to the discourse of justice and injustice such as distributive, procedural, and interactional justices (Greenberg, 1990).

2.8.2.1 Distributive justice

Distributive justice is broadly conceived as the perceived fairness people get from some sort of allocation or how people tend to judge what they receive from the allocation of resources (Paz, 2016). From the perspective of EE, distributive justice can be explained as the judgement people conceive in terms of having allocation equally for employment opportunities without preference for race, gender, or age. The distributive justice debate is arguably one of the first dimension of organisational justice to receive scholarly attention with ascending influence (Cugueró-Escofet and Fortin, 2014). The equality allocation rational offers everyone equal and same amount of distribution. Correctly, the equality discourse of the distributive justice is used when the aim is tilted towards achieving group harmony (Nabatchi, Bingham and Good, 2007). Distributive justice is commonly used in communal group settings (Rupp, Shao, Jone and Liao, 2014). Aligning this position to the South African context characterised with different racial groups, the assumption of distributive justice would mean that there should be an equal allocation to people of a different race with respect to employment opportunities without prejudice. However, the distributive justice debate should be distanced from the contention that all groups irrespective of being qualified should be granted fair allocation. The central point of distributive justice is that people should only be allocated equal opportunities based on competence.

2.8.2.2 Procedural justice

Unlike distributive justice, procedural justice explains the decision-making process that is utilised in making allocation judgments (Cunningham, 2009). In other words, procedural justice is conceived as the procedures that regulate the process of allocation of fairness (Bews and Uys, 2002). Thus, procedural justice embraces the principle of impartiality, an opportunity for all voices to be heard and respected. In the opinion of Matteson (2012), procedural justice is explained as the extent to which justice is put in place and complied with, and a process to which people conceive of their leaders as being fair and sincere towards the course of achieving fairness. Put together, and procedural justice comprises of the approaches, mechanism and process utilised in the determination of the outcome as being fair and just. Aligning this position to the debate of EE, the programmes and activities lined up towards the attainment of EE should be clear and free of bias. Otherwise, the pursuit of ensuring designated groups are equally compensated with respect to issues of employment and other opportunities will only remain a mirage. Again, ensuring the process, methods and mechanism used in EE are fair and

just requires that factors that could impede the realisation of EE are appropriately addressed as well.

One of the first study conducted on procedural justice by Thibaut and Walker (1975) revealed that employees seem to evaluate the fairness of procedures from two perspectives. First is the process control – the aggregate of control they have over the procedure used in engendering a particular decision, and decision control – the amount of control they own over influencing the decision (Thibaut and Walker, 1975). Thus, a procedure that is just will be applied consistently without bias and reflect an accurate representation of all without prejudice and in tandem with norms and ethics (Daly and Dee, 2014). Therefore, for EE to be attained, the procedures must adequately reflect fairness in all ramifications such that people are equally allocated in terms of employment opportunities without recourse to racial affiliation among other demographics.

2.8.2.3 *Interactional justice*

Unlike other components of organisational justice, interactional justice explains equality in the treatment of employees within an organisation (Cugueró-Escofet and Fortin, 2014). Specifically, it is concerned with the treatment based on employees by those in charge of resources and rewards allocation in the organisation Matteson (2012). Interactional justice portrays the value employees are given in the organisation. Interactional justices can be explained from two points of view; interpersonal treatment and informational justice (Cunningham, 2009). According to Matteson (2012), the first type explains the extent at which people are treated with fairness, dignity and respect by authorities allocating resources and rewards in the organisation, while the second type explicates the clarification provided to people explaining why the certain procedure for allocating resources is done in a certain way (Greene, 2013).

It is not far-fetched to contend that achieving EE in the context of an organisation should neatly mirror this procedure. For instance, it is expected that people of designated groups who have been discriminated against in the past should be treated with utmost respect and dignity as a way of forgetting the past torment and a need to encourage them as being part and parcel of the organisation, whenever the opportunity arises. Otherwise, accepting and hiring people of designated groups into an organisation without employing fairness and dignity might engender some setbacks to EE targets. Similarly, the need to ensure procedures are clearly explained on the allocation of employment opportunities among people of different races and gender, for instance, can foster the attainment of EE target. For example, the organisational practices

should include ensuring everyone is well abreast about issues and development of EE, and why specific measures are taken at any point in time.

2.9 CONCLUSION

The subject of EE and related factors have well been discussed in this chapter through the lens of empirical accounts. Firstly, it was conceived that a detailed analysis of EE could not be arrived at without having it surveyed through the eThekweni Municipality EE plan. Thus, to have a fuller grasp of the subject under study, it became essential to explain the EE plan of eThekweni Municipality. Similarly, understanding the subject more robustly, the chapter reviewed the South African EE Act No 55 of 1998. The need for this was to create a legal ground for the conceptualisation of EE. The chapter through empirical account also uncovers several debates with respect to EE programmes that are essential for the attainment of EE. In other words, three EE programmes were identified and reviewed accordingly, including change management programmes, diversity management programmes and monitoring and evaluation programmes. Similarly, the chapter presented and discussed factors affecting EE. The range of factors discussed includes communication constraints, cultural and environmental constraints, leadership challenge, the problems of labour market functionality and poor human resources system and techniques.

Furthermore, the chapter reviewed two different programmes for addressing factors affecting EE at both the individual and organisational level. For instance, it was explained that at the individual level, the place of tolerance, measures for the eradication of stereotypes, and skill and career development must be given appropriate attention. Similarly, at the organisational level, the chapter argued for organisational capacity development and effective communication between management and employees. Lastly, two related but distinctive theories were reviewed. First, the Equity theory contends that the perception of fairness much informs how equality with respect to employment is interpreted on the one hand. On the other hand, organisational justice theory was reviewed to understand how the judgement of EE is expressed and how both the employees and organisations seek to interpret them.

CHAPTER 3: RESEARCH METHODOLOGY AND METHODS

3.1 INTRODUCTION

This chapter of the study seeks to unearth and explain the methodology and methods employed in investigating factors affecting EE. The concept of the methodology is the systematic and complete process by which research is to be investigated (Saunders, Lewis and Thornhill, 2009). It explains the theory of how, when and what of research (Sekeran and Bougie, 2016). It explains issues related to the design of research, such as the adoption of the case study research design for this study. On the other hand, the research method is the systematic procedure and techniques utilised in the collection and analysis of research data (Wilson, 2010). Precisely, the research method captures the utility of both the numerical and non-numerical research tools in the collection and analyses of research data (Johnson and Onwuegbuzie, 2004).

This chapter is divided into different themes to investigate the factors affecting EE. These themes include research philosophies, research approaches, research design, and research choices, the population of study and sample size, sampling techniques, research instrument, data quality control. Others include methods of analyses, ethical considerations, a problem encountered during data collection. Put together, the literature on research methodology and methods were carefully reviewed, considering the strengths and pitfalls of the various themes. In so doing, the appropriate research tools were chosen for this study in order to address the research questions fittingly.

3.2 RESEARCH PHILOSOPHIES

Research philosophies can be explained as the different worldviews or belief systems that are employed in a study, which precisely explains the choice of research design, techniques and the type of analyses to be used in a study (Bryman and Bell, 2011). Research philosophies are utilised in the conceptualisation of not only what we want to investigate, but how we intend to go about the investigation (Coghlan and Coughlan, 2010). There are four known research philosophies commonly used in the behavioural and social research including the positivism, realism, interpretivism and pragmatism (Saunders, Lewis and Thornhill, 2009). However, the use of any of these philosophical assumptions greatly depends on the investigation at hand. For this study, the four philosophical assumptions were extensively discussed with justifications for the adoption of the most appropriate one to investigate factors affecting EE.

3.2.1 Positivism

The positivism research philosophy is a research philosophy that ensues with the assumption of the natural science of objective measurement (Creswell, 2009). The positivism research philosophy is understood from the standpoint of achieving causal relationships between two or more variables through objective analysis of constructs (Johnson and Onwuwgbuzie, 2004). Thus, the crux of the positivism research assumption is tied to the replicability of research findings and generalisation of research results (Saunders, Lewis and Thornhill, 2009). In other words, the positivists' philosophical assumption has it that the ontology of research should embrace a scientific process that is value-free such that the researcher is separated from the research process (Minter, Levy and Century, 2010). Again, the positivist assumption explains a significant departure from other philosophical stance with its strong emphasis on objective measurement of constructs.

Similarly, one of the common distinctions between the positivist philosophical assumption and other research philosophies can be confirmed from the discourse of objectivity and subjectivity. The use of quantitative research methods in a study aptly justifies the position of objectivity in positivists' research (Farrokhi and Mahmoudi-Hamidabad, 2012). In other words, quantitative data are collected and analysed to make meaning of a social problem in research hanging on the positivist philosophical assumption. Therefore, with the focus of this study been to explore factors affecting EE, the philosophical premise of the positivist is refuted in this study. For instance, the present study is tilted towards the collection of qualitative data to make meaning of the research problem and not the collection of quantitative data for the objective measurement of constructs.

3.2.2 Realism

The philosophical assumption of the realist is particularly tied to the belief of external reality and truth (Hedt and Pagano, 2011). For instance, the philosophical realism position reflects a departure from the assertion that social problems can be quantified through the objective measurement of constructs. Instead, the postulation of the realist philosophical stance is the in-depth understanding of reality (Saunders, Lewis and Thornhill, 2009). In other words, the realist philosophical position is neatly reflected in the subjective perception of social problems in contrast to the objective measurement of variables in the positivist research assumption (Lim and Fullerton, 2010). Furthermore, the position of the realist rest on the assumption that the understanding of human perception cannot be accepted or considered as a genuine reflection

of reality, while actors or investigators are not entrenched in the research process itself (Smith, Colombi and Wirthlin, 2013). This is sufficed to conclude that, for a fuller understanding of reality, the actors or investigators must be keenly involved in the research process.

There are two distinct types of realism: empirical and critical realism (Sekeran and Bougie, 2016). First, the practical realism explains that the adoption of appropriate research technique in an investigation will aid in uncovering knowledge advancement to a particular research phenomenon (Wilson, 2010). For instance, Saunders, Lewis, and Thornhill (2009) argued that empirical realism explains social actors' perceptions through their senses to invoke a clear picture of the world. On the other hand, critical realism maintains that what we tend to perceive as accurate is, in fact, a reflection and images of things in our real world (Johnson and Onwuwgbuzie, 2004). To put appropriately, therefore, the understanding of our world essentially necessitates a clear interpretation of reality, and not with statistical manipulation and analysis of data (Smith, Colombi and Wirthlin, 2013). Therefore, having examined the assumption of the realist, it is needful to state that the realist philosophical position does not fit the goal of this study as the aim of the present study is not to investigate factors affecting EE through the understanding of reality. Instead, the methodological focus is to explore factors affecting EE through the application of non-numerical data.

3.2.3 Interpretivism

Unlike other philosophical assumptions, the primary conjecture of the interpretivism research philosophy is predicated on the entrenchment of the human interests into a study (Lim, and Fullerton, 2010). In other words, interpretivism, commonly referred to as a qualitative researcher, endeavour to understand the subjective implication and meaning of personal reality in a study (Saunders, Lewis and Thornhill, 2009). Furthermore, while the interpretivist assumption reflects a departure from the establishment of cause and effect relationship between variables as promoted by positivism, the main emphasis of the interpretivist philosophical stance is based on the robust involvement or participation of the researcher in a study, with a great show of empathy for a fuller understanding of the research problem from the participant's real world (Smith, Colombi, and Wirthlin, 2013). Therefore, the aim of understanding social problems with the involvement of the researcher into the real world of participants merge with the qualitative research method employed in this study with respect to uncovering the factors affecting EE. In other words, the assumption of the interpretivist research philosophy becomes fundamental in this study.

3.2.4 Pragmatism

The preceding research philosophies are supported with the utility of a single research method, either qualitative or quantitative, in the understanding of social problems. In contrast, however, the pragmatist research philosophies utilise an array of research methods for the recognition of social issues (Sauders, Lewis and Thornhill, 2009). The pragmatist research philosophy advocate for the integration of both the objective (quantitative) and subjective (qualitative) research methods to create meaning of a social phenomenon (Creswell, 2009). This is sufficed to argue that the pragmatist research philosophy is explicitly construed on the utility of the mixed methods research. In other words, the pragmatist philosophical assumption is not predicated on the choice of any philosophical position for a study, but conceive that a study utilizing both the objective and subjective research methods will tend to engender a more robust finding (Smith, Colombi, and Wirthlin, 2013).

Similarly, the pragmatist research philosophers understand that the universe is composed of diverse problems, requiring different solutions (Kowald and Axhausen, 2012). This assertion neatly captures the need for the integration of multiple uses of data to appropriately engender diverse answers to a social problem (Johnson and Onwuwgbuzie, 2004). However, the assumption of the pragmatist research philosophy cannot be employed in this study, as the aim is not to collect multiple streams of data to understand a research problem. Instead, the main focus is to collect qualitative data for the understanding of factors affecting EE.

3.2.5 Research Philosophy Adopted for This Study

Having critically examined the different research philosophies in the preceding sub-headings, this study employed the interpretive assumptions as the research philosophy guiding the methodological stance of this study. The adoption of the interpretivist philosophical assumption becomes fundamental and essential to understand factors affecting EE. For instance, the premise of the interpretivist research philosophy is keenly entrenched with the utility of qualitative research methods where an in-depth exploration of the research problem is investigated with small samples of respondents. Specifically, this study employed the interpretivist position to gather qualitative data through the semi-structured interview to understand what factors are affecting EE in eThekweni Municipality. Again, the interpretivist philosophical assumption was employed to understand the subjective meaning attached to the constellation of factors affecting EE from the respondents own real world. For this study, the

semi-structured interview was utilised to provoke qualitative responses towards understanding factors affecting EE from the real world of selected unit managers in eThekweni municipality.

3.3 RESEARCH APPROACHES

Research approaches are divided into two distinct types, namely, deductive, and inductive research approaches (Creswell, 2009). The utility of any of these types greatly depends on what the investigation at hand intends to achieve. In this dissertation, the deductive and inductive research approaches are clearly explained with robust justifications for the adoption of the one that appropriately fits the goal of this study.

3.3.1 Deductive and Inductive Research Approaches

The main assumption of the deductive research approach is grounded in research dealing with the testing of hypotheses; wherein generalisation is engrossed on a specific sample population (Kowald and Axhausen, 2012). It primarily has to do with establishing a relationship between two or more research variables (Sauders, Lewis and Thornhill, 2009). The presupposition of the deductive research approach is precisely related to the contention of the positivist research philosophy, especially with the doctrines of natural science (Heckathorn, 2011). Investigations tied to this approach depend on the objective evaluation of knowledge through casual observation, with the invention of research hypotheses and the application of appropriate research analytical tools (Ojo, 2012). Therefore, the deductive research approach appropriately embraces the use of inferential statistics to establish a causal relationship between variables. In disparity, the assumption of the inductive research approach neatly rests with the assumption of the interpretivist research philosophy, where qualitative data are gathered with appropriate qualitative data-gathering instruments and analytical tools (Odetunde, 2011).

The inductive research approach is based on the collection of qualitative data with a clear emphasis on a small sample of respondents where an in-depth understanding of the research problem is explored, without the need for generalisation (Heckathorn, 2011). One of the drawbacks of the inductive research approach, however, can be from its subjective tendency of researcher's bias in as much as the researcher is deeply involved in the research process. Despite its weakness, the inductive research approach is more likely to engender a robust research finding than the deductive research approach.

Having examined the two research approaches, with clear evaluation of their strength and weakness, this study employed the inductive research approach in understanding factors

affecting EE in eThekweni Municipality. Again, with the intention of this study towards qualitatively understanding the research problem, the adoption of the inductive research approach fits well with the collection of qualitative data through semi-structured interviews with the application of qualitative data analysis. Put together; the inductive research approach rest well to qualitatively understanding factors affecting employment equity.

3.4 RESEARCH CHOICES

Research choices can be explained as the different methodological approaches utilised in proffering solutions to the research problem (Odetunde, 2011). In other words, the methodological approach can be either in the form of a single (quantitative or qualitative), many (the amalgamation of either two or more of qualitative or quantitative methods), or mixed-method (the combination of the quantitative and qualitative methods). In a single research method, the aim of the study might be the need to measure some variables through questionnaire administration, or the need to uncover specific research problem qualitatively (Ojo, 2012). With regards to the multiple methods, the focus can be the utility of two or more quantitative or qualitative methods such as questionnaire administration and observation on the one hand, or interview and focus group on the other side (Sekeran and Bougie, 2016). However, for mixed methods, the aim is to utilise both the quantitative and qualitative methods in a single study. For this study, the unique qualitative research method was employed to understand the factors affecting employment equity. Precisely, the qualitative unique research method, where the emphasis was on interviewing a small sample of managers from eThekweni Municipality towards understanding factors affecting employment equity.

3.5 RESEARCH DESIGN

Research design can be defined as the broad plan drawn for proffering solutions to identified research problems (Sauders, Lewis and Thornhill, 2009). In other words, it involves the complete strategies employed in investigating the research problem by translating methodologies into research instruments and techniques (Quinlan, 2011). The research methodology literature identified several types of research designs including case study design, descriptive survey, action research, grounded theory, ethnography, and archival research, among others (Cameron, 2009). However, the use of any of these research designs is dependent on the goal of the study as no configuration is more important than the other. Therefore, for this study, the case study research design was employed to understand the factors affecting

employment equity in eThekweni Municipality. A case study is a type of research design that gives room for the in-depth understanding of a research problem through real-world scenario (Bellot, 2011). No doubt, there have been different contentions concerning the use of the case study research in both quantitative and qualitative research (Maylor and Blackmon, 2005).

However, the case study design is more appropriate in a qualitative study (Nieuwenhuis, 2011). Similarly, the adoption of case study research design can span through single or multiple cases and tends to employ small sample respondents for the in-depth understanding of the research problem (Quinlan, 2011). For this study, the single case study is applied with reference to eThekweni Municipality. Therefore, the case study research design is justified in this study with its preference for the use of a small sample of respondents in uncovering factors affecting employment equity. The case study, as employed, was to explore the perception and opinion of selected managers in eThekweni Municipality with respect to providing answers to the qualitative research questions.

3.6 STUDY POPULATION AND SAMPLE SIZE

A population is defined as the total number of persons or events with specific characteristics from which a sample is drawn, or the collection of elements, units or individuals from which data is derived for the understanding of a specific phenomenon (Sekaren and Bougie, 2016; Hay, 2011). The population for this study was purposively selected from the population of senior managers from all the units under the Corporate and Human Resources Cluster of the eThekweni Municipality. For the record, the Corporate and Human Resources Cluster was specifically chosen for this research because they are responsible for decision making, especially those that are related to the review and managing of employment equity and other human-resource-related functions. In other words, the cluster is more positioned to provide robust information on factors affecting employment equity in the Municipality.

The population for this study included senior managers from all the units under the Corporate and Human Resources Cluster of the eThekweni Municipality. About the study sample, a total of nine participants was purposively selected from the four units¹ that make up the Corporate and Human Resources Cluster, in addition to the shop stewards (IMATU – Independent Municipal and Allied Trade Union and SAMWU – South African Municipal Workers’ Union).

¹ These units are the Human Resources Unit, Occupational and Health Unit, Organisational and Change Management Unit and the eThekweni Municipal Academy

The selection of a sample size of nine was justified by Guest, Bruce and Johnson's (2006) assertion that a sample between the ranges of 8-12 is appropriate for a qualitative study. The inclusion of shop stewards being a trade union body was to equally garner their perceptions and views on how employment equity has been hampered and the plausible factors. Individually, the inclusion of labour representative was hinged on the fact that they are the voice of employees. In other words, the issue of employment equity should be well uncovered from their perspectives and allowed for data saturation to be reached.

A pilot study was undertaken with 1 participant at a Senior Manager level within the HR Unit. This participant was not part of the sample. The pilot study aimed to test the questions that were to be used for the face-to-face interview. Table 3.1 below gives a breakdown of the sample distribution in the Corporate and Human Resources Cluster of the Municipality. Please note that identifying information such as race, gender and age were not reported to maintain the anonymity and confidentiality of the sample.

Table 3.1: Sample size based on each unit of the Corporate and Human Resources Cluster

Units	Level	Sample
Human Resource unit	Senior manager	2
Occupational and Health Unit	Senior manager	1
Organisational and Change Management	Senior manager	2
eThekwini Municipal Academy	Senior manager	2
Shop stewards (IMATU and SAMWU)		2
Total		9

3.7 SAMPLING TECHNIQUES

Sampling techniques can be divided into two types: the probability and non-probability sampling technique (Maylor and Blackmon, 2005). The probability sampling technique is a sampling technique that gives all elements in a population equal opportunity of being a sample representative (Goodman, 2011). The probability sampling relish the true representation of the complete study population where findings are generalised (Suddaby, 2006). On the other hand, for the non-probability sampling technique, it is expected that not all the elements in a population will have the opportunity of being a representative sample, and research questions with resemblance with making statistical inference cannot be answered in this type of technique (Rupp et al. 2014).

In other words, research methodology literature categorised the different types of probability sampling to include simple random, systematic, and stratified on the one hand, while non-probability to add quota, convenience and purposive (Edmonds and Kennedy, 2012). For this study is a qualitative study, purposive sampling of the non-probability type was employed to understand factors affecting employment equity in eThekweni Municipality. The thrust of the purposive sampling technique is based on the need for retrieving information from specific sets of a small sample of respondents who are believed to have such information (Ivankova, Creswell and Stick, 2006).

Precisely, one of the essential requirements of employing the purposive sampling in a study rests with the individual researcher's ability to locate the best sets of individuals who can offer this information (Odetunde, 2014). Therefore, this study purposively selected senior managers of eThekweni Municipality because of their robust understanding of the subject matter. Put together, the purposive sampling is predicated on the judgement that respondents chosen for a study will appropriately provide the required information for addressing the research problem (Creswell, 2014). However, although the usefulness of the purposive sampling can be uncovered from the point of evaluating and gathering relevant information from a specific group of persons, one of the drawbacks can be confirmed from the problems of not being able to generalise results to a large group of the study population (Hanson, Creswell, Clark and Petska, 2005).

3.7.1 Justification for the Adoption of Purposive Sampling Technique

Firstly, the purposive sampling technique was employed in this study to intentionally select respondents who, in the opinion of the researcher, were persons with adequate knowledge and information on the subject matter. In other words, this brings to mind the need to evaluate their experience and perception by provoking an in-depth assessment of the research problem (Creswell and Plano Clark, 2011). Second, the purposive sampling technique as a qualitative research method approach is justified in this study not only based on the qualitative direction of this study, but more importantly to be able to employ qualitative research instrument such as the semi-structured interview where the perceptions and opinions of senior managers of eThekweni Municipality can be fully uncovered.

Furthermore, Saunders, Lewis, and Thornhill (2009) suggest that the purposive sampling technique is appropriate when the cases that make up the sample are selected as needed for the analysis, until data saturation occurs. Data saturation occurs when no additional, meaningful

data is introduced through subsequent data collection, where categories and inter-category relationships have been established to the degree that further sampling is unnecessary. Therefore, the purposive selection of senior managers from the Corporate and Human Resources Cluster of eThekweni Municipality is justified since these managers are directly in charge of recruitment and selection. Hence, they are adequately in a position to provide information concerning factors affecting employment equity.

3.8 RESEARCH INSTRUMENT

The interview data collection approach was employed to elicit information from selected senior managers of eThekweni Municipality. An interview permits for a purposeful and arranged discussions between two or more individuals towards providing specific information for addressing an identified problem (Ivankova, Creswell and Stick, 2006). The research methodology literature identifies three types of interview data collection method, including the structured, unstructured, and semi-structured interview types (Wilson, 2010). For this study, the semi-structured interview type was adopted to understand the senior manager's perception of factors affecting employment equity (see appendix D for the interview structure and questions). Besides, the adoption of the semi-structured interview gives room for the probe of accompanying questions as the interview unfolds to fit the purpose of the research questions, especially when the deviation is noticed in the responses supplied by the respondents. Again, an interview guide comprising a list of items were directed to the respondents to allow for a structural flow of questions, and also to ensure that uniform questions were asked to all respondents. However, it is essential to mention that the interview guide was not employed to restrict respondents with respect to the pattern of responses given, but to give room for organised data collection.

The duration of each interview was between 30-45 minutes, and all responses were audio-taped as the interview progressed. To complement the audio-tape recording, the researcher equally adopted the note-taking approach, in case some portion of the audio-taped meeting became unclear enough for transcription. By capturing and triangulating notes taken during the interviews with municipality reports, the researcher was able to validate and gather more information about the company.

3.9 DATA QUALITY CONTROL

The traditional methods of ensuring the reliability and validity of quantitative research instrument, including Cronbach Alfa, are widespread in research methodology literature with scarce attention on how to ensure the reliability of qualitative research instrument. However, advance in research in recent times has been able to establish procedures required for ensuring the validity and reliability of the qualitative research instrument. Precisely, the reliability and validity of the qualitative research instrument employed in this study were ensured through Trochim and Donnelly (2007) four indicators of trustworthiness including credibility, transferability, dependability, and confirmability. To start with, the credibility of the research instrument was ascertained by making sure respondents' responses were all adequately reflected in the results of this study. In other words, the credibility of results was achieved by reporting respondents' responses verbatim in the study results to ensure that what was narrated in the interview was reported. Similarly, the transferability of the qualitative research instrument was pursued by ensuring that the results from this study are easy to transfer to other contexts, without necessarily generalizing.

Furthermore, the dependability of the qualitative research instrument was ensured by following and making sure the necessary ethical principles were all followed in the study and in reporting the findings of the study. For instance, issues of secrecy, confidentiality and anonymity of all respondents and their responses were all protected. Lastly, the confirmability of the research instrument was ascertained through the uniformity of results. This was ensured by giving out the interview transcripts and results for cross-examination by relevant stakeholders, to measure the nexus and consistency between the interview questions, responses given by respondents and the interpretation of the results.

3.10 PROCEDURE FOR DATA COLLECTION

The processes involved in the collection of data for research are multifaceted. In this study, several steps were undertaken to ensure adequate and reliable data were gathered to appropriately address the research problem. According to Saunders, Lewis, and Thornhill (2016), the Code of Ethical Conduct of the University is likely to entail evaluation and acceptance of all research involving human participants, particularly when research includes young or vulnerable participants. Thus, it was absolutely essential to submit and state how the data was processed, where it was going to be stored thereafter and under what conditions, in order to continuing guarantee the continued privacy of the participants and the security of their

data. Hence, this application was submitted to the University of KwaZulu-Natal Humanities and Social Sciences Research Ethics Committee prior to conducting any interviews.

In addition, a gate-keeper's letter was applied for and approved by the eThekweni Municipality, signifying permission to conduct the study (see appendix B). Afterwards, ethical clearance application was used for and approved by the University of KwaZulu-Natal Humanities and Social Sciences Research Ethics Committee with protocol number HSSEC/00000863/2019 dated (See appendix A). The focus of the study was clearly explained to the managers of the corporate and human resources unit eThekweni Municipality. After that, a specific date was agreed by the researcher and the head of the corporate and human resources unit, wherein the focus and primary aim of the study was to be well explained to all the respondents. The researcher then, after identifying the respondents, had a one-on-one interaction with each of them where the purpose of the study and aim of the interview was rehearsed again. At this point, all the respondents were encouraged to recognise the interview was for research purposes, and to freely express their opinion since their responses were only be used for research purposes.

Before the commencement of the individual interview, the consent form was presented, and respondent encouraged to append their signature as an indication of their trust to participate in the study. In a coherent structure, the interview questions were presented to each respondent, as listed in the interview guide. Besides, follow up questions were equally posed to respondents, especially where responses to a particular question seemed not clear enough. The interview was recorded with the aid of a recording gadget in combination with notetaking. This was to ensure that vital responses are taken note of in an instance where the audio recorded interview was not too clear for transcription. Put together, the data collection exercise lasted for a period of 4 weeks from 6 April 2020 to 1 May 2020).

3.11 METHOD OF DATA ANALYSIS

The study employed two variants of analysis to analyse the data gathered. First, the descriptive analysis including means and frequency distribution was employed to examine respondents' demographics contained in Section A of the research instrument such as gender, unit in the organisation, educational qualification, work experience and age group on the one hand. On the other hand, the content analysis was equally employed to analyse the qualitative data gathered through interview. Content analysis is the organised gathering and analysis of the content of a text such as transcripts and other reports (Sekeran and Bougie, 2016). The fulcrum

of analysing the content of a document is to comprehend and make meaning of the qualitative interview, where themes are identified. As it applies to this study, content analysis was used to interpret the qualitative data by creating recurrent themes that suitably address the research questions. The utility of the content analysis was approached through three strategic steps, including data reduction, data display and conclusions. First, audio interview data were transcribed into text. Secondly, the transcribed data was lessened and re-arranged to ensure appropriate themes were inferred through the application of the qualitative software. Lastly, conclusions were deducted from the identified themes. Specifically, the identification of recurring themes from the interview transcripts was achieved using the Nvivo qualitative software. After the identification of themes through Nvivo software, themes and sub-themes were all displayed in a summarised manner, and conclusions drawn from each theme and sub-themes by assessing how these themes address the research problem and questions.

3.12 ETHICAL CONSIDERATION

To ensure proper ethical standards, the methodology (the how of the research) and methods (the research instrument) followed conventional standards. Similarly, the research was conducted in conformity with the guidelines of the University of KwaZulu-Natal Humanities and Social Sciences Research Ethics Committee. Among another issue of ethics was the granting of official permission (Gatekeeper's letter – Appendix B) to conduct the study in eThekweni Municipality. Ethical consideration was given to the wording of the questions on the interview guide. This was to ensure that the findings of this study did not in any way affect the moral of the respondents. The consent of participants was fully sought as consent form was duly assigned to them, indicating their willingness to participate in the study, to stop at any point during the research or not participate at all. Again, the respondent's private data were firmly avoided to defend the interest and confidentiality of respondents. Similarly, the researcher confirms that all data provided for this study was steadily employed for the same purpose as extreme genuineness. Lastly, the research data was offered to the school of Management, ICT and Governance to be reserved under lock and key by avoiding unlawful admission to the confidential information confined therein.

3.13 LIMITATION OF THE METHODOLOGY

Several challenges were encountered while the data collection process unfolds. First, at the commencement of the study, many respondents displayed a cold attitude towards the study.

For instance, some senior managers identified for this study were having an indifferent view about the need to participate in the study, as they were sceptical and concerned about their identity and other implications. To lessen this worry, the researcher took time to explain and ensured the participants that their confidence will be upheld during and after the study. Besides, one of the participants preferred that the interview schedule was sent to him to have first-hand knowledge of the questions before the actual interview takes place. This was put into consideration, although this request delays the research process, as the participant took ample time before feeding the researcher back on his readiness to participate after perusing the questions.

Furthermore, another challenge encountered in the study is related to time constraints as most of the participant did reschedule their initial appointment with the researcher due to other commitments. This resulted in a clash of appointment with another appointment. In other words, several appointments had to be rescheduled to a later time because of participants' impromptu commitments. All of these caused a significant setback to the research in terms of time and other logistics, especially as it has to do with delaying the data collection exercise. Lastly, another challenge was the refusal of one of the respondents to respond to the invite.

3.14 CONCLUSION

This chapter explained the methodology and methods employed in addressing the research problem. The chapter commences with setting a philosophical assumption upon which the trust of the study is based. Therefore, the section explains the choice of qualitative research method in this study, where qualitative data was gathered. This justification was supported by the utility of the inductive research approach. Similarly, the single case study research design was clearly explained, and justification provided as the research design for the study. The population of study comprised of senior managers in the corporate and human resources cluster of the eThekweni Municipality, sampled from four units under this cluster. The purposive sampling technique was employed to purposively sample nine senior managers from the various units of the corporate and human resources units of the organisation. The semi-structured interview type was used to elicit information from selected senior managers. The reliability of the data gathered was effectively controlled through the four indicators of trustworthiness, and all data were correspondingly analysed with by content analysis. The Nvivo qualitative software was employed to identify themes and sub-sub themes from the transcripts. The concern of ethics was adequately ensured throughout and after the study.

CHAPTER 4: DATA ANALYSIS

4.1 INTRODUCTION

This chapter presents the analysis and interpretation of the qualitative data gathered to understand factors affecting employment equity in the eThekweni Municipality, Durban, South Africa. The qualitative data were elicited through purposive recruitment and interview of seven (7) unit managers and two (2) shop stewards. The descriptive statistics were first employed to make sense of respondents' demographic information, while qualitative content analysis was utilised to analyse the different themes identified by the NVivo qualitative software.

4.2 RESPONDENTS' SOCIO-DEMOGRAPHIC PROFILES

Table 4.1 presents the socio-demographic profiles of respondents that participated in this study. The results depict respondents' demographics including gender, work unit, educational qualification, work experience and age group. From the data, the gender of participants shows that 55.5% of the respondents were males, and 44.5% were females. On the distribution of work unit, the results reflect that the human resource, organisational and change development and the eThekweni municipal academy and shop stewards made up 22.2% each of the study sample. In comparison, only the functional and health unit was represented with 11.1% of the entire study population.

In terms of educational qualification, results showed that 77.8% are Higher National Diploma or bachelor's degree holders while only 22.2% were represented by those possessing master's degree. The work experience of respondents reflected that a total of 66.6% of the study population had between 0 to 10 years of experience while 22.2% capture those having between 11-15 years' work experience, only 11.1% represent 16 years work experience and above. Lastly, respondents within the age range of 31-40 years were represented by 33.3%, 41-50 years by 55.5% and 11.1% by 51 years and above.

Table 4.1: Demographic profile of respondents

Socio-demographics	Frequency	Percent
Gender		
Male	5	55.5
Female	4	44.5
Total	9	100
Work unit		
eThekwini Municipal academy	2	22.2
Organisational Development and Change Management	2	22.2
Corporate Human Resources	2	22.2
Occupational and health	1	11.1
Shop Steward	2	22.2
Total	9	100
Educational qualification		
Higher national diploma/ Bachelor's degree	7	77.8
Master's degree	2	22.2
Total	9	100
Work experience		
Up to 5 years	3	33.3
6-10 years	3	33.3
11-15 years	2	22.2
16 years and above	1	11.1
Total	9	100
Age group		
31-40	3	33.3
41-50	5	55.5
51 and above	1	11.1
Total	9	100

4.3 PRESENTATION OF QUALITATIVE ANALYSES

The next section of this chapter is devoted to the presentation and analysis of the qualitative data. The research data is analysed along with the presentation of respondents' responses in

verbatim as they match the research objectives. For clarity, respondents are represented by a symbol and code. For instance, participant one is represented by P1. The analysis is supported by a direct quotation from participants to explain the stance of the analysis clearly. Each of the identified respondents was interviewed on the factors affecting employment equity in the eThekweni municipality. Therefore, the analyses are presented in line with each research objective.

4.4 IS THE MUNICIPALITY MEETING ITS GOALS FOR EE?

The need for this objective was to understand the extent to which employment equity programmes strive to achieve its goals in eThekweni municipality. In response to this objective, three distinct themes (Figure 4.1) emerged from the analyses as essential goals for the attainment of employment equity programmes in eThekweni municipality including inclusive initiatives, sufficient budget and the need for women empowerment. These themes are discussed in the following paragraphs.

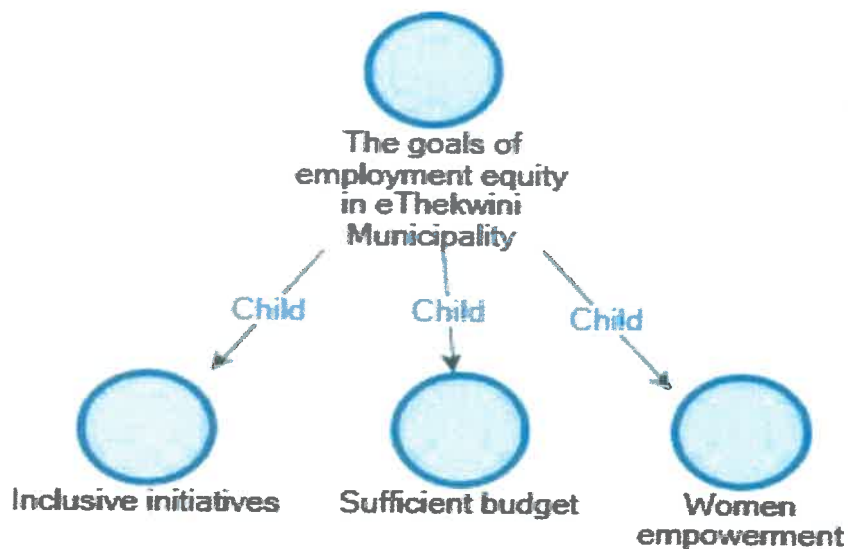


Figure 4.1: Employment equity goals

4.4.1 Inclusive Initiatives

Most respondents interviewed explained in clear terms the importance of inclusive initiatives as a pathway to achieving employment equity. The general notion shared describe this goal in terms of giving cognisance to all employment equity issues for realistic employment equity targets. The need for inclusive initiatives was argued by majority of the respondents as one of the most important means of achieving employment equity goals in the eThekweni municipality. The purpose of inclusive initiative explains the integration of people into the

mainstream of an organisation from all walks of life, cutting across different ages, gender, sex and ethnic affiliation and race for the realisation of employment equity. As it applies to this study, majority of the respondents argued for the establishment of a supportive work environment to create opportunities for all without discrimination based on gender, race or ethnicity. Furthermore, it was reported that addressing the challenges of people living with disabilities (PWDs) forms another crucial aspect of the inclusive initiatives of achieving employment equity goals. This was carefully expressed that PWDs must be treated humanely in such a way that the goal of employment equity can be attained. One of the respondents explained his opinion below:

“One of the goals of achieving employment equity is that there are numerous inclusive programmes in place in this organisation such as men’s day, women’s day and the PWDs. We have a lot of workshops, computer programmes particularly to ensure that people who are vision disabled can utilise them. There are also inclusive programmes for the PWDs by ensuring that there are appropriately carried along in the organisation. Recently, the municipality won an award from the Durban chamber of commerce in terms of the inclusive programmes initiated for the PWDs and in terms of their appointment. So I think our inclusive goal is actively initiated in this organisation to ensure that everybody is brought on-board towards the realisation of employment equity (IDI/P4/2019).”

The majority of the managers interviewed from the different units of the municipality recounted that one of the inclusive¹ programmes is in the area of identifying and managing talents, specifically talents focused on the identification and management of females while still studying at the university.¹ Most respondents explained that the focus of inclusive initiative is to bring female students from the scarce skills discipline on-board at the completion of their studies. The whole idea, according to respondents, is to fill the much male-dominated scarce skills job roles with females such as the engineering discipline. One of the respondents clearly articulates how this programme is being run towards ensuing employment equity in the eThekweni Municipality.

“For us in this organisation, we ensure inclusiveness towards employment equity by providing that our employment process is driven by going through every unit of the organisation to identify where we have under subscribe race and gender. Let us say we need four positions, and we will want to employ African females. Therefore, we

start advertising to ensure the positions are filled. We recently had a programme in the built environment which is male dominated but is slightly changing now. So, we are now identifying female engineers who are still studying to make sure that we are building a succession plan as one of our goals to achieving employment equity (IDI/P4/2019)."

It was further narrated that the inclusiveness of talent identification is not limited to gender, as this initiative is being extended to the designated group towards ensuring that members of this group are adequately represented in the employment equity target across board. Interestingly, most of the respondents unanimously agreed that plans are being carried out by the municipality towards identifying designated group members with scarce skills for employment in the municipality. One of the respondents from the human resource division explains below:

"Yes, we have variety of inclusive programmes. But I will talk about the one that focuses on identifying scarce skills from the designated group of the society. We have a cluster that is responsible for scarce skills areas, the human settlement and engineering. These clusters work to attract certain skills, specifically from the variety of designated groups. So what they do is to approach institutions by saying we want to identify people especially from the designated groups to give them bursaries while studying at university so that the moment they graduate, they are coming to our organisation to work. You can see how important this inclusive initiative is, especially from the designated groups (IDI/P1/2019)."

4.4.2 Sufficient Budget

The place of sufficient budget as a tool for the realisation of employment equity within the structure of an organisation cannot be overemphasised. The need to identify and recruit from designated groups or to strive towards a balance in the ratio of male to the female workforce within an organisation is also tied to setting aside appropriate budgets for this to materialise. Many respondents felt that budgetary constraints were one of the main problems preventing the eThekweni municipality from filling necessary positions that would contribute towards the attainment of employment equity. It was reported by many respondents that there had been a lag in the recruitment of succession for employment equity. Anchored on the need to ensure employment equity target become realised in the eThekweni municipality, majority of the respondents decried how this goal has been greatly hindered with little attention to budget

reserved towards setting out important recruitment strategies. For instance, one of the respondents report the following:

“I think one of our goal towards achieving employment equity is to increase our financial capacity by having a sufficient budget. So, we need sufficient budget to be able to run employment equity programmes effectively. So already, we are covered, but being covered by this framework does not translate to internal programmes of achieving employment equity target as set out. So, we need to scream before funds are released to employment equity managers. So, I think we need to fix that part of our goal and ensure that whatever projects approved by city managers are adequately funded (IDI/P9/2019).”

Respondents also recounted the need for sufficient budget towards having a conducive workplace and building structure that can accommodate and be favourable for all strands of the working people such as PWDs. This goal, according to most of the respondents, is required to have an inclusive workforce where everybody is carried along towards realizing employment equity. One of the respondents explains as follows:

“For me, I think we need to look at this goal from the perspective of having a reasonable budget wherein we can have a befitting building where we can have all strands of people that work in our organisation comfortably. For me, I think this is employment equity in the real sense. I think it should not be that some persons are comfortable at work while others are not. I am talking about people with disabilities here. So, part of our goal of achieving employment equity is to consider their plight in the structure of our organisation, and that has to do with appropriating sufficient budget (IDI/P7/2019).”

In reaffirming the importance of budget in the attainment of employment equity goals, another respondent from the organisational development and change management unit of the municipality explains how the goal of employment equity target has been hindered by budget constraint. For instance, the contention is predicated on the inability of the municipality to appropriately fill available positions for employment equity candidate. The respondent recast as follows:

“When I speak about budget constraint, you will find out that there are positions that we have for employment equity candidates. Still, when there are delays, sometimes

line managers are not able to fill these positions in two years due to lack of sufficient budget, and obviously this become a constraint towards the target of employment equity (IDI/P2/2019)."

4.4.3 Women Empowerment

The world over, the wide-ranging impact of the glass-ceiling effect has hindered employment equity on many fronts. Besides, aside the societal expectations and roles placed on women, other cultural rites and belief systems have greatly relapsed and relegated women in terms of realizing employment equity. The general perception that men possess more of certain attributes such as authority and endurance, while women are generally conceived for homemaking and nurturance roles have further incapacitate the attainment of employment equity. In other words, this popular assumption has denied women employment opportunities in a specialised profession. Most respondents thus agreed that one of the goals towards ensuring employment equality, especially concerning women, had been the need to empower women. It was further argued that women empowerment cuts across leadership development potentials through short courses or the need to advance the human capital education of women in the organisation so they can attain managerial positions that have been previously dominated by the male gender. One of the respondents said:

"In terms of our goal for achieving employment equity, we have a programme where we seek to empower women. It is women-focused programmes, which include empowering our women so that they can reach the level we want them to reach. We aimed at this goal through assistance education and other leadership training. The goal essentially is to ensure women are empowered to assume higher managerial positions so that we can, to an extent, attain employment equity for people across gender (IDI/P4/2019)."

Respondents also recount the extent of achieving employment equity though the goal of empowering women in the organisation through talent management initiatives and continuous development. Accordingly, it was argued that the need for women empowerment to fill employment equity positions has been at the forefront of the organisation, especially with the increasing ratio of men to women in terms of workforce numbers. One of the respondents explained how this goal is being employed to achieve employment equity in the municipality through instances of having women assuming leadership positions in the organisation:

“We have an initiative of managing the talent of women through strict empowerment. For us in terms of employment equity, women are our priority. We have had women moving through to the ladder of deputy director of occupational health in this organisation which have not happened before. Through this empowerment, we have also had a female as the head of finance. That has not also happened before. The deputy head, a woman with disability was also appointed after thorough empowerment. You can see how effective the goal of empowering women is working towards achieving employment equity. In Engineering, a department practically dominated by male, we see it happening all the time where women are taking leadership position through the goal of effective empowerment (IDI/P6/2019).”

The submission revealed by most respondents reflects the distinctive employment equity goals in the eThekweni municipality. For instance, evidence shows the need for inclusive initiatives for the integration of people from diverse race and gender as a fundamental way of ensuring employment equity target becomes realizable. Also, evidence was too advanced to support the goal of sufficient budget for the recruitment of designated groups and the plan for succession. This goal captures the need to employ people based on employment equity need of the community, and in other instances to retain designated people until succession is achieved. At the same time, it is acknowledged that women have always remained victims of employment equity, this study advocate for robust empowerment of women as a means of filling the void created by perception and culture towards employing women for specific organisational roles.

4.5 FACTORS AFFECTING EMPLOYMENT EQUITY

The goal of this objective is to uncover and understand the myriad of factors constraining the achievement of employment equity in the eThekweni Municipality. Several themes were explained by the majority of the respondents as factors limiting employment equity in the municipality including the difficulty in recruiting and retaining scarce skills, insufficient resources, lack of clarity in employment equity policy, lack of commitment to policy on employment equity, pressure from political leadership and the bane of stereotype in job placement. The large cohorts of respondents interviewed neatly submit that inability of the municipality, and, by extension, another South African workplace to hit the target on employment equity as stipulated by the Employment Equity Act is not far-fetched from the challenges posed by these arrays of factors. For instance, the South African case is a peculiar one with a high incidence of designated groups still under-employed because of the effect of

these factors on the target of employment equity. The next paragraphs will continue with the discussion of these various factors and how they have hindered the achievement of employment equity.

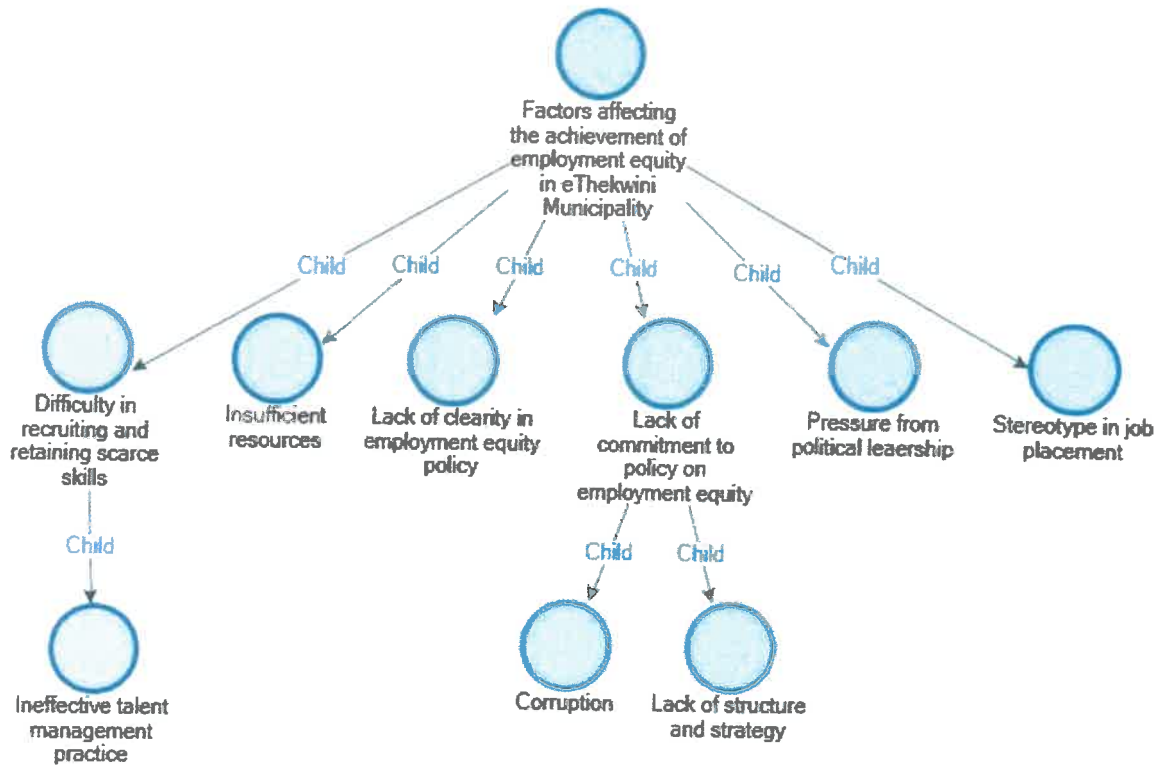


Figure 4.2: Factors affecting employment equity

4.5.1 Difficulty in Recruiting and Retaining Scarce Skills

The continuous increase in the non-availability of people with scarce skills amongst the South African workforce calls for serious concern, especially concerning the realisation of employment equity. The South African workforce is lacking a requisite number of scarce skills qualification holders. This development has been at the forefront of the department of higher education in ensuring that the South African higher institutions of learning encourage the training of graduates with scarce skills who can compete with their counterparts globally. However, concerning the effect of rare skills workforce on the possible attainment of employment equity, a large number of the respondents interviewed collectively agreed that employment equity will continue to suffer where, for instance, a particular race is not having a good number of scarce skills qualification holders who can fill available job positions such as Engineering and other scarce skills job positions. Therefore, while these job positions cannot be left unfilled, an applicant from other races with the requisite qualification are often

employed and this results in moving backwards towards achieving employment equity targets. One of the respondents specifically talked about the challenge of recruiting people with scarce skills as a deterrent to employment equity:

“I am familiar with the challenge of recruiting people with scarce skills in some specific jobs like the Engineering and other scarce skill positions. In this respect, you will find out that we lack people from the designated groups in these positions. So, there is a challenge in terms of recruiting and retaining these people from these scarce skills. If people from the designated groups who are supposed to be the beneficiary of employment equity are not adequately represented in some job positions, I do not think employment equity has been attained in that respect in any way. This scarce skill factor has been with us for a long time, and even as the government is doing enough to ensure people and designated groups are trained in these areas, we are still confronted with the challenge of employment to date (IDI/P8/2019).”

Another female respondent from the Human resource unit of the municipality added to the existing evidence the factor of difficulty in retaining and recruiting people with scarce skills as hindrance to employment equity. However, this argument was narrated from the perspective of females not adequately encouraged to take up training in scarce skills education. According to the respondent, the fact that virtually all scarce skills are male dominated reflect a huge setback on employment equity targets. The following lines aptly captured her opinion:

“The insufficiency of scarce skills in our labour force has continued to hinder our efforts towards the realisation of employment equity, I must be frank, with respect to scarce skills, you will observe that the female gender in this country is far from being adequately represented. You will see that there are few black female engineers around who can help fill some available engineering job positions. If these people are not around, the male gender will continue to dominate this area and we will continue with the circle of not attaining employment equity (IDI/P1/2019).”

4.5.2 Insufficient Resources

The challenge of ensuring equity in the distribution of employment across race and gender is not limited to the identification of skills to fill specific job positions. In other words, the critical factor of availability of resources for effective communication of equity policies and support

in terms of having a structured organisation that can bring about inclusiveness has been reported as necessary towards the realisation of employment equity. Most of the respondents agreed that the issue of employment equity had not been given the desired attention, especially in ensuring appropriate resources are put together for the achievement of this goal. It was unanimously discussed that employment equity should be a standalone office separate from the human resources department with adequate resources to function optimally. For the case of the eThekweni municipality, respondents advanced the claim that the employment equity office is understaffed, thus posing a constraint to its effectiveness. One of the respondents who shared this perspective reports as follows:

“One thing I can say about the concern of insufficient resources in particular is that our employment equity office is understaffed. So how will they do adequate communication of employment equity policies and awareness with such limited resources? Despite these, there are few little programmes, workshops and change management sessions conducted with respect to creating wide range of awareness on employment equity policies due to insufficient resources. All I can say is that this factor is significantly affecting how or the extent of attaining employment equity (IDI/P2/2019).”

Other respondents shared a similar sentiment with respect to the factor of insufficient resources as a critical hindrance to employment equity in the municipality. It was argued that the structure of the municipality had been poorly managed due to the non-availability of funds to make the building more accessible, which in return impacts on the employability of people with disabilities. The contention, therefore, is anchored on the position that an organisation that does not take into consideration the structure of its building due to insufficient resources in such a way that people with disabilities can be adequately assisted is far from employment equity in the real sense. This position is clearly explained by one of the respondents:

“For me, the problem of unavailability of workplace structure for people with disabilities remains a severe constraint to employment equity. If you observe very well, you will see that most of our buildings are not owned by the municipality, as they are leased or rented so it is hard to modify the structure to suit people with disabilities This for me is a serious one as a result of insufficient resource because if we have a building of our own, it will be easy to modify to consider people with

disabilities. At this point, we can be talking of employment equity. But with this, I do not think we are near employment equity at all (IDI/P8/2019)."

4.5.3 Lack of Clarity in Employment Equity Policy

Several employment equity pieces of literature have reported the importance of clarity in the implementation of employment equity policies for effective outcomes. The incidence of employment equity has increased on many fronts due to inappropriate clarity of what needs to be implemented and achieved in terms of equity in the workplace. The organisation's aim of profit maximisation has relegated the importance of employment equity with consequences for the designated groups of the society. There was a considerable consensus among respondents that clarity in terms of policy articulation and implementation has been one of the pitfalls engendering setbacks for the attainment of employment equity in the municipality. This submission was further advanced by the existing ambiguous policies on employment and recruitment that has continued to deny specific groups employment opportunities, even when there are vacant positions to be filled by these groups. Aptly put, the lack of clarity has resulted in too many inconsistencies with respect to policy implementation in the municipality. One of the shop stewards shared his opinion as follows:

"If you look at the policy of employment equity within the municipality you will find out that there are not very clear guidelines when it comes to implementation. This is a big challenge and a very important factor affecting how far we can go about achieving employment equity targets if I must say. All these challenges are largely also not supported by any enforcement measures going-forward. You will discover that this lack of clarity has made people to learn on the way on how implementation should be enforced, leading to serious mistakes. All these have not helped the organisation to adequately transform from being vertical to transversal (IDI/P8/2019)."

For many of the respondents, the inconsistency in the implementation of employment policies also add to the gamut of ambiguity of the employment equity policy in the eThekweni municipality. For instance, it was argued that while in some sections of the organisation compliance is followed at least to an extent, other units of the organisation are negating to implement the policies. A respondent narrated this as follows:

“I have noticed an enormous level of inconsistency in the implementation of employment equity. For me, I think this is happening because of the vagueness of the policy itself. You will see some people complying, while others are not. The point is, if there is no oneness on how this policy should be implemented, I do not think we should be talking about employment equity after all. There is a need to address this and bring about synergy (IDI/P3/2019).”

4.5.4 Lack of Commitment to Policy on Employment Equity

The position of commitment, especially in terms of policy implementation, cannot be overemphasised in the attainment of employment equity. In contrast, however, the attitude of policymakers and those in charge of implementation, such as managers and top leadership hierarchy have provoked several limitations to employment equity targets. The large number of respondents interviewed argued that the leadership at the echelon of the organisation had shown little or no commitment to effectively implementing employment equity policies. The respondents further argued that there is indeed a need for a mind shift from leaders in the organisation to show commitment to the issue of employment equity so that designated groups can be appropriately represented in employment opportunities. For instance, it was reported that there are many policy instruments still waiting for implementation. One of the respondents reported as follows:

“For me, there are several factors affecting the employment equity target. The first one is that maybe the top management is not really committed to employment equity. They know that they must reach goals, but they do not recruit to fill these positions. So, they are not committed to it. There is also lack of consistency in implementing employment equity. In some unit, you will find that there are complying, while others are not complying (IDI/P7/2019).”

Another concern of commitment explained by respondents include the need for all stakeholders to embrace and be committed to the ethos of employment equity. Respondents argued that the government, through the structure of the municipality, could not do this alone, hence the need for a robust commitment effort on the part of other stakeholders in the issue of employment. The position of this study, therefore, is the need for a national enforcement in order to improve the commitment threshold towards the realisation of employment equity. An official of the municipality gave his opinion below:

“One of them is the willingness and commitment from all stakeholders to ensure that we meet this target. What do I mean by commitment? As we have the employment equity targets, we should ensure that this is enforced to the latter without comprising or deviating in anyway, because those deviations often hinder us from achieving what we set out to achieve. So, for me, it is one of the critical factors which is commitment and ensuring we deliver on what we want to deliver (IDI/P2/2019).”

For many of the respondents, the problem of corruption is also connected to a lack of commitment to ensure appropriate implementation and compliance with employment equity policies. Taking a leap from this, respondents reported how employment opportunities had been diverted for special interest groups at the expense of fulfilling the conditions of employment equity. One of the respondents said below:

“There is also the issue about corruption as well which is also playing a role where people reserve jobs for their pals which may not always be contributing to meet the targets. This is done without having to consider if the person fit the job role of if the intention support employment equity target in any way (IDI/P9/2019).”

Another respondent reported a lack of commitment to the environmental structure as a crucial factor hindering the attainment of employment equity. The contention is predicated on the lack of commitment to addressing how the work environment is structured to favour the male gender. At the same time, the female largely remains vulnerable to employment equity in the broad society.

“There is a lack of structure and strategy even. In this our own type of environment, you find out that women are largely at the receiving end of employment equity. This is so because of how things are structured. The environment is structured for the males to strive and have access to employment than women. In fact, some people do not consider women capable for some job positions and this keep increasing the pool of inequality in terms of employment. So, we have seen lack of commitment to addressing this problem in many instances. (IDI/P6/2019).”

4.5.5 Pressure from Political Leadership

The responsibility of a government is evident in the provision of basic amenities to its citizens. These responsibilities are importantly taken up by politicians elected into various offices by the populace. However, with the case of South Africa, political office holders are not just

appointed to provide basic amenities for the growing number of the population but are now more engrossed in the dictate of employment opportunities. Many of the respondents interviewed expressed concerns with the increasing rate of political interference in the issue of employment, thus hindering the attainment of employment equity. Other points raised by respondents reflect the pressure to set aside specific jobs for some interest groups, while those who are qualified from the designated groups are left unemployed. Besides, political interference is also linked to the pressure from the leadership of the ruling party to reserve jobs for a specific gender. For instance, there has been severe pressure from politicians to fill available positions meant for female designated groups by males. To support this, one of the respondents reported as follows:

“In respect to factors affecting employment equity, yes, I will say there is political interference. Because, at the end of the day, administrators who oversee these things know better. They are the ones to advise, so if they lack the firmness and autonomy, they will be controlled by the politicians. For example, if a position is to be filled by a female and the politicians have got a male candidate, if we as administrators stand firm that this position has to be filled by a female and not a male, but if we do not provide the proper advice to the politicians, then we can get easily influenced (IDI/P5/2019).”

For many respondents, recruitment and selection process has been severely hijacked by the political class leading not only to the denial of designated groups the privilege of fulfilling the slots for employment equity, but the influx of people with less qualifications or experience to fill specific job description. One of the respondents sighted as follows:

“The political influence for me represent an important factor affecting employment equity in the eThekweni municipality. You will see that this influence has got to a point that politicians will come and ask for job position for someone that do not have the qualification, skill and experience and people who can do such job better are denied and this then create a lot of tension. Obviously, you will begin to see that such a person cannot perform on the job (IDI/P7/2019).”

4.5.6 Stereotype in Job Placement

This theme aims to understand how stereotype in job placement affects employment equity in the organisation. The different range of diversity such as race and gender form essential issues

in the discourse of job stereotyping in the workplace. Available evidence shows how people stereotype against each other based on culture, religion, or racial affiliations in the workplace. In the context of South Africa, the effect of the pre-apartheid reigns has left so many stereotypical and prejudicial traits amongst the citizens of South Africa, with a profound reflection on workplace activities. Most respondents interviewed agreed that there is a presence of stereotype on how jobs are distributed in the municipality, which has hindered employment equity to a great extent. The contention from this narrative explains evidence of biases in the arrangement and placement of jobs for individual races, especially those jobs conceived as for some race and not others such as the scarce skills-related jobs. In particular, it was reported that blacks are often conceived as not suitable for Engineering and other technical positions. This perception clearly validates events that characterised the apartheid era. Two of the respondents explained the extent of stereotypical behaviours in the municipality.

“I can tell you stereotype is a strong hindrance to employment equity. For instance, they are those biases or stereotypes that maintain that certain jobs are just meant for certain races, such as engineering that is seen as a job that is not suitable for blacks or women within the municipality for that matter. It is scarce skills. So that is a problem within the municipality. I am thinking we should have done away with this kind of traits if truly we are working towards employment equity. There is no way we can be talking of employment equity if these things are still prevalent amongst us (IDI/P6/2019).

You see the stereotyping is very serious because you will find that people resist appointment of women because they claim that women cannot perform certain duties. For example, the grave digging, you will observe that it is male-dominated because they will say it is not within the African culture for women to dig grave, especially for a male dead corpse (IDI/P1/2019).”

Summarising the preceding discourse, the majority of the respondents identified several factors hampering effective implementation of employment equity policy in the eThekweni municipality including difficulty in recruiting and retaining scarce skills, insufficient resources and lack of clarity in employment equity policy. Other issues raised include lack of commitment to policy on employment equity, pressure from political leadership and stereotype in job placement. For instance, some of the respondents affirmed that the pressure from the political class has greatly affected employment equity in such a manner that designated group

have been left unattended to while the minority continues filling available employment opportunities. It was also reported that the employment equity policy of the organisation is ambiguous, and persons of interest have continued to take advantage of this loophole to deny people, based on race and gender, equal employment opportunities.

4.6 ADDRESSING FACTORS AFFECTING EMPLOYMENT EQUITY

Having identified and discussed the factors affecting the attainment of employment equity in the preceding paragraphs, this section seeks to advance practical ways of addressing these factors. Several measures including change management programmes, change in management structure, close monitoring of progress on employment equity and identifying the needs of the designated groups were identified by the majority of the respondents as practical approaches to addressing the challenges of employment equity in the eThekweni municipality.

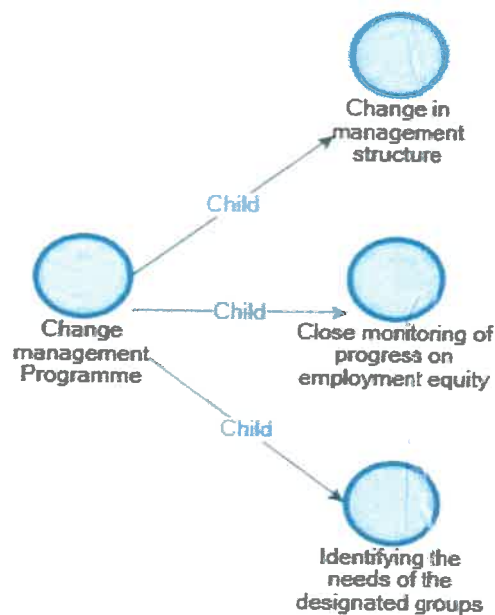


Figure 4.3: Addressing factors hindering employment equity

4.6.1 Change Management Programme

During the investigation, respondents unanimously agreed that the need for equity in employment in the eThekweni municipality practically rests on the decision of the leadership of the municipality. In other words, the call for a change in management programme is tied to a reassessment of policy implementation on the part of the leadership of the organisation. Similarly, change in management programme must address challenges that have to do with an

organisational culture that seeks to hinder the effective implementation of employment equity. The respondents argued further that change in management programme must also seek to address the popular perception that a particular gender can do more on a job than the other. This can be channelled through appropriate sensitisation and reorientation programmes. One of the respondents reported as follows:

“I think a robust change in management programme is required. This can commence from addressing issues that has to do with organisational culture and reorientation, especially starting from the top leadership. Because you know the “fish is rotten from the head”. So there must be a mind shift on the side of the politicians as well as the top management for a need to stop the interference with administrative functions that has to do with the implementation and enforcement of employment equity policies. The municipality must lead this by constituting a change programme that will clearly reorientation these politicians and other members of the organisation as they strive towards the realisation of employment equity (IDI/P3/2019).”

In support of the above perspective, other respondents talked about a need for change in culture through change management programmes as one of the ways to bring about employment equity. In specific, the respondents explain that a change in values is required, especially to safeguard the organisation

“For me, one of the way to do this is a change in culture. You will see that there is too much fraud and corruption around the implementation of employment equity in this organisation, and this is not only affecting the smooth implementation of employment equity, but it is also causing the municipality bad publicity as well. So, what we need to do now is to instil some values into the organisation through appropriate change management, and these values should speak to the heart and minds of people who work in the municipality. Without this, I do not think we can be talking of employment equity (IDI/P7/2019).”

The first thing for me is that I think we need to change the organisational culture by introducing some change programmes that will address this. This will help us change the culture of our people because if people perceiving change as something negative, then we won't have much change. So once the mind of people is changing, we will be able to effectively implement employment equity (IDI/P3/2019).”

4.6.2 Change in Management Structure

The need for change in management structure was advanced by most of the respondents as an important criterion for addressing factors affecting employment equity in the municipality. Change management structure reflecting from decision making concerning employment equity policies and implementation need to be urgently investigated. The respondents argued that the placement of employment equity implementation with the human resources department of the municipality should be addressed with a view of constituting and establishing a separate department for this purpose. For instance, respondents argued that the concern of accountability and consistent review of employment equity policies and the recruitment of designated groups should be separated from the responsibility of the human resources department and rested with a new department with a mind-set of achieving effective implementation of employment equity policy. One of the respondents reported in the following lines:

“The first thing is to have a governance structure and a decision-making body standing independently to implement proposals of employment equity policy and to address issues of the stakeholders where they come from and how they are affected and who is affected. If this is not done, we might be far from achieving employment equity. So we need a mind-set and paradigm shift from how we used to do it to a restructuring of the organisation. Change in management structure can also be used to address these factors, especially with respect to the recruitment of persons from the designated groups. We need to restructure the organisation and put things where they should be (IDI/P7/2019).”

Another respondent argued that the need for change in management structure should also be extended to issues of culture within the organisation. The challenges that come with organisational culture has caused much havoc on the realisation of employment equity on many fronts. For instance, the conventional perception with the culture that a specific job role is not meant for a woman to need to be addressed with this initiative. Management and the leadership of the organisation must be at the forefront of restructuring the organisation in such a manner that employment equity is achieved without the need for discrimination in gender, racial or disability.

“At the moment, we need a change in the management structure. We need a structure that will adequately capture and address the myriads of issues entrenched in

employment equity. Because we can have a female as a manager and if the culture in place is not accepting her, that becomes a major problem to deal with. A need for change in management structure should be able to identify this kind of problem and effectively address them. On the part of people with disability, instead of just bringing them into the organisation, there is a need for a change in management that should address the concern of what benefit is the organisation providing for them? What kind of support is the organisation willing to give them? And how does the organisation provide a unit for their change? Of course, to address all these, one way is to build a stakeholder metrics by bringing in different types of change in management structure initiatives (IDI/P4/2019)."

4.6.3 Close Monitoring of Progress on Employment Equity

The importance of legislation plays a crucial role in the implementation of employment equity. In other words, the bulk of the policies concerning addressing the challenges of employment equity have been attained through the legislation of policies and the integration of appropriate change management philosophies. However, most of the respondents argued that employment equity policies have remained non-implemented by managers of the municipality due to inadequate monitoring and evaluation of the progress of the employment equity programme. Respondents further argue that there is an urgent need for the development of a realistic monitoring and evaluation programme to closely monitor the progress of employment equity policies and implementation plans.

Accordingly, with clear and close monitoring function, it will be plausible to address the challenges of members of the community who are victims of employment equity, particularly those who fall within the designated groups. The position of this study can be inferred from the verity that the non-monitoring and evaluation of the progress of employment equity is not far-fetched from the evidence of the increasing number of unemployed South Africans, especially those concentrated in the designated group. One of the respondents talked about random monitoring of the progress of employment equity in the municipality as a likely means of achieving equity for all persons.

"Well, we are all aware that the monitoring function of employment equity is poor on the part of those who are responsible for this. I think, to achieve our aim in terms of employment equity, there is need for monthly monitoring of the progress of employment equity with corresponding reports after each monitoring exercise. If we

are really interested in addressing the problems of employment equity so we can achieve our equity target, this approach can really help us to go a long way (IDI/P6/2019)."

Another respondent shared similar but nuance sentiment on the importance of close monitoring on the progress of employment equity with respect to human resource functions such as promotion and recruitment which forms the bedrock of how employment equity can be measured.

"For more, I think close monitoring function should be given to issues like promotion, remuneration and workforce training since these are the critical areas where employment equity can be ascertained within the organisation, while more attention should be focused on recruitment of people from outside of the organisation to ensure the policy and implementation of employment equity is followed to the latter (IDI/P4/2019)."

4.6.4 Identifying the Needs of the Designated Groups

Within the discourse of employment equity, addressing the needs of the designated groups forms the fundamental bulk of achieving equity. Most respondents interviewed clearly explained that one of the ways through which the challenge of employment equity can be addressed is to identify the various needs of the designated groups and advance policies towards meeting these needs. For instance, the organisation should extend this gesture to know what the needs of their prospective employees are before bringing them on-board into the organisation. Taking a clue from people with disability, the organisation must be willing to identify with the needs of these set of persons before engaging them into the work setting such as the provision of a conducive work environment and facilities that are disability-friendly. Two of the respondents identified with this need and explained below:

"The municipality must identify with the needs of people when employing them into the organisation. Like people with disability, they have to know their needs because they cannot employ such people and find out that the environment is not conducive. So, the municipality needs to have proper structure in place such as elevators, the abolition place and so forth that can adequately take care of the needs of these people. Until these needs are considered and identified, I do not think we will get close to employment equity (IDI/P8/2019).

Let me make an example of this building where I am right now, you will find out that there are people with disabilities who have been appointed and you will find out that these people with disabilities are having offices as far as 13 and 14 floor and so on. Tell me if there is a fire outbreak one day, how will those PWDs get down to the ground floor? There is no way you will say the building is PWD friendly. So, to say, even the toilet is not PWD friendly, and they are no designated parking for PWDs. So, it is a big issue when it comes to facility. All these needs must be identified with before these set of persons are employed. The municipality need to go extra to first identify these needs and make appropriate provisions. This is the only time we can be talking of employment equity. I mean when everyone is properly taken along and cared in an organisation (IDI/P5/2019)."

The analysis show four practical ways of addressing the challenges of employment equity in the eThekweni municipality including a change in management programmes, management structure, close monitoring of progress on employment equity policies and implementation and identifying the needs of the designated groups. As explained by respondents, effective change management programmes can be employed towards reorientation and change in perception and understanding of employment equity policies. Monitoring function and evaluation of the progress of employment equity was argued as one of the essential ways to strengthen the implementation of employment equity by most respondents interviewed. Lastly, the analyses also validate the importance of identifying the needs of the designated group as a critical path to addressing the challenges of employment equity in the municipality. For instance, respondents argued for consideration of the work environment with the needs of designated groups, especially the disabled.

4.7 CONCLUSION

The researcher identified three distinct themes as essential goals to the realisation of employment equity in the eThekweni municipality. These are inclusive initiatives, sufficient budget, and women empowerment, respectively. Interestingly, the chapter concludes that empowering women as a yardstick for the attainment of employment equity remains incontestable given the wide-ranging discrimination against women in the broad society, mostly because of cultural dogma and other belief systems.

The researcher identified an array of factors affecting the realisation of employment equity in the eThekweni municipality. These include difficulty in recruiting and retaining scarce skills, especially from the designated groups, insufficient resources to attract people for employment and lack of clarity in employment equity policy. Others are lack of commitment to policy on employment equity, pressure from political leadership and stereotype in job placement. On this, the chapter also shows some essential measures to address these arrays of factors. For example, measures proffered include a change in management programme such as a reorientation towards the widespread perception that women are not meant for some specific job. Other essential measures discussed include a change in management structure, close monitoring of progress on employment equity and identifying the needs of the designated groups.

CHAPTER 5: DISCUSSION OF FINDINGS

5.1 INTRODUCTION

This study assesses and interrogates factors constraining employment equity in the eThekweni municipality. Presented here is a detailed discussion of the major findings in the preceding chapter for a clear answer to the research objectives. In addition, the findings discussed in this chapter are positioned to either validate or invalidate existing studies. Importantly, the research findings are structured in line with the research objectives. This necessity is to be able to decide how such findings addressed a specific objective raised.

The incidence employment discrimination at various levels of the South African society calls for a robust moderation and check by the government, especially the department of Labour and other allied ministries. In the eThekweni municipality of South Africa, where this study is sited, findings reveal several challenges and issues affecting the realisation of employment equity. These revelations have further compounded the conditions of designated groups who continue to be victims of employment equity. Therefore, these issues have hindered many of the known efforts of the government through policy legislation for the realisation of employment equity, with little or no progress towards alleviating the challenges of those considered as victims of lack of employment equity in the society.

Placing the above lines into context, at the root of this conversation is the verity that the strategic efforts of the government to addressing issues related to employment equity have been dwindled in potent by several issues limiting its effectiveness. Two of the most evidential issues within the South African employment landscape constraining these efforts are the non-availability of scarce skills and the increasing pressure from political class. For instance, the non-availability of scarce skills, especially among the designated groups has hindered the fulfilment of employment equity with respect to jobs with scarce skills. In addition, the ascending political influence in the distribution of employment quotas has also in itself affected several efforts advanced to attaining employment equity. Likewise, the increasing unemployment rate ushered in by consistent economic recession could also be argued as a militating factor affecting employment equity.

Above all, the responsibility of the municipality is to be able to establish a position wherein employment equity can strive, especially the inclusive strategy of designated groups who have been at the tail end of employment equity. Therefore, it is interesting to know if these

responsibilities have been well pursued towards the realisation of employment equity in the municipality, particularly in comparison to the continued cases of marginalisation in terms of employment quota within the municipality.

5.2 TO UNDERSTAND THE EXTENT TO WHICH EMPLOYMENT EQUITY PROGRAMMES STRIVE IN ACHIEVING ITS GOALS IN ETHEKWINI MUNICIPALITY, DURBAN, SOUTH AFRICA

Three distinct goals, including the inclusive initiatives, sufficient budget and women empowerment were revealed as goals employed in achieving employment equity programmes in the eThekweni municipality. This result provides empirical answers to research question one, and objective one is achieved with this. For instance, findings show that many of the respondents indicated that inclusive initiatives remain one of the goals for achieving employment equity. In other words, the need for inclusive efforts must take into consideration different demographics such as age, gender, and race in the distribution of employment quotas with equal proportion. Mainly, arguments in support of this position reflect a robust, inclusive initiative where, for example, the popular perception about the exclusion of women from specific job roles is being addressed with this initiative. Besides, another inclusive goal advance from the findings explains how people from the marginalised strand of the society, for example, the black community are being extended hands of opportunities in terms of inclusiveness.

In terms of sufficient budget goal, findings explain the importance of budget in recruitment and retaining of people, especially those from the designated groups for employment. In other words, the goal of sufficient budget is to reach a broad spectrum of the population wherein jobs can be extended towards the attainment of equity. However, findings show how this goal has been hindered with little or no attention to budget details in the eThekweni municipality. Another critical issue raised from this finding is the constraint placed on the budget wherein several recruitment exercises have been hampered, especially in identifying the designated groups for employment equity. Additionally, it is evident, although that sufficient budget was signpost as a crucial goal aimed at achieving employment equity through the extension and expansion of recruitment opportunities to designated members of the society, however, one wonders if this goal has been persistently pursued. Specifically, the South African government has continuously shown where its strength lies in terms of budget appropriation and as no evidential claim to support the required investment in employment equity pursuit through sufficient budget. In other words, it is appropriate to take a position that the failure of investing

in the pursuit of employment equity on the part of government has the potential of affecting other sectors of the economy due to the rising protest that ensue from the marginalised members of the society who are not well represented in employment quotas through recurrent employment.

One of the most important goals that emerge from the finding captures the need for women empowerment within and outside the municipality as a gesture for the realisation of employment equity. It was revealed that this goal is aimed towards addressing the societal perception of women not fit for some jobs. Interestingly, the result shows a handful of women empowerments in the areas of assistance education and leadership capacity development to rise above the glass ceiling effect placed on the female gender. In other words, women are being empowered to assume and take over leadership positions when the opportunities show up. Another striking finding that ensues with the goal of women empowerment was the community-based campaigns on the need for women empowerment to fill the vacuum, in terms of employment, created by social perception and cultural dogmas.

Reflecting from the previous findings, it will not be out of context to see that many of the goals and initiatives discussed have engendered little or no strategic efforts in the fight for the attainment of employment equity in the municipality. Perhaps, this observation can be linked to the cultural environment within which the role of women is primarily considered as homemaking and other domestic responsibilities. In particular, the eThekweni municipality's case is not exceptional in the context of South Africa but is clear evidence of national trends in the country at large. Similarly, a quick analysis of the employment equity trends in other regions, particularly in the context of Africa, is not far-fetched. The South African situation is not an exceptional case, but a continental dilemma that needs an urgent resurgence for the attainment of equity in employment. Therefore, this analysis would be appropriate when viewed from the context of addressing the cultural rituals and traditions that have relegated women from employment equity targets.

Furthermore, the study also stressed the fact that men are given more preference than women in employment opportunities. Associated with this desire in the eThekweni municipality is the perception that men should be identified with leadership positions in the organisation. This is undoubtedly seen with the sparse number of women associated with leadership positions in the organisations. However, a few of these women have recently been promoted to top leadership positions through robust, inclusive initiative programmes. In other words, this supports the

conclusion advanced by commentators that the need to embark on robust, inclusive initiative programmes and clear policy plan on empowering women cannot be over-stressed as a vital goal towards the realisation of employment equity. This fact challenges the cultural supposition that women should be religiously devoted to the care of the house.

Put together, the above findings can be mirrored through existing studies. For instance, with respect to the findings on the need for an inclusive initiative as a strategic goal for the realisation of employment equity, Mafunisa's (2015) study rightly identified the importance of strategic inclusive diversity management programmes as one of the basic principles required for achieving employment equity. The author further expresses that bringing everybody on board through inclusive initiatives without preferred sentiment to gender, age, or race represents an important step in the right direction towards the achievement of employment equity. However, no existing studies support the goal of sufficient budget as an essential tool for attaining employment equity. This finding reflects a new result in the discourse of employment equity. Lastly, on the goal of women empowerment, available evidence also supports this finding. For instance, Perry (2014) highlighted the significance of empowering women as a path towards curbing employment discrimination against women of the designated groups, and women in general.

5.3 TO IDENTIFY THE LIKELY FACTORS AFFECTING THE ATTAINMENT OF EMPLOYMENT EQUITY IN ETHEKWINI MUNICIPALITY, DURBAN, SOUTH AFRICA

An investigation into the factors affecting the attainment of employment equity reveals a plethora of issues affecting employment equity target in the eThekweni municipality. First, finding disclose difficulty in recruiting and retaining scarce skills as factors impeding employment equity in the municipality, particularly from the designated groups. In South Africa, the government has consistently been on the mandate to increase the number of people with scarce skills qualifications, especially among the designated groups to be able to fill the vacuum of employment equity. These dilemmas have consistently widened the level of inequalities in terms of income and standard of living, with an apparent gap between the poor and wealthy South Africans.

As such, it has become problematic to increase the number of employment equity target achieved in the country, or the expectation that designated groups will be appropriately represented in employment equity. This supports many of the department of higher education

and technology strategic efforts towards increasing scarce skills qualifications of designated groups with several scholarship and bursaries specially designed for them in many South African universities. Furthermore, this finding clearly shows the importance of scarce skills training and qualification as one of the critical elements needed to attain employment equity in the eThekweni municipality and South Africa at large. This confirmed that the eThekweni municipality seriousness for employment equity greatly depends on the extent of scarce skills availability, especially from the black community. Similar pieces of research evidence in the literature give credence to this result. Notably, Martins (2015) reveal that the unavailability of talent with scarce skills training has been identified as one of the limiting constraints to the attainment of employment equity in South Africa. The study further affirmed the condition of the South African labour market with several evidence of employable and unemployed persons lacking scarce skills training required for employment equity competitive advantage. In addition, Winerton's (2004) position validates this finding. His study explains that the apartheid era witnessed in South Africa has engendered a labour market condition where there is now a scarcity of skilled black South Africans as result of the previous injustice and denial of education and development opportunities. All these analyses perfectly explain why commentators must contend for the influx of scarce skill training and development, especially among the designated group as a recourse to employment equity.

The problem of insufficient resources is among the factors affecting the attainment of employment equity in the eThekweni municipality. This finding was re-echoed with the non-availability of appropriate resources needed for the effective communication of employment equity policy and action plan within the organisation and the wider society. Further narratives were explained through an account of how people with disability have been severely constrained by the existing structure of the municipality due to insufficient resources for an upgrade of the building to meet their various needs. For instance, it was gathered that most of the building designs were not in the best interest of people with disabilities such as office settings, access to elevators, and communication tools for blind employees, among others. Put together, and all these were advanced as issues limiting employment equity within an organisation. It is not surprising, therefore that many of the accidents recorded within the organisation are majorly employees with disability. This finding thus supports many of the perceptions about the South African government's failure to invest sufficiently in issues that could enhance employment equity, such as giving people with disability fair consideration.

A close examination of South Africa's national annual budget depicts the array of issues captured in the national budget while neglecting the concern of employment equity. This could be further explained by the government's lack of recognition and sympathy for the designated groups and people with a disability that form the vast bulk of victims of employment inequality. Again, this is revealed by the nature and extent of misappropriation and lack of political supervisory functions limiting the attainment of employment equity in many instances. Several studies have highlighted the lack of insufficient resources as a critical factor hampering the achievement of employment equity. For example, Restubog, Bordia and Tang's (2006) study highlighted the importance of resources and structure needed for the actualisation of employment equity in an organisation and the prerequisite role of managers in this regard. Similarly, Woermann (2016) shows the misappropriation of public funds earmarked as resources for the creation of public awareness on employment policy and action plans by government officials. Indeed, the realisation of employment equity concerning the bane of insufficient funds in the eThekweni municipality can be mirrored from Woermann's (2016) position.

Again, the concern of the lack of clarity in employment equity policy was revealed as a factor affecting the realisation of employment equity. Supportive evidence from this finding validates the argument that the employment equity action plan of the eThekweni municipality is ambiguous and not unambiguous when it comes to implementation. While the main thrust of any policy is to set out modalities for implementation with religious consistency across all board, findings from this study explain several inconsistencies in the application of employment equity in the eThekweni municipality where some sections of the organisation will comply with the policy statement. In contrast, others will utterly neglect the same. This result forms the basis of commentaries on employees and managers attitudinal and behavioural dispositions to the implementation of employment equity policy. Combined with this fact, the unclear nature, and contents of the employment equity policy has been engendering many implementation problems for the leadership of the organisation in many instances.

This position was particularly validated by most of the respondents interviewed. These descriptions are rife in many South African public organisations where consideration is not given to details and clarity in the implementation of the employment equity policy. It has been previously contended that many of the private organisations in South Africa do not give detail to the clarity of the employment equity policy in terms of implementation, thereby fuelling the

fire of employment inequality. The literature reviewed to show the importance of transparency in the policy statement and implementation of employment equity. Thomas (2010) and Abbasi (2015) separately validated the importance of clarity in employment equity implementation.

One of the essential measures to ensuring compliance and implementation of the employment equity policy is a stout commitment on the part of the leadership of the organisation. Indeed, this reflects the leadership assurance needed for comprehensive implementation. In contrast, however, findings with respect to this revealed the lack of commitment to the policy of employment equity as one of the factors limiting the successful implementation of employment equity in the eThekweni municipality. Notably, as a norm, commitment to the implementation of the employment equity policy is to ensure that the marginalised and designated members of the society are brought on-board in terms of equity in employment quota.

However, the non-commitment of managers to the implementation of employment equity policy has increased employment inequality in the eThekweni municipality, as reported by most of the respondents. It is not surprising to see how the minority in South Africa has continued to occupy employment opportunities due to lack of appropriate commitment and enforcement measures put in place by the leadership of the municipality.

Besides, data support the lack of commitment to the ethos of employment equity and its implementation by stakeholders in the business of ensuring equity and fairness in employment in South Africa. Therefore, the concern of lack of commitment as a bane to the realisation of employment equity is not peculiar with managers of the eThekweni municipality, but an extension of other policymakers and agents of the government. In other words, this is reflective of the capabilities of those at the affairs of ensuring that employment equity target is achieved. This finding synchronises with other existing studies. Martin (2015), for instance, highlighted the consequences of lack of commitment to details and enforcement of employment equity, while Perry (2014) showed the lack of management commitment through active leadership responsibility as a fundamental problem to the realisation of employment equity.

A comprehensive examination of factors affecting employment equity cannot be wholly understood without a mention of the influence of political pressure. To this end, the findings revealed the constant pressure from legislative leadership as a critical factor impeding employment equity target in the eThekweni municipality. In other words, since the implementation of the employment equity policy and action plan are religiously influenced by government programmes and agenda, it is expected that the application of employment equity

would, to a great extent, be affected by pressure from political leadership in many instances. For instance, some of the respondents explain that pressure from political office holders influences employment quotas, especially job quotas reserved for members of the designated group. By implication, top leadership and administrators of the organisation are made handicapped in implementing appropriate employment policy by bringing the designated qualified on board with the exertion and political influence of politicians, who, mainly, possess strong influence than the leadership of the organisation.

Furthermore, findings revealed the consistent employment lobbying by the political elites in the society at the detriment of the desired applicant. One of the critical perspectives to this is the continued refusal by politicians to grant female prospective and qualified candidates from the designated group employment opportunities in the municipality. Respondents further buttressed this position that there have been instances when politicians who prefer some specific job roles reserved for qualified females to be filled by a list of male applicants who shared the same political interest with them. This finding further advanced the fact that the pressure from political leadership does not only represent a limitation on the realisation of employment equity in the general sense but reflect a glass ceiling effect on the female gender, which the society perceived as a perfect homemaker than the need to enhance work career.

Regrettably, the failure of the South African government to check the immoderations of politicians in influencing employment equity implementation has increased the spate of a hindrance on employment equity target. This revelation clearly shows how far organisations can go in implementing employment equity policy. All these explanations form a disturbing picture of the political class, specifically with a deviation seen from the responsibilities to provide basic amenities to members of the society to lobbying for employment opportunities while neglecting the importance of employment quota. Similar research findings on political class influence on employment equity have been reported in the literature. Gaertner's (2009) study highlight the limitation of corruption within public service and political class as an epidemic that has eaten deep into the fabrics of public and civil work, thereby engendering limitation on employment equity.

Lastly, result from the factors affecting employment equity also shows the menace of stereotype in job placement as a limitation to achieving employment equity targets. The rising rate of stereotype in many organisations call for urgent attention as it tends to jeopardise the few exertions that have been made with respect to employment equity. For instance, most of

the interviewees explain that the stereotype in employment placement has caused more harm than good in the effort to unite South Africa. Precisely, respondents alluded to the different ranges of workplace stereotypes, including racial, gender and cultural stereotypes, as limitations to employment equity targets. In other words, the effect of the apartheid epoch has caused so many stereotypical and prejudicial traits amongst South African citizens with a reflection on the workplace. In line with this, it was reported that this had prioritised employment quota to the advantage of specific race and gender in the municipality. Correspondingly, the consequence is the failure to attain employment equity targets when employment quotas are distributed based on stereotypes and not representation based on employment equity policy.

Again, another critical revelation from the problems of stereotype in job placement is connected to the refusal of the municipality to employ women with appropriate qualifications for scarce skills positions, especially from the designated groups. This perception is tied to the cultural dogma of the inability of women to perform specific duties as these jobs are for considered for men. Undoubtedly, this development has caused significant damage to employment equity targets in many South African organisations. Existing studies support this finding. For instance, Tewaen and Tharse's (2015) survey on gender and cultural inequality influence on social exclusion and harassment in the workplace explains how discrimination could be engendered by an unacceptable behaviour triggered by stereotype against some persons based on their identification with a specific race or gender.

5.4 TO PROFFER SALIENT POLICY RECOMMENDATION ON HOW THE FACTORS AFFECTING EMPLOYMENT EQUITY CAN BE ADDRESS IN ETHEKWINI MUNICIPALITY, DURBAN, SOUTH AFRICA

To ascertain how the factors affecting employment equity can be addressed in the eThekwini municipality, four distinct measures were identified. These were changed management programme, change in management structure, and close monitoring of progress on employment equity and identifying the needs of the designated groups. First, the measure of change management programme was connected to reorientation programme for addressing organisational culture and stereotypes. Emphasis was given to the role of management leadership to constitute a programme on the mind shift wherein politicians are educated on the need to stop the consistent interference in the implementation of employment equity policy in the municipality. Similarly, findings also explain the need for change management in culture.

This position reflects the unceasing corruption that has become the norm when it comes to the implementation of employment equity. According to most respondents interviewed, the bane of corruption has continued to hinder the effective implementation of employment equity in the eThekweni municipality.

Therefore, a change management programme constitutes instilling ethical, cultural values into the administrative function of the organisation through an appropriate change management programme. Change management programme should precisely address the cultural inclination of people towards employment equity. In other words, this position emphasises how the perception of employment equity as a negative policy by the members of the organisation and community can be adequately addressed through appropriate change management programmes embedded in organisational and community sensitisation. Separate studies by Dina (2016), Thomas, and Robersshaw (2013) support these findings. For instance, Thomas and Robersshaw (2013) highlighted the significance of change management programmes focused on fair and unbiased advertisement and a practical reorientation programme as critical to ensuring effective implementation of employment policy.

Similarly, change in management structure was explained as another measure for addressing factors affecting employment equity by most of the respondents. This result narrates the need for the restructuring of the employment equity policy action and implementation functions from the human resources department to a separate department for effectiveness. This revelation resonates with conventional practice in many organisations where employment equity implementation is administered with other human resource functions. Accordingly, evidence from most respondents explains how these functions have been interfering with the implementation of employment equity. Consequently, change in management structure was discussed with the need to effectively address the issues in the application of employment equity in the municipality.

For instance, the culture of not accepting women into leadership roles need to be looked at, and an effective change management programme initiative constituted to address such. Lastly, change management structure in providing a conducive work structure for people with disabilities was indicated as an essential change initiative to addressing issues affecting employment equity in the municipality. This result forms the basis for the need for an inclusive change programme structure that will effectively address the plight of the designated group. Research by Kalina (2008) validates these research findings. The author stressed the

importance of workplace typography and organisational policy as essential measures for achieving employment equity target.

Among other measures proffered for addressing factors affecting employment equity was the need for close monitoring on the progress of employment equity policy and implementation plans. There are indications from the findings of this study that many the employment equity policy have remained non-implemented by managers of the eThekweni municipality, therefore hindering the inclusion of qualified designated groups into the organisation. Other concerns for the non-implementation of employment equity policy is not distanced from political interest. However, to address this, findings reveal the need for close monitoring of the progress of employment equity implementation in the municipality.

Further narratives were shared on the importance of close monitoring of the employment equity progress. For instance, it was gathered that the need for monitoring functions of the employment equity implementation could aid in the identification of designated groups who are victims of employment inequity with appropriate action taken to address this. Similarly, findings gathered revealed that close monitoring functions should be extended to human resources issues such as promotion and remuneration where inequalities are rife within an organisation. Studies have shown the significance of close monitoring of the progress of employment equity as an essential criterion for addressing employment equity challenges. For instance, Powell and Bitterfield (2013) and Smit and Cronje's (2013) separate studies have highlighted the importance of monitoring and evaluation programmes as a conduit towards addressing challenges affecting employment equity.

Lastly, the findings show the importance of identifying the needs of the designated groups. Evidence from this finding clearly indicates that to address the myriads of factors affecting employment equity, efforts must be channelled towards identifying the needs of the designated groups. In other words, familiarity with their needs and wants will help in the effective implementation of the employment equity policy. For instance, findings show the importance of considering the needs of the designated group in the areas of a conducive work environment for people with disability, such as, for example, the provision of elevators and advanced technology for blind employees. Kalina (2008) explains the significance of a conducive workplace setting for people with disability as one of the ways of addressing the arrays of issues affecting employment equity targets.

5.5 CONCLUSION

In line with the objectives sets out in this study, chapter two captured the review of relevant themes through empirical accounts; and this chapter detailed a discussion of the major findings with the aim of validating or invalidating existing studies. The findings were discussed and explained by linking the findings of the study with the theoretical framework established in chapter 2. The next chapter provides conclusions and recommendations based on the major findings discussed in this chapter.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1 INTRODUCTION

This chapter of the study presents the major highlights of the survey. Using a qualitative research approach, regarding the eThekweni municipality, the focus of the study has been to understand factors affecting employment equity. The first section of this chapter explains the summary of each chapter, while the second provides an overview of significant findings from the study. For the third section, conclusions were inferred based on the significant findings from the study. In contrast, the last part proffers recommendations and major implications from the survey of ways to effectively address the constellation of factors affecting employment equity in the eThekweni municipality.

6.2 CONCLUSIONS ON THE MAJOR FINDINGS OF THE STUDY

The conclusions on the major findings of the study were broken down into conclusions stemming from the literature review, and conclusions from the qualitative data findings. These conclusions are presented in the sections that follow.

6.2.1 Conclusions on the Literature Review

Several research workers exposed the constellation of factors affecting employment equity. In contrast, the enormous number of these studies were conducted outside the context of this study, leaving a research chasm to be filled. Precisely, among the crucial themes reviewed in the literature review include an overview of the eThekweni municipality employment equity plan, a critical evaluation and critique of the South African Employment Equity Act of 1998 and a conceptualisation of employment equity. Others are employment equity programmes, factors affecting employment equity and modalities for addressing factors affecting employment equity, while the Equity and Organisational Justice Theories forms the theoretical leanings.

6.2.2 Conclusions on the Qualitative data findings

The significance of recognizing factors affecting employment equity provides an essential platform for addressing the challenges impacting on the social and economic sustenance of

designated groups and other deprived members of the community. With the increasing number of inequalities seen in terms of employment quotas in South Africa, literature tends to puncture this narrative from the perspective of how the black communities have been long deprived access to equal employment in South Africa. However, amongst these communities of black South Africans, there is little known of how the eThekweni municipality has been affected, thus justifying the essence of this investigation. While this has provoked the basis for not only determining the factor affecting employment equity in the eThekweni municipality, it has also coalesced with the need to proffer workable strategies for addressing the impact of these factors on the attainment of employment equity in the eThekweni municipality.

The socio-demographic profiles of respondents show that the population of study had more men than women. Besides, the results show that only the occupational unit of the organisation shoulders the lowest number of representatives that participated in the study. The educational qualification of the respondents revealed that the majority are holders of the Higher National Diploma or a bachelor's degree. Similarly, the result reveals that most of the respondent represented by 66.6% have been with the municipality for a maximum of 10 years. In terms of age, the results show that most of the respondents were between 41-50 years at the time of this study.

This study showed three different employment equity goals, inclusive initiatives, sufficient budget, and women empowerment that are employed as programmes to achieve employment equity in the eThekweni municipality. However, there exists a disparity in the utility of these goals towards the realisation of employment equity. For instance, the purpose of inclusive initiatives was predicated on the need for the inclusion of all and sundry, especially the designated population in the discharge and implementation of employment policies with recourse to segregation based on sex, gender and race. By extension, the need for the inclusive initiative is summarised in terms of addressing the popular perception about the women gender being not fit for some particular jobs. For sufficient budget goal, the findings summarised the importance of budget required for the recruitment of persons, specifically from the designated groups for meeting the employment equity target. The purpose of sufficient budget is therefore summarised to mean that earmarking appropriate budget can foster an overall level of participation in employment opportunities from people who have previously been denied employment equity. Specifically, the need for sufficient budget was tailored to the recruitment of more women, especially from the designated groups who are more vulnerable to

employment equity problems, particularly with the cultural and societal dogmas tied with the roles of women.

On the goal of women empowerment as a critical component of the employment equity programmes employed in achieving employment equity in the eThekweni municipality, the study shows the importance of empowering women as a veritable tool for achieving employment equity. For instance, the finding reveals the importance of assistance education and leadership capacity development programme for women empowerment, especially for women from the designated groups. This initiative can, therefore, be summarised in terms of empowering women to rise far and above the societal limitations placed on them, especially to be adequately developed for workplace opportunities and towards the realisation of employment equity target. Interestingly, it was showed that one of the critical components of ensuring robust women empowerment for the achievement of employment equity is the need for unceasing community-based campaigns on the importance of women empowerment to address the void, in terms of employment, created by cultural and social belief systems. Indeed, this finding also supports the significance of educating members of the public on the constraint placed on the women, thus hindering their full potential in employment opportunities in comparison to men. Again, this study indicated that while women have suffered discrimination and marginalisation in terms of employment equity, the need for self-empowerment can effectively support their course towards realizing employment equity.

Several factors affecting employment equity were also unearthed. The results revealed the element of difficulty in recruiting and retaining scarce skills for the realisation of employment equity in the eThekweni municipality. This finding is indicative of the sparse number of people with scarce skills qualifications and experiences, especially among the designated group to fill the vacuum of employment equity in the municipality. Again, this finding reveals the consistent effort of the South African government through the Department of Higher Education and Technology in ensuring that designated groups, with emphasis on the black community, are trained in scarce skills qualification as a path towards achieving employment equity. Again, the study showed the snag of insufficient resources as a factor hindering the practical realisation of employment equity in the eThekweni municipality. For this factor, it was revealed that the non-availability of sufficient funds greatly impeded the dissemination of effective communication on employment equity policy and implementation plans within the organisation and the broader community.

In other words, the study makes a case that poor communication strategy with respect to employment equity will continue to engender employment equity problems in the municipality. Similarly, this finding is also anchored on the lack of sufficient resources such as those that will address the plight of people with disability in the organisation, such as the provision of elevators. The study found that the absence of major amenities such as this is a critical factor affecting employment equity in the context of the organisation.

Furthermore, the study showed the barrier of a clear-cut clarity in the implementation of employment equity policy in the eThekweni municipality as a factor constraining employment equity targets. To this end, the ambiguous practices employed in the implementation of employment equity policy has engendered several setbacks for the realisation of employment equity target in the eThekweni municipality. In other words, this inconsistency is connected to non-compliance issues among managers in the implementation of the employment equity policy. For instance, findings show the bane of attitudinal and behavioural disposition of managers as a crucial element affecting the clarity of employment equity in the eThekweni municipality. In addition to this factor, the study also shows the lack of commitment to the implementation of employment equity policy in the eThekweni municipality. This finding posits a great challenge with respect to employment equity target. For instance, the failure of being committed to the philosophy of employment equity by the leadership and other policymakers of the eThekweni municipality

Again, the problem of political influence from the leadership of the political class was sighted as another critical factor affecting the realisation of employment equity in the eThekweni municipality. The findings reveal the consistent hijacking of employment slots by politicians and in many instances, the replacement of female applicant with their male cronies. Accordingly, this was explained to be hindering the attainment of employment equity, especially for women in the cohorts of the designated group. Lastly, the concern of stereotype in job placement was also uncovered as a factor constraining the realisation of employment equity. This concern was narrated concerning the different stereotypical behaviours evident in the workplace such as racial, gender and cultural stereotypes as a factor limiting employment equity target in the eThekweni municipality.

However, salient measures were narrated on the plausible ways of addressing the factors affecting employment equity in the eThekweni municipality. For instance, the need for a change management programme was offered as a critical element towards the realisation of

employment equity in the eThekweni municipality. Similarly, the emphasis was placed on a change in the management structure. For instance, the study identified the need for the transfer of the employment equity policy action and implementation functions from the responsibility of the human resources department to a standalone department. Besides, close monitoring of employment equity implementation programmes was also proffered as an essential means of addressing the arraying of factors limiting the realisation of employment equity in the eThekweni municipality. The emphasis here was on the need for consistent evaluation and update of trends and activities of the employment equity target. Lastly, identifying the needs of the designated groups such as the provision of the conducive work environment for people with disabilities was advanced as an essential step in addressing the factors affecting the employment equity in the eThekweni municipality.

6.3 RECOMMENDATIONS

Fundamentally, research of this magnitude with interest on the study of an organisation necessitates proffering policy implications. On this note, the policy recommendations offered are highlighted from the findings uncovered from this study. Employment equity is robustly driven by existing legislation, while policymakers are appointed for the implementation of this policy. The results emanating from this study reflect both policy and academic implications. Therefore, it is essential to state that the realisation of employment equity in the eThekweni municipality requires a developmental agenda that will seek to capture the many problems of employment equity. The following recommendations are accentuated.

6.3.1 Awareness of the Need for Women Empowerment and Development Initiative

It is recommended that a strategic effort, in terms of women empowerment and development initiatives, be put in place to curb the increasing employment discrimination against women in both the workplace and the broader society for realistic attainment of employment equity target. For instance, awareness within the workplace can be achieved through constant emails, flashpoint and other communication gadgets for the importance of women development and empowerment as the only yardstick for a realizable employment equity policy. Within the larger community, the municipality can embark on a wide range of campaigns and sensitisation, especially in designated black communities through live concerts, billboards and other approaches by way of bringing to the consciousness of community members the significance

of women empowerment and development in order to close the gap on employment equity, especially those created by cultural and social constructs. Specifically, the leadership of the municipality must not rest on its toes, as more consciousness can be aroused among members of the designated group in line with the pursuit of employment. Thus, it is in the interest of this that the leadership of the eThekweni municipality must invest in many awareness campaigns about women empowerment to achieve employment equity.

6.3.2 Robust Monitoring Function by the Department of Labour

It is acknowledged that the leadership of the eThekweni municipality is responsible for the implementation of the employment equity policy within the jurisdiction of the municipality. However, one crucial finding revealed that the leadership of the municipality has mostly not been committed to the ethos of the employment Equity Act. On this, the study recommends that the South African department of labour should identify with the responsibilities of monitoring the activities of municipalities on the progress of implementation and compliance with the Employment Equity Act.

This recommendation becomes critically crucial in line with the several instances of employment inequality due to lack of commitment on the part of those assigned to implement employment-related policies. Therefore, reducing the incidences of employment inequality is connected to ensuring effective monitoring of especially those that have to do with implementation function. In other words, this component of the recommendation will be inadequate without a call for a robust political will on the part of the department of labour in her monitoring functions. In South Africa, most of a hindrance to practical tasks of institutions of government is practically hinged on ineffective political will. This study, therefore, recommends an appropriate measure of political-will on the activities and features of the department of labour towards ensuring full compliance and commitment to the implementation of employment equity policy.

6.3.3 Addressing Political Pressure and Corruption

In a bid to attain employment equity in the eThekweni municipality, the increasing political pressure and corruption among the political elites must be given serious attention. To this end, this study recommends that the eThekweni municipality constitute a committee where cases of lobbying for employment because of political pressure are addressed. Importantly, it is appropriate to highlight that the problem of corruption has eaten deep into many public entities like the eThekweni municipality and has remained a significant factor hindering employment

equity. Therefore, the expected realisation of employment equity should not be separated from a holistic cleansing of the municipality free of corrupt practices inimical to the understanding of employment equity.

In line with the above, the leadership of the eThekweni municipality must realise that any efforts aimed at achieving sustainable employment equity target must be connected to a clear separation from politicking and corrupt practices. In addition to this, there must be sanctions to punish political saboteurs of the implementation of the employment equity policy. This milestone can be achieved with an amendment of the employment equity Act no 55 of 1998, where punishment for political pressure and other corrupt practices capable of disrupting the realisation of employment equity is legislated.

6.3.4 Education and Enlightenment in the Area of Scarce Skill Education and Training

One of the chief problems affecting the realisation of employment equity in South Africa is the unavailability of scarce skills. Therefore, the study recommends that the department of higher education and technology must come to terms with the significance of rare skills education through continuous learning and enlightenment. Importantly, this recommendation becomes essential as it will aid in addressing the employment equity gap in scarce skills, especially from the designated groups. To this end, the eThekweni municipality must play a crucial role through useful support function of limited skills training to meet up with the challenge of employment equity in this area.

6.4 AREAS OF FURTHER RESEARCH

The emphasis of this study has been on understanding factors affecting employment equity in the eThekweni municipality. With the focus being on a singular unit of case study, the research suggests a comparative study between the eThekweni and Zululand municipalities. This will produce a clearer picture of employment equity trends based on municipality arrangement.

The focus of this study has been on factors affecting employment equity. Future studies can interrogate the relationship between employment equity within the context of gender discrimination from a different perspective. This can further enhance the social and cultural perspective with respect to gender equality in terms of employment equity. Lastly, a similar study can be replicated in the informal sector. This can largely explain the dynamics of employment equity in this vital sector of the South African economy.

6.5 CONTRIBUTION OF THE STUDY

This study contributes to the body of literature by concluding that inclusive initiatives, sufficient budget and women empowerment are essential goals for the realisation of employment equity programmes in the eThekweni municipality. Thus, the municipality, in a bid to effectively implement employment equity policy, must strategically align these goals with its employment equity programmes. While women are affected continuously by cultural dogmas, in terms of employment equity, initiating an empowerment programme has the potential of bringing employment equity targets closer with a good number of women representations in employment. The study also argued that, with the evidence of several factors affecting the attainment of employment equity in the eThekweni municipality, there are severe consequences from a lack of realisation of employment equity.

The perception that the Employment Equity Act No 55 of 1998 is robustly legislated to address employment equity challenges becomes dwindled with these arrays of constraining factors. Therefore, the study reasoned for a strategic effort in terms of policy evaluation as the most potent means of addressing these challenges. This view suggests that employment equity policy and action plan are robustly valued as tools for resuscitating the principle of employment equalities. On this note, the study proposes varying conclusions on the roles and responsibility of eThekweni policymakers concerning achieving employment equity in the municipality. While this role is religiously pursued, it is hoped that the struggle of achieving employment equity targets will be positively affected.

Besides, the study emphasised that a precise evaluation and the integration of effective change management programme, change in management structure, close monitoring of progress on employment equity and identifying the needs of the designated groups are an important milestone towards addressing the challenges of employment equity in the eThekweni municipality. Importantly, the policymakers of the eThekweni municipality must acknowledge this and come to terms with the reality of the problems affecting the realisation of employment equity target in the municipality. In other words, a high number of the designated groups will continue to be victims of employment inequality if the factors affecting employment equity are not appropriately addressed. Therefore, identifying these essential guides posit significant attribute towards addressing the challenges of employment equity. Lastly, the study hopes to

further contribute by stimulating a robust discourse on the best practice approaches for addressing the constellation of issues affecting employment equity in the eThekweni municipality.

6.6 LIMITATIONS OF THE STUDY

The following limitations were encountered during the course of the study:

- Limitations on sample size have emerged as only 9 interviews were performed due to practical constraints. Some of the themes had reached saturation, but a broader sample may have produced better insights and allowed for a better creation of the themes that emerged during the data collection process.
- The study and interpretation of qualitative data is subjective and biases might have crept into study due to the researcher's perceptions and views. To counter this, review of theory and interpretation of the findings have been triangulated to explain how results relate to current research and other legislative and policy contexts. Furthermore, the use of qualitative software in the form of Nvivo provided an alternative perspective on the common themes emanating from the interviews.

6.7 CONCLUSION

In South Africa, issues relating to employment equity have long been on the agenda of the government, especially after the emergence of the new South Africa in 1994. One of the present legislations set out to address the snag of employment equity is the Employment Equity Act No 55 of 1998. Sadly, however, many South Africans have remained silent on questioning how this legislative policy has been used towards affecting designated people and consequently attaining employment equity targets. In line with the significant findings uncovered in this study, it is essential to highlight that any serious legislation must seek to address the plight of those considered victims of employment equity. Therefore, this becomes important as evidence of issues affecting employment equity are well connected to the need for appropriate policy legislation and framework. Nonetheless, the study concludes that more is envisaged from the

leadership of the eThekweni municipality by chatting for a robust remedy to the long-standing issue of employment inequality in the municipality.

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APPENDICES

APPENDIX A: ETHICAL CLEARANCE CERTIFICATE



25 November 2019

Mrs Thabile Makhanya (216072193)
School Of Man Info Tech & Gov
Westville Campus

Dear Mrs Makhanya,

Protocol reference number: HSSREC/00000863/2019

Project title: Factors affecting Employment Equity in the eThekweni Municipality, Durban, South Africa

Full Approval – Expedited Application

This letter serves to notify you that your application received on 21 November 2019 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL**.

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

This approval is valid for one year from 25 November 2019.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

Yours sincerely,



Professor Urmilla Bob
University Dean of Research

/dd



Humanities & Social Sciences Research Ethics Committee
Dr Rosemary Sibanda (Chair)
UKZN Research Ethics Office Westville Campus, Govan Mbeki Building
Postal Address: Private Bag X54001, Durban 4000
Website: <http://research.ukzn.ac.za/Research-Ethics/>

Founding Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville

INSPIRING GREATNESS



Supervisors Permission to Submit Thesis/ Dissertation for Examination

Name: Thabile Makhanya		No: 216072193	
Title: Factors affecting employment equity in the eThekweni municipality, Durban, South Africa			
Qualification: MCom (Management)		School: Management, Information Technology and Governance	
		Yes	No
To the best of my knowledge, the thesis/dissertation is primarily the student's own work and the student has acknowledged all reference sources		x	
The English language is of a suitable standard for examination without going for professional editing.		x	
Turnitin Report: 2%		Satisfactory	
Comment if % is over 10%:			
I agree to the submission of this thesis/dissertation for examination		x	
Supervisors Name: Dr. Mervwyn Kenneth Williamson			
Supervisors Signature: 			
Date: 18 January 2021			
Co- Supervisors Name: Dr. Ayansola Ayandibu			
Co- Supervisors Signature:			
Date: 18 th January, 2021			

APPENDIX B: ETHICAL CLEARANCE CERTIFICATE



UNIVERSITY OF
KWAZULU-NATAL
INYUVESI
YAKWAZULU-NATALI

25 November 2019

Mrs Thabile Makhanya (216072193)
School Of Man Info Tech &Gov
Westville Campus

Dear Mrs Makhanya,

Protocol reference number: HSSREC/00000863/2019

Project title: Factors affecting Employment Equity in the eThekwin Municipality, Durban, South Africa

Full Approval – Expedited Application

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

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To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

Yours sincerely,



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Founding Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville

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APPENDIX C: GATEKEEPER'S LETTER



Date: 2 April 2019

To whom it may concern

Re: Gatekeepers Letter

I kindly seek permission for Mrs T Makhanya to conduct a study at eThekweni Municipality. Mrs T Makhanya is a Masters of Commerce in Management student at the University of KwaZulu-Natal, Westville Campus. Her student number is 216072193. The title of her dissertation is "An assessment of the factors affecting Employment Equity in the eThekweni Municipality, Durban, South Africa". In order to accomplish the objectives, set out in her study, Mrs T Makhanya intends interviewing Eight (8) Senior Managers and Two (2) Shop Stewards within the Corporate and HR Cluster of the eThekweni Municipality.

Should you need any further information or confirmation, please contact me by email (williamsonm@ukzn.ac.za) or by telephone at 031 260 2172.

Yours sincerely,



Dr Mervyn Kenneth Williamson
Lecturer and Supervisor: School of Management, IT and Governance
University of KwaZulu-Natal
Westville Campus

I, Dr Mervyn Kenneth Williams in my capacity as Supervisor hereby give permission to **Thabile Makhanya (Student No: 216072193)** to conduct research in your company.

The student ~~MAY/MAY NOT~~ (delete whichever is not applicable) use the name of the company in the dissertation.

K MAKHATHINI



HEAD

CORPORATE AND HUMAN RESOURCES

DATE: 08 April 2019

APPENDIX D: LETTER OF INFORMED CONSENT



COLLEGE OF LAW AND MANAGEMENT

SCHOOL OF MANAGEMENT, INFORMATION TECHNOLOGY AND GOVERNANCE

MCOM (Management) Research Project

Researcher: Thabile Makhanya (Tel: +27 83 366 3258)

Supervisor: Dr. Mervwyn Williamson (Tel: 031 260 2172)

Co-supervisor: Dr. Ayansola Ayandibu (Tel: +27719270108)

Informed Consent Document

Dear Participant,

My name is **MAKHANYA, THABILE (216072193)**. I am a Master of Commerce (MCom) candidate studying at the University of KwaZulu-Natal, Westville Campus, South Africa. The title of my research is Factors affecting Employment Equity in the eThekweni Municipality, Durban, South Africa. I am interested in administering a questionnaire/interviewing you so as to share your experiences and observations on the subject matter.

Please note that:

The information that you provide will be used for scholarly research only.

- Your participation is entirely voluntary. You have a choice to participate, not to participate or stop participating in the research.
- Your views to the self-administered questionnaire/interview will be presented anonymously. Neither your name nor identity will be disclosed in any form in the study.
- The self-administered questionnaire/interview will take about 30-45 minutes
- The record, as well as other items associated with the interview, will be held in a password-protected file accessible only to my supervisor and me. After a period of 5 years, in line with the rules of the university, it will be disposed by shredding and burning.

If you agree to participate please sign the declaration attached to this statement (a separate sheet will be provided for signatures)

I can be contacted at School of Social Sciences, University of KwaZulu-Natal, Howard College Campus, Durban. Email: 216072193@stu.ukzn.ac.za Cell: +27 83 366 3258. My supervisor is Dr. M Williamson who is located at the School of Management, Information Technology and Governance, Westville Campus of the University of KwaZulu-Natal. Contact details: email 031 260 2172 Phone number:

The Humanities and Social Sciences Research Ethics Committee contact details are as follows: Ms. Phumelele Ximba, University of KwaZulu-Natal, Research Office, Email: ximbap@ukzn.ac.za, Phone number +27 31 260 3587.

Thank you for your contribution to this research.

APPENDIX E: DECLARATION

I..... *(Full names of participant)* hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire. I understand the intention of the research. I hereby agree to participate.

I consent / do not consent to have this interview recorded (if applicable)

SIGNATURE OF PARTICIPANT

DATE

.....

APPENDIX F: RESEARCH INSTRUMENT: INTERVIEW SCHEDULE

SECTION A – Demographic Data

1. Gender

Male Female

2. Unit

eThekwini Municipal academy	Organisational Development and Change Management	Corporate Human Resources	Occupational Health and Safety	Shop Stewart IMATU	Shop Stewart SAMWU
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3. Educational qualification

School cert. and below	National diploma	Higher national diploma/ Bachelor's degree	Master's degree	PhD
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4. Work experience

Up to 5 years	6-10 years	11-15 years	16-20 years	21years and above
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5. Age group

18-30 years	31-40 years	41-50years	51-60years	61years and above
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SECTION B

Q1: In your opinion, what are the factors affecting the achievement of employment equity in eThekweni Municipality?

Q2: How has the institution of employment equity programmes strive in achieving its goals?

Q2.1 Can you give any known success story?

Q3: How do you think these factors can be addressed for sustainable employment equity?

Q4: How can you describe the impact of employment equity on the Municipality in general?

Q5: In your own opinion what are the conditions advancing these factors and why?

Q6: Do you think enough efforts have been made by relevant authorities to addressing the problem of employment equity and why?

Q7: Any further remarks?

APPENDIX G: EDITORS RECEIPT



CHIEFEditors
We are here to serve!

Come to us for:

High Quality Work
Original Work
On-time Delivery
Privacy
24/7 Support
No Plagiarism
No Hidden Charges
and Many More!



Dear Sir/madam

Re: Confirmation of editing and proofreading

This letter serves to inform the responsible authorities that the work authored by **MAKHANYA THABILE (216072193)**, has been proofread and edited by our team to the best of its ability. Our editing involves spelling check, punctuation, grammar, sentence construction, word reduction, cross reference citations, reference check, basic formatting, presentation style and other mechanics of the English language. No technical alterations have been made.

Corrections were made using track changes which have been clearly outlined for the author's reference.

For more information, please do not hesitate to contact me on the details provided below.

Yours,



B. Mutsvene (Coordinator)

bmutsvene@gmail.com or sowcor@chiefeditors.co.za or 074 610 7416 or 063 022 3162)