

UNIVERSITY OF KWAZULU-NATAL

**The impact of a generic enterprise broad-based black economic empowerment strategy on
employee satisfaction**

By

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A dissertation

**submitted in partial fulfilment of the requirements for the degree of Master of Business
Administration**

Graduate School of Business & Leadership College of Law and Management Studies

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2022

ACKNOWLEDGEMENTS

Primarily, to my Lord and Redeemer Jesus Christ thank you for giving me the forte, wisdom, knowledge and understanding to complete my Master's degree of Business Administration.

Secondly, to my parents, siblings, and church family thank you for always encouraging and supporting me throughout my studies. If it was not for the life lessons, I learnt through humble beginnings I would not be who I am today.

To my loving husband Tyran Lee Naidoo, thank you for your love, inspiration, and unique way of supporting and understanding me throughout this journey.

I would like to show gratitude the directors of the chemical enterprise for always supporting my vision and inspiring me to reach higher goals and funding my studies. Your confidence in me is highly appreciated.

Professor Ana Martins, I could not have asked for a more passionate, understanding, and dedicated mentor. All your support has driven me to complete this milestone, I thank you.

Lastly, to all the respondents who took part in this study, your contribution is highly appreciated.

ABSTRACT

This study seeks to explore the impact of a generic enterprise broad-based black economic empowerment (B-BBEE) strategy on employee satisfaction in South Africa. The objective of this study is threefold and aims to identify factors considered when developing a generic enterprise B-BBEE strategy; determine whether the generic enterprise B-BBEE strategy is aligned to the B-BBEE Act; and to assess the impacts of the generic enterprise B-BBEE strategy on employee satisfaction. A quantitative research approach was adopted to gain knowledge and objective data for this study. The study began by conducting explanatory research at a chemical manufacturing enterprise based in Durban, South Africa with the aim to determine the cause-and-effect relationship of an enterprise B-BBEE strategy on employee satisfaction. The study sample population consisted of 113. The population was sub grouped into employers and employees which equated to 108 employees and 5 employers of which 96 employees and 5 employers participated. Two questionnaires were generated for data collection. Descriptive analysis was performed to obtain statistical information on the percentage frequencies, mean and standard deviations of the collected data to draw measurement of the objectives. The findings revealed that the enterprise B-BBEE strategy was found to be aligned to the B-BBEE Act's five scorecard elements which is a priority, and a mandatory requirement to achieve B-BBEE compliance for a generic enterprise. Further to this alignment it was identified that the generic enterprise B-BBEE strategy includes B-BBEE initiatives and training opportunities for employees and communities of which employees agree contributes to their education and welfare. Recommendations were provided for the enterprise to evaluate the B-BBEE legislation requirement timely which will aid with resourceful strategy development, implementation, and continual improvement, to this end future study recommendations could focus on the relationship with, or the impacts of an enterprise B-BBEE strategy on, the performance of the enterprise.

Keywords: Broad-based black economic empowerment, Enterprise development, Employee development, Economic empowerment, Employee satisfaction, Strategy

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
TABLE OF CONTENTS	iv
LIST OF TABLES	ix
LIST OF FIGURES	xi
LIST OF ACRONYMS AND ABBREVIATIONS	xii
1 CHAPTER ONE: RESEARCH OVERVIEW	1
1.1 Introduction	1
1.2 Problem statement	1
1.2.1 Background	1
1.3 Aims of the study	2
1.4 Research questions	2
1.5 Research objectives	2
1.6 Importance of the study	2
1.7 Research focus, scope, and delimitations	3
1.8 Study limitations and assumptions	3
1.9 Chapter framework	3
1.10 Chapter summary	5
2 CHAPTER TWO: LITERATURE ANALYSIS	6
2.1 Introduction	6
2.2 A review of the literature on B-BBEE	6
2.2.1 The B-BBEE framework	6

2.2.2	Supporting legislation and government intervention.....	8
2.2.3	The B-BBEE Act codes	9
2.2.4	The impact of the black economic empowerment initiative.....	11
2.3	Reviewing the literature on the chemical industry in South Africa	13
2.3.1	Historical overview of the chemical industry	13
2.3.2	The chemical enterprise overviews.....	15
2.3.3	The chemical enterprise strategies	15
2.4	Theoretical framework	16
2.4.1	Employee satisfaction	16
2.4.2	Theoretical model	16
2.5	Summary of the chapter.....	18
3	CHAPTER THREE: RESEARCH METHODOLOGY	19
3.1	Introduction	19
3.2	Research methodology	19
3.3	Research purpose and objectives.....	19
3.3.1	Research purpose	19
3.3.2	Research objectives.....	19
3.4	Research type.....	20
3.5	Research philosophy.....	20
3.6	Overview of research design	20
3.6.1	Selection of the research design of this study.....	21
3.6.2	Scope and location of study	21
3.7	Overview of sampling design.....	22

3.7.1	Selection of the sampling design and rationale.....	22
3.8	The survey instruments.....	23
3.8.1	Selection of survey instrument.....	23
3.8.2	Description of instruments reviewed	23
3.8.3	Development of the questionnaires.....	24
3.8.4	Validity of the questionnaire.....	25
3.8.5	Reliability of the questionnaire.....	25
3.8.6	Questionnaire finalisation	25
3.9	Data collection and analysis	26
3.9.1	Data Collection	26
3.9.2	Data collection strategy.....	26
3.9.3	Data Analysis	27
3.9.4	Data capturing protocols and information security.....	28
3.10	Research constraints	28
3.11	Ethical clearance.....	28
3.12	Summary of the chapter.....	29
4	CHAPTER FOUR: PRESENTATION AND ANALYSIS OF RESULTS	29
4.1	Introduction	29
4.2	Reliability of the questionnaire.....	29
4.3	Response rate.....	30
4.4	Demographic information.....	31
4.4.1	Gender.....	31
4.4.2	Racial analysis	31

4.4.3	Age of the participants	33
4.4.4	Highest qualification	34
4.4.5	Occupational level	35
4.4.6	Period of employment at the company	36
4.5	Research objective one	37
4.5.1	Presentation of findings	37
4.6	Research objective two	41
4.6.1	Presentation of findings	41
4.7	Research objective three	43
4.7.1	Presentation of the findings	44
4.8	Summary of chapter.....	54
5	CHAPTER FIVE: DISCUSSION	55
5.1	Introduction	55
5.2	Research objective one	55
5.2.1	Discussion of the results	55
5.3	Research objective two	55
5.3.1	Discussion of results	55
5.4	Research objective three	56
5.4.1	Discussion of results	56
5.5	Summary of the chapter.....	57
6	CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS.....	58
6.1	Introduction	58
6.2	Research conclusions.....	58

6.2.1	Objective one	58
6.2.2	Objective two	58
6.2.3	Objective three	59
6.3	Implications of the research.....	59
6.4	Recommendations for the enterprise	59
6.5	Limitations to the study	60
6.6	Recommendations for future studies	60
6.7	Summary of chapter.....	61
LIST OF REFERENCES		62
ANNEXURE 1: TURNITIN REPORT		67
ANNEXURE 2: INFORMED CONSENT		68
ANNEXURE 3: EMPLOYER QUESTIONNAIRE		71
ANNEXURE 4: EMPLOYEE QUESTIONNAIRE		81
ANNEXURE 5: ETHICAL CLEARANCE		87

LIST OF TABLES

Table 3. 1 Description of the questionnaire’s outline	24
Table 4. 1 Reliability of the questionnaire	30
Table 4. 2 Occupational Level	35
Table 4. 3 Number of years of employment at the company	36
Table 4. 4 Legal statuses of the business	37
Table 4. 5 Business turnover per annum.....	37
Table 4. 6 Enterprise size.....	37
Table 4. 7 “Permanent employees”	38
Table 4. 8 Period of existence.....	38
Table 4. 9 B-BBEE certification.....	38
Table 4. 10 Current B-BBEE level rating.....	39
Table 4. 11 B-BBEE part of your business strategy	39
Table 4. 12 B-BBEE compliance is not our enterprise priority.....	39
Table 4. 13 Registered with a Sector Education and Training Authority (SETA)	40
Table 4. 14 Awareness of B-BBEE	40
Table 4. 15 Element of the B-BBEE act given first preference.....	41
Table 4. 16 Element of the B-BBEE Act given second preference	41
Table 4. 17 Element of the B-BBEE Act given third preference.....	42
Table 4. 18 Element of the B-BBEE Act given fourth preference	42

Table 4. 19 Element of the B-BBEE Act given fifth preference	43
Table 4. 20 Mean Scale.....	43
Table 4. 21 “Advantages of B-BBEE for the employees”.....	44
Table 4. 22 Disadvantages of B-BBEE for the employees.....	46
Table 4. 23 “Advantages of B-BBEE to the business”.....	49
Table 4. 24 “Disadvantages of B-BBEE to the business”	51

LIST OF FIGURES

Figure 4. 1 Employers' Gender.....	31
Figure 4. 2 Employees' Gender	31
Figure 4. 3 Race analysis of the employers'	32
Figure 4. 4 Distribution of the race of employees	32
Figure 4. 5 Employers' Age.....	33
Figure 4. 6 Participant's Age	34
Figure 4. 7 Employers' highest qualification.....	34
Figure 4. 8 Employee's qualifications	35
Figure 4. 9 Employees' period of employment at the company	36

LIST OF ACRONYMS AND ABBREVIATIONS

B-BBEE	-	Broad-based black economic empowerment
BEE	-	Black economic empowerment
DTI	-	Department of Trade and Industry
SANSA	-	South African National Accreditation System
SETA	-	Sector Education and Training Authority
SPSS	-	Statistical Package for the Social Sciences
VUCA	-	Volatility, Uncertainty, Complexity and Ambiguity

1 CHAPTER ONE: RESEARCH OVERVIEW

1.1 Introduction

The progression from apartheid to democracy is a South African legend that has transformed the lives of previously disadvantaged individuals. The legend has over the years become a well-recognised topic, not only in South Africa but around the globe. 1994 the first South African democratic government came into existence. Addressing the issue of inequalities experienced in political, social, and economic spheres became the focus for the government. Since democracy, the South African government has undertaken programmes to stimulate and encourage black people to participate in the economy. In 2003 the first voluntary intervention, the Black Economic Empowerment (BEE) Act, was initiated by the government with the objective aimed at narrowing the prosperity gap between the minority white and majority black populations. Over the years the act has been amended to address broader interventions although remains voluntary. Due to the act being voluntary, companies are unenthusiastic to implement the B-BBEE Act. However, companies who place boundaries by complying with the B-BBEE Act face competitive complications within South Africa. Some of the boundaries include and are not limited to being denied access to business opportunities with government institutes and associated multinational organisations. It is for this reason the study is mainly directed at identifying the impact of a generic enterprise B-BBEE strategy on employee satisfaction.

1.2 Problem statement

1.2.1 Background

Numerous studies on B-BBEE indicate that it is popular however upon reviewing the literature, it was discovered that limited research is conducted on the execution of the B-BBEE Act; and on the same note there are drawbacks on studies which strive to identify the factors considered when developing a generic enterprise strategy. Hence the increased need to research B-BBEE to bridge the research gap by identifying some of the main factors considered when developing a generic enterprise B-BBEE strategy and to determine if the generic enterprise B-BBEE strategy is aligned to the B-BBEE Act. In doing so, it then attempts to assess the impact of the generic enterprise B-BBEE strategy on employee satisfaction.

The enterprise chosen for this study is a South African chemical manufacturing enterprise located in Durban, South Africa, which was established in 1992. The enterprise produces and offers their own branded speciality cleaning products, toll production and maintenance services to third-party customers, and consumable services. The enterprise consists of manufacturing and distribution operations and presents manufacturing capabilities categorised as upstream and downstream. The enterprise has a staffing complement of less than 200 employees and produces an average of 1100 metric tons of product monthly. The enterprise has embarked on obtaining many accreditations to meet regulatory and statutory requirements. However, the one of interest to this study, which is non-mandatory is B-BBEE. The enterprise is currently in possession of a level 5 B-BBEE compliance rating and continually aiming at continuous improvements to obtain a higher B-BBEEE compliance rating.

1.3 Aims of the study

This study motive is threefold and aims to identify factors considered when developing a generic enterprise B-BBEE strategy; determine whether the generic enterprise B-BBEE strategy is aligned to the B-BBEE Act; and to assess the impacts of the generic enterprise B-BBEE strategy on employee satisfaction.

1.4 Research questions

1. What factors are considered when developing a generic enterprise strategy?
2. Is the generic enterprise strategy aligned to the B-BBEE Act?
3. How does a generic enterprise strategy impact employee satisfaction?
4. What impact does a generic enterprise strategy have on employee satisfaction?

1.5 Research objectives

1. To identify the factors considered when developing a generic enterprise strategy.
2. To determine if the generic enterprise strategy is aligned to the B-BBEE Act.
3. To assess the impact of the generic enterprise strategy on employee satisfaction.
4. To verify the impact of the generic enterprise strategy on employee satisfaction

1.6 Importance of the study

The significance of this study is that it provides skilling and informing individuals on the topic of B-BBEE, which is unique to South Africa. Furthermore, it aims to encourage future research on

the topic as it is imperative to conduct, analyse and determine how the B-BBEE Act requirements have been executed to measure the objectives set out in the B-BBEE Act.

1.7 Research focus, scope, and delimitations

The research focuses on obtaining knowledge on how the B-BBEE Act is executed within a generic enterprise. The research scope included exploring the factors which are considered when developing a generic enterprise strategy. To this end, exploring whether the generic enterprise B-BBEE strategy is aligned to the B-BBEE Act and exploring some of the main impacts of the generic enterprise B-BBEE strategy on the satisfaction levels of employees within a Durban based chemical enterprise which specialises in manufacturing chemicals for various sectors namely hospitality, laundry, and food. The occupational levels of the employees and managers consisted of top management, senior management, and professionally qualified, skilled, semi-skilled and unskilled which an occupational categorization based on the Employment Equity Act. The rationale behind this methodology was to ensure full representation of the employers and employees across the various levels of employment within the enterprise.

1.8 Study limitations and assumptions

This study was limited to the objectives set out which have been listed in the sections above and did not explore any other aspects of the generic enterprise. The other notable limitation is the fact that collection of data was done using questionnaires, which have their limitations. Questionnaires are generally structured instruments which permit minimal flexibility to the respondent with regards to the response formats. The main limitations of the questionnaires generated to conduct this includes the low response rates and the inability to probe the main responses given by the research participants.

1.9 Chapter framework

Chapter One: Research overview

The overview of the study is described in chapter one, and this consist of the topic, objectives, aim of the study, research focus, characterisation of the enterprise used of the study and the limitations and assumptions. Lastly the layout of the study is defined per chapter to underpin the research topic.

Chapter Two: Literature analysis

The document analysis pertinent to the research topic and the data concerning aspects of B-BBEE, together with some of its major impacts, are emphasised in this chapter two. On the same note, related studies which have been carried out by other scholars have been discussed. This was to enable those interested in the findings of the study to obtain highly detailed information concerning B-BBEE. Due to the sector of the research study, an overview of the South African chemical industry is provided, and the enterprise chosen.

Chapter Three: Research methodology

The research approach taken for the collection of data is entailed in chapter three. Presentation of purpose and objectives are highlighted, and the tools used to design the survey instrument and analyse the data was described in detail. Lastly the research constraints and ethical clearance was discussed.

Chapter Four: Presentation and analysis of results

The presentation and analysis of the results obtained from respondents are given in chapter four. The discussion mainly entails comparing the results with other research carried out within the same research area. The results of the study are aimed at enabling interested parties to easily construe the results.

Chapter Five: Discussion

The chapter presents the main discussion of the study in relation to each objective in relation to the literature reviewed.

Chapter Six: Conclusion and recommendations

This chapter provides the ending and the recommendations of the research study. It encompasses the study limitations and future studies considerations.

1.10 Chapter summary

This chapter provides an outline into the research study which includes the research objectives, and questions. The philosophical approach and research techniques which have been used for the purpose of data collection are summarised in this chapter as well. The other key aspects which have been explored in the chapter, include the outline, limitations, and theories of the study.

2 CHAPTER TWO: LITERATURE ANALYSIS

2.1 Introduction

Since 1994 a great focus was placed on the South African government to redress discriminations of the past in the political, social, and economic domain. Government's first intervention in 2003 was to develop a black economic empowerment strategy to increase participation of previously disadvantaged individuals. Thus, black economic empowerment began with a strategy of providing opportunities to disadvantaged individuals with an attempt to encourage participation in enterprise ownership and management. Some of the main aspects of the strategy included empowerment of black disadvantaged people to enable them to have direct ownership and control of numerous organisations. While still ensuring development of human resource, employment equity and indirect empowerment via preferential procurement policies, this was mainly geared towards making sure that black people gained from the government tenders (Acemoglu, Gelb & Robinson, 2007). As Andrews (2007) points out, this introduced the advocacy for the inclusion of more black people in the managerial positions in the top government offices, which were previously preserved for the whites. The renowned apartheid rule isolated black Africans from active and direct participation in the running of the government affairs within the state. However, upon the implementation of the Act, many Africans involved themselves in governance which resulted in the South Africa economy becoming inclusive, comprising of whites and blacks. The easy accessibility of the government services by Africans greatly promoted the economic growth of the nation since the marginalized people were taken care of and given equal opportunity in government affairs. Provision of opportunities to the black people further enhanced rapid growth in the country's development plans. Upon the enactment of the Act, the people who initially felt neglected and isolated in the governance of the nation, became dedicated to promoting economic growth of the nation (Cant & Wiid, 2013).

2.2 A review of the literature on B-BBEE

2.2.1 The B-BBEE framework

In the 1980, the Small Business Development Corporation was headed up by Anton Rupert (Jack, 2006:6). In 1994, the African National Congress came into power and at this time the introduction of narrow-based black economic empowerment came into force. Introduction of the Black

Business Council provided a voice of black people and aided with shaping policy (Van der Nest, 2004). The reconstruction and development within South Africans political space promoted further growth and employment. By 1997, the promulgation of the green paper on public sector procurement was done and the black management forum was proposed to provide managerial structure opportunities. Later that year, the BEE commission was established to clearly define BEE and implement the second phase of the BEE strategy. By 2000 the BEE commission released the broad-based approach (Havenga, 2005). In 2003 the BEE Act of 2003(53/2003) was released and the good practice (53/2003: 4/8) was drafted. In 2004 the Act, objectives and suggested practice codes were drafted. The establishment of the BEE council was done in 2007 to promulgate the good code of practice and aid with creating a more broad-based empowerment strategy (Jack & Harris, 2006:37). BEE objectives were issued in 2015 (Van Wyk, 2010). Apart from direct involvement of the business entity with the BEE Act, the business entity had to comply with the already set rules and regulations regarding the operation of Enterprise with the nation. The requirement as stipulated in the procurement Act controlled the manner and the procedure of supplying the government with specific goods and services (Chingwaru, 2014). The availability of a suitable document helped in the verification process, which could be done later as the business operated. The accessibility of the document enables the South Africa National Accreditation System (SANS) to operate even before the government audit general accesses the company. The documents act as the interim verification permit allowing an individual entity to operate within the nation. Upon the verification by the government, the working certificate is issued to the company to enable it to carry out its operations fully, as required by the industrial laws governing the running of the companies (Chinyamurindi, 2016; Emuze & Adlam, 2013; Kleynhans & Kruger, 2014).

The BEE Act of 2003(53/2003) framework was developed to promote black economic empowerment, to establish an advisory council, to empower the minister to issue codes of good practice and to publish transformation charters. A proposal of the codes of good practice emerged in 2007, encompassing the framework for BEE policy and legislation (Department of Trade and Industry, 2018). The BEE Act was mandated to issue work permits to specific sectors of the economy such as agricultural, information and communication technology, and the financial, business, and tourism sectors of the nation (Chingwaru, 2014). The body promoted transparency in the issuing of working licenses without favouritism. The companies, which finally received the

trading license, were legitimate organizations who could deliver the services to people irrespective of their cultural background. The BEE Act was bestowed with the responsibility of verifying the business entities which are interested to trade with the government or any parastatal, and ensuring they comply with the set rules and regulations concerning the nature of the service they wish to provide (Chingwaru, 2014).

In December 2009, the President of South Africa aimed to achieve the legal mandate which was subsequently promulgated in the B-BBEE Act 46 of 2013. This Act appoints an advisory council to evaluate and identify gaps during the implementation of the policy and to direct and monitor the performance of the economy. The revision of the code of good practice begun in October 2013, which outlines the extent of black economic empowerment across all economy sectors. The B-BBEE Act 46 of 2013 was thereof promulgated in May 2015. The B-BBEE Act 46 of 2013 has been reduced from seven elements to five: namely ownership; management control; skills development.; enterprise development and socio-economic development. which are regarded as high priority and mandatory to achieve compliance for a generic enterprise.

2.2.2 Supporting legislation and government intervention

Legal frameworks such as the Skills Development Act, the Employment Equity Act, the companies Act, and the King III report support the effort to maintain equality (Andrews, 2007). The companies act 71 of 2008 is a legal framework to regulate the way companies do business and the King III report addresses corporate governance significance which focuses on aspects of social, environmental, and economic concerns. These provide opportunities for companies to embrace them (PWC, 2018). The King III report, although not mandatory, always takes a “comply/apply or explain” approach that forces companies to initiate corporate social responsibility programmes or to provide justifications concerning some of the main reasons why they have not embraced them. Corporate social responsibility initiatives result from voluntary business decisions and some stem from aiming to be compliant with legislation. The King III report supports the legal framework which aims to address social and economic inequalities experienced during apartheid and as a result companies who abstain from complying with the Act place themselves at risk of being competitive in the country (Andrews, 2007). The DTI offers finance options through the National Empowerment Fund and its other agencies, to assist organisations with the implementation of the B-BBEE Act and with increasing black participation in the economy. The National Empowerment

Fund empowers, fosters, and executes inventive investment and transformation solutions, to sustainable black economic participation (Chinyamurindi, 2017).

2.2.3 The B-BBEE Act codes

A framework for the measure of BEE initiatives failed to exist formally prior to the BEE strategy. The development of the BEE strategy thereof provided an outline of the broad-based scorecard and weighting for each element however failed to provide detail of the measurement principles and the application of the scorecard. In addition to the lack of detailed measuring principles and applications of the scorecards, several sectors began to draft industry charters based on the BEE strategy which resulted in transformation beginning long before the promulgation of the BBEE Act 53 of 2003. Therefore, the need to generate a measure of BEE to accelerate the transformation became evident (Chinyamurindi, 2016). At the end of the nineteen nineties, narrow black economic empowerment become evident which resulted in government introducing a more inclusive approach to empowerment to fill the gap between the first and second economies. The promulgation of the B-BBEE Act 53 of 2003 was done to increase entry of black people into the economy and as a result a strategy for black-based economic empowerment was released which defined transformation imperatives. In this document the first black-based scorecard comprising of seven elements of was promulgated together with their respective weightings out of 100 as per the generic scorecard contained in the codes of good practice (Chinyamurindi, 2017).

The implementation of the B-BBEE Act amended codes commenced in the month of May 2015. With the new codes the government has taken a more intervention approach in transformation with increased emphasis on black ownership (Kruger, 2011). Within the code of good practice all South African companies are divided into one of three categories: namely exempted micro enterprise, qualifying small enterprise, and generic enterprise (Andrews, 2007). The categorisation of the enterprises was established based on the enterprise revenue generated per annum.

According to the B-BBEE Act “companies demonstrating revenue less than R10 million are categorized as exempted micro enterprises. Exempted micro enterprises with 100% black owned business would automatically qualify to be a level one contributor with a 135% recognition level. Exempted micro enterprises with 51% black owned or more branches will automatically qualify to be a level two contributor with a 125% recognition level. The balance of exempted micro

enterprises will benefit from automatically qualifying to be a level four contributor with a 100% recognition level as exempted micro enterprises can facilitate white owned branches. According to the B-BBEE Act companies demonstrating revenue between R10 million and R50 million are categorized as qualifying small enterprises”. For qualifying small enterprises to achieve compliance they will be required to comply with the five elements of the new codes of which three are mandatory. A qualifying small enterprise with 100% black-owned branches will automatically qualify to gain a level one status. A qualifying small enterprise with 51% of black-owned branches will automatically qualify to gain a level two status. According to the B-BBEE Act companies demonstrating revenue of R50 million and greater are categorized as generic enterprises. For a generic enterprise to achieve compliance it is mandatory for them to comply with all five elements as per the act requirements.

The mandatory requirements pose huge business implications for generic enterprises. To obtain a good compliance status, generic enterprises must establish and implement a structured plan which incorporates compliance to all requirements. The majority of the cost will stem from skills development initiatives and recruitment (Baloyi, 2012). The stakes for the new B-BBEE transactions are very high and generally have a meaningful effect on corporate companies within South Africa. The threshold for the main B-BBEE transactions is R25 million (Musabayana, 2012). The new generic scorecard is found to be stricter in its scoring approach, compliance levels and the manner in which the status is calculated. The categories for compliance levels under the old codes were seven: namely ownership, management control, employment equity, skills development, preferential procurement, enterprise development and social economic development. Under the new codes listed in the B-BBEE Act 46 of 2013 there are five categories of compliance: enterprise development and preferential procurement have been combined and the management control, employment equity, ownership, skills development and enterprise and supplier development have been prioritised on the points scale. Higher points are being awarded for black ownership and employment and social change. The focus has moved from job creation solely, to promotion of learning. The current B-BBEE Act indicates that up to 6% of the annual payroll for a generic entity must be earmarked for skills development compared to 3%; additionally, gender recognition is also considered on generic entities above R50 million turnover. The category has made it difficult to meet the new scoring criteria due to the higher compliance

rankings (Luiz & Gaspari, 2007). One of the major differences between the previous and current B-BBEE Act codes of good practice is the enactment of fronting which is defined as “pretending to be compliant or providing false information related to the B-BBEE Act”. Organisations found to be fronting face penalties of fines and or imprisonment. Further amendments of the Act include the commission playing an advocatory role to oversee complaints. Listed entities which form part of the bulk of compliance enterprises have additional requirements to adhere to which is submission of an annual compliance report to the commission for evaluation (Musabayana, 2012).

2.2.4 The impact of the black economic empowerment initiative

Upon implementation of the initiative, the public and private sectors have experienced increment in the number of blacks in managerial position. Additionally, the level of professionals in various career fields have increased dramatically since the adoption of the policy. Furthermore, the all-inclusive government promoted the nation’s economic growth on all occupational levels as compared to when most of the management roles were preserved for the whites (Chinyamurindi, 2016).

The initiative enhances economic transformation in which blacks are recognized in the decision-making process (Habib & Padayachee, 2009). As a result, the disadvantaged citizens felt they were respected and fully devoted their time and effort in running and serving South Africa. The sense of ownership was seen in the management process and all people were more motivated to work (Chingwaru, 2014). Both whites and blacks worked together to maximize the possible opportunities within the South Africa. The present variety of ideas and opinions within the management system of organisations stimulates the productivity and prosperity of different sectors of the economy which indicates the reflection of transformation. In comparison, the rate of economic growth prior to the implementation of the BBE Act varied greatly. The economic growth rate before the Act was slower as compared to when the Act was fully implemented (Chinyamurindi, 2017; Emuze & Adlam, 2013; Musabayana, 2012).

The B-BBEE Act has promoted black people representation sustainability in ownership and management structures within organisation whereby previously whites managed most of the top-level jobs in both government and the private sectors (Van der Nest, 2004). Blacks were rarely involved in the managerial positions. At the same time, whites majorly owned most of the private

properties and blacks would only be allowed to provide the labour under the instructions of the white manager. As a result, blacks rarely got the opportunity to exercise their skills since they could not get access to the managerial positions despite getting good education and attaining professional certificates (Kleynhans & Kruger, 2014; Chinyamurindi, 2017).

The initiative advocated for the equitable distribution of available resources to all people. It provided directives concerning the nature in which the society, workers, and the cooperatives were to manage and handle both the existing and the new resources. The accessibility of the resources was made open to all people irrespective of their race or the tribe (Kruger, 2011). The available resources were fairly distributed among the people. It further enhances accessibility to available economic opportunities for people, making them more independent and well equipped with the necessary requirements to develop the economy of the nation. The BBEE Act also promoted training in various fields to get the basic skills, which are important in promoting entrepreneurship opportunities to help more people become self-independent. Accessibility to infrastructures was thus enhanced by the Act (Kleynhans & Kruger, 2014; Knight, 2014; Kruger, 2011).

The Empowerment Act emphasized the need to involve black women in ownership and management of new and existing companies within the community (Basu, 2018). Initially, women were refused the opportunity to participate in active running of businesses. However, upon the implementation of the Act, many black women were trained in various fields of the economy to help in the management of these companies (Kruger, 2011). The Act also ensured that women got access to economic activities within society, making them more reliable and independent to take up more tasks without necessarily depending on men. In the craft industries, many black women were given training to take part in the textile industries where they could make clothes and other ornaments used for purposes of decorations (Luiz & Gaspari, 2007; Chingwaru, 2014; Kruger, 2011).

The Act promoted several investment programmes that encourage black people to fully participate in activities, which aim at attaining sustainable development and prosperity of the community. The government committed itself in conducting the economic research which focused on identifying opportunities and resources within the society to exploit them to help the people have better living

standards (Musabayana, 2012). The program helps blacks in South Africa to become independent through using available resources to sustain themselves. From the initiative, many Africans have opened small enterprises and with the skills they got from the initiative, they run the business smoothly (Cant & Wiid, 2013). Currently, many companies in South Africa are run and managed by Africans who made good use of the opportunity and opened small enterprises, which later grew into larger companies (Emuze & Adlam, 2013). Many blacks in the South Africa are living better quality lives since they accepted the transformation and transformed their business idea into reality to generate income for sustenance and economic production (Van der Nest, 2004; Chinyamurindi, 2017; Cant & Wiid, 2013).

The programme empowered the rural and local communities by promoting economic activities within their reach so that they could participate in the developing agenda. The locals in rural areas who had access to large pieces of land were educated on new farming technologies, which could be used to maximize the profit from their land. Additionally, the initiative promoted access to finance to facilitate the development agenda of blacks that could not easily access finances to expand their branches (Van Wyk, 2010; Acemoglu, Gelb & Robinson, 2007).

Indeed, the B-BEE Act ensured great achievement in the economic growth of the South Africa. However, some scholars like (Kruger, 2011) have criticized it for taking insignificant steps in eradicating poverty, diseases, unemployment, housing, and other basic services. Some people also perceived the B-BEE Act to benefit the few Africans who were in power to propagate their own agenda at the expense of the underprivileged in the society (Knight, 2014; Chinyamurindi, 2017).

2.3 Reviewing the literature on the chemical industry in South Africa

2.3.1 Historical overview of the chemical industry

From 1948 to 1994 the white minority government promulgated laws which imposed racial separation. This resulted in South Africa being isolated from world trade which encouraged South Africa to become self-reliant. This encouraged replacement of imported commodities. In the replacement era, chemical plants were built near coal based synthetic fuel plants. In the 1990s the African National Congress began discussions to end apartheid. In 1994 this was achieved, and the

international sanctions were lifted. Since the nation's release, chemical companies have begun focusing on international competitiveness and reshaping the industry.

The chemical industry discipline is known to be technical and hazardous in nature. Due to the nature of this discipline, government has promulgated statutory and mandatory regulations for the activities in the sector. The chemical sector worldwide is of benefit to a country due to its massive contributions and its impact on other sectors. The chemical industry accounts for approximately 25% of South Africa's manufacturing sales, which makes it a key developed sector within the South African economy which faces stimulating environmental and competitive scenery. Due to these massive challenges the industry is continuously expanding their footprint and looking for innovative means to drive operational excellence, which enables them to cope in the volatility, uncertainty, complexity, and ambiguity (VUCA) environment. The chemical sector comprises about 25% of the manufacturing sales in South Africa and impacts other industrial sectors. Currently, this sector faces challenging environmental and competitive landscape with one of the competitive landscapes being sustainability. Within South Africa the chemical sector is classified into 11 sub sectors namely, Automotive sector; Clothing, Textiles, Leather and Footwear sector; Argo-processing; Chemicals Sector; Metals fabrication, capital and rail transport equipment; Steel Industry; Plastics; Mineral Beneficiation; Mining Capital Equipment; Business Process Services ; Film sector; Green industries; Marine manufacturing and associated services; Aerospace and Defence; and Electrotechnical Advanced Materials which is appropriate in terms of strategic and business perspectives. The chemical industry can be classified as upstream and downstream. Upstream can be defined as automated, technology driven processes used to manufacture basic chemicals known as raw materials or feedstock, while downstream refers to conversion of raw material into intermediate and finished goods. The automation in the upstream industry invests large amounts of capital in their operators to ensure compliance and quality of raw materials. Hence, the operations cannot accommodate large employment numbers or the development of small micro enterprises or micro enterprises. However, the downstream is more labour intensive due to the processes required to transform the raw material into product. This environment allows it to cater for large amounts of employment and the development of small micro enterprises and macro enterprises. The chemical sector desk was also formed by government to shape the chemical industry. The chemical sector desk forms part of the Department of Trade and Industry who customized sector programmes which focus on development and implementation of strategies and

policies to add value, and to create jobs, and competitiveness. The strategies and policies of the chemical sector desk are aligned to the various national policy frameworks and constitutes to one of the key pillars of the new growth path.

2.3.2 The chemical enterprise overviews

The enterprise chosen for this study is a South African chemical manufacturing enterprise located in Durban, South Africa, which was established in 1992. The enterprise produces and offers their own branded speciality cleaning products, toll production and maintenance services to third-party customers, and consumable services. The enterprise consists of manufacturing and distribution operations and presents manufacturing capabilities categorised as upstream and downstream. The enterprise has a staffing complement of less than 200 employees and produces an average of 1100 metric tons of product monthly. The enterprise has embarked on obtaining many accreditations to meet regulatory and statutory requirements. However, the one of interest to this study, which is non-mandatory is B-BBEE. The enterprise is currently in possession of a level 5 B-BBEE compliance rating and continually aiming at continuous improvements to obtain a higher B-BBEEE compliance. The enterprise's vision is to expand their trading globally. The enterprise's mission includes supply of quality and innovative products, timeously customers service and compliance to legislative requirements. Their unique research and development prototypes have ensured customer satisfaction and sustainability of business over the years. Additionally, the enterprise acknowledges that each member of the enterprise is an asset and is committed to growth and stability, while providing a standard of excellence that will ensure the enterprise's expansion and success for all stakeholders. The enterprise over the years has embarked on implementing policies and procedures to ensure adherence to mandatory legislative and statutory requirements. Additionally, the enterprise has invested in obtaining B-BBEE accreditation and is currently at level 5 compliance.

2.3.3 The chemical enterprise strategies

Strategy is a plan to guide future actions, choices, and decisions towards some objective (Miller & Dess 1996). Long-term goals together with the cause of action and resources required to execute these goals is one of way to describe strategy. Strategies in organisations are commonly classified into three levels: corporate, business, and functional. Corporate refers to holistic business view. business level strategy aims to achieve competitive advantage in a market and functional

operational strategies refer to how each department within the business provides value to the business. The chemical enterprise holistic corporate strategies include brand creation globally, competitiveness, integrating of systems, compliance to statutory and regulatory requirements, employee, and skill-set retention. For this study, the code of ethics was of interest and was found to be the policy that governs the enterprise shareholders and employees alike in meeting the corporate strategy. It is event within the enterprise that the top management is also committed to acknowledging staff which they believe in turn provides employee satisfaction and motivation. Their business strategies compromises of providing expertise and in-field customer service which promotes their own brand and their customer's brands. Through this strategy the enterprise has gained market share and become the customer's brand and manufacturer of choice. Growth in sales has been organic due to the long-standing relationships with customers. Their operational strategies include operational improvements, ensuring quality product by implementation of a quality management system. workmanship guarantee and performance assurance by providing expertise service to customers.

2.4 Theoretical framework

2.4.1 Employee satisfaction

Employee satisfaction is the extent to which employees are happy or content with their jobs and environment. Surveys are used to determine the extent of employee satisfaction. Influential factors such as competition, workload, perception of management, flexibility, teamwork, and resources, all form part of employee satisfaction. Although these influential factors are important for the enterprise to consider ensuring satisfied employees and low turnover of employees this is only one aspect of a holistic view to ensuring enterprise sustainability. Satisfaction does not always equate to high performance and engagement. Therefore, for this reason, only considering employee satisfaction can in turn discourage high performance. Generally, employees are more loyal and productive when their needs are satisfied, which results in customer satisfaction and organisational productivity. Hence, it is the duty of the enterprise to ensure employees' needs are satisfied, and policies and procedures are in place that govern the limitations to create uniformity.

2.4.2 Theoretical model

The two-factor theory known as Herzberg's motivation theory model points out that there are two main factors: namely motivators and hygiene factors, which an organization can use to improve

their employee motivational levels Motivators encourage employees to work harder while hygiene factors can discourage employees to work harder. It is for this reasons the Herzberg's motivation theory was chosen to underpin the study.

According to the theory, some of the motivating factors include achievement, recognition of the work that the employees are doing, responsibility, advancement of the employees through training and development, and general growth of the employees, among others. When it comes to achievement, the theory generally points out that a job must grant the employees a sense of achievement. When it comes to recognition, based on the theory, a job should provide the employees with commendation, as well as recognition of successes. The work itself also plays a role in motivating the employees based on the theory (Ryan, Rigby & Przybylski, 2009). The job should therefore be interesting and varied, besides providing enough of a challenge to ensure that the employees are highly motivated. According to the theory, responsibility is also another key factor, which should be taken into consideration by the companies for them to be able to motivate their employees. Employees should be enabled to "own" their work. They must hold themselves responsible for completing the jobs that are assigned to them. They should not be micro-managed. The theory also points out that there is a necessity for training and development of employees and though advancement employees become highly motivated and promoted in some instance, (Ryan, Rigby & Przybylski, 2009).

On the reverse side, hygiene factors are company policies, supervision relationships, working conditions, salary, status, and security. Company policies must be very fair and clear to all the employees within the organization (Weightman, 2009). The theory points out that management must have a fair and appropriate approach to issues faced to enable employee motivation. The employee must be given as much autonomy as is reasonable to encourage motivation. The organization should also not tolerate bullying or cliques. There should be an amiable, healthy, as well as appropriate relationship between peers, superiors, and their subordinates (Ali, Mcinerney, Craven, Yeung & King, 2013). With regards to the work conditions, the theory points out that the equipment, as well as the working environment ought to be very safe and fit for purpose, besides being highly hygienic. When it comes to the salary that the employees get, the pay structure ought to be very fair, as well as highly reasonable. It also should be competitive as well. When it comes

to security, it is highly significant for the employees to feel that their job is secure (Fisher, Marshall & Nanayakkara, 2009).

2.5 Summary of the chapter

Summarised in this chapter is the provision of an overview of the B-BBEE Act, the introduction of BEE in South Africa, an exploration of some of the main interventions by the government, the new generic scorecard, the purpose of the codes, and some of the main impacts of B-BBEE. The other notable aspects which have been explored in this section, include an overview of the chemical industry, because this study is based on the chemical industry, and an overview of enterprise strategy. Finally, the concept of employee satisfaction was described so that the theory that underpins the study could be introduced.

3 CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The research methodology assumed in executing this study is described in this chapter. The following will be discussed: the research purpose and objectives, the research type, the philosophy, the sampling design, the survey instruments, data collection, and analysis, and finally the research constraints and ethical clearance.

3.2 Research methodology

A research design in accordance with Maxwell (2012) is a framework or an outline for action, specifying procedures and methods for obtaining information necessary to get answers pertaining to the established questions in research. For a researcher, it is the research organization mode for data to be obtained, sourced, and interpreted. Development of a research design calls for substantial decisions grounded on a precise foundation (Creswell, 2013). The framework chosen for this study has been represented within this chapter.

3.3 Research purpose and objectives

3.3.1 Research purpose

The study purpose is mainly aimed to identify the impact of a generic enterprise B-BBEE strategy on employee satisfaction. The main motives of the research include: the identification of the factors considered when developing a generic enterprise strategy, the determination of whether the generic enterprise strategy is aligned to the Act, and an assessment of the impacts of the generic enterprise B-BBEE strategy on employee satisfaction.

3.3.2 Research objectives

The objectives of the study include the following

1. To identify the factors considered when developing a generic enterprise strategy.
2. To determine if the generic enterprise strategy is aligned to the B-BBEE Act.
3. To assess the impact of the generic enterprise strategy on employee satisfaction.
4. To verify the impact of the generic enterprise strategy on employee satisfaction

3.4 Research type

Research may be classified into exploratory, descriptive, explanatory, longitudinal, or cross-sectional research. Exploratory research specifies key variables and issues in a study, descriptive research describes the status of a phenomenon, explanatory research explores the relationships between elements, longitudinal research is based on information obtained at several points in time, while in cross-sectional research data is collected only once (Starman, 2013). However, every research type is in a broad view categorised as either applied or fundamental research. Fundamental research is regarded as pure research that has no fundamental purpose and is only meant for knowledge advancement. It is in nature exploratory. Applied research is conducted with a determination to solve problems or answer precise questions. This study is considered an applied research study as it aims to identify and solve adverse effects of empowerment within an enterprise.

3.5 Research philosophy

It is the opinion of Hammersley (1993) that research philosophy relates to knowledge advancement and that knowledge's character. Research philosophy is guided through four main streams: 1) positivism reveals the reality of the phenomenon under study. It is in most time linked to quantitative methods that are based on the abilities of the research to gather numeric proof of the status being researched and to compile it for getting answers to the questions of the study (Hughes & Sharrock, 2016); 2) realism is concerned with the independent existence of objects from knowledge; 3) interpretivism emphasizes indulging the human roles between social actors and themselves. 4) pragmatism is a problem-solving philosophy in which interpretivism, and positivism are often combined. This study adopts the pragmatism view due to the study evaluation having an action-oriented framework which aims to obtain responses to the research problem and to measure the set objectives (Hammersley, 1993).

3.6 Overview of research design

Three research design methodologies, namely qualitative, quantitative, and mixed methods are used to define data collection and analysis (Creswell, 2014). Qualitative research is used to comprehend meaning, and to understand and describe experiences, values, beliefs, and ideas (Creswell, 2013). Qualitative research makes use of interviews, focus group discussions and observations. Analysis is done through content, narrative, or discourse analysis. Quantitative research addresses research problems and makes inferences with the use of numbers. Quantitative

studies are either correlational, descriptive, causal, or experimental in nature. Correlational design is concerned with the association of variables, descriptive design is concerned with the existing position of variables, a causal or quasi-experimental design is concerned with cause and effect between variables while experimental design adopts scientific methods to ascertain cause and/or effect relations between multiple variables. Quantitative research uses data collected in numeric form from which inferences are made. Data is collected through surveys, experiments, or data sheets. Analysis is done through use of software and statistical methods namely descriptive, analytical, inductive, inferential, and applied. Mixed methods research consists of integrating qualitative and quantitative data within the same study (Creswell, 2013). Mixed methods research is known to be used where numerical measurements are combined with depth explorations (Creswell, 2013).

3.6.1 Selection of the research design of this study

A quantitative research design was implemented in this research. Quantitative research methods mainly emphasize objective measurements, as well as mathematical, statistical, or even numerical analysis of data, whose collections always takes place via questionnaires, polls, surveys, or by means of manipulation of present statistical data through various computational tools. In this study, the collection of data took place using questionnaires, which were diffused to the respondents who formed part of the sample. The primary data collected was analysed using SPSS, version 25, which is a highly effective tool widely used for analysis of quantitative data. On the same note, secondary sources of data such as journal articles, internet, books were used to obtain information on this study topic and support the research. Upon setting up research questions, the researcher selects the best research design to answer the questions. The selected design determines the reliability and validity of the results of this study. This study selected a quantitative approach for the purposes of assessing the variable relationships and mathematically representing the associations through statistical analysis. For the current study, causal design best suited the study to assess the impact of the generic enterprise strategy on employee satisfaction.

3.6.2 Scope and location of study

The study was performed in a chemical generic enterprise located in Durban, South Africa. The targeted population included a range of occupational levels of employers and employees within the enterprise. The occupational levels were categorised by the enterprise and identified from the enterprise's last Employment Equity report dated January 2019. The occupational levels

comprised of top management, senior management, and professionally qualified, skilled, semi-skilled and unskilled labourers. The rationale behind this methodology was to ensure full representation of the employers and employees across the various levels of employment.

3.7 Overview of sampling design

A sample refers to a sensible subgroup selected from a population to act as its representation regarding the features (Rossi, Wright, and Anderson, 2013). It is the process through which information is obtained to represent a population by using a portion of it. A sampling design is thus the mechanism used to obtain a subgroup of a population to be a representative of the whole population. It is a scheme or approach that guides in the selection of a survey sample (Onwuegbuzie & Leech, 2007). The design influences other aspects of a survey as well. Samples are drawn from a sampling frame which list the chosen population. A population refers to a group of institutions or people that have a similar feature Neuman (2013). The whole group of people or items that is of interest to the researcher and which the researcher gathers information from, is thus referred to as target population (Cooper & Schindler, 2011; Kombo & Tromp, 2011; Oso & Onen, 2011).

Sampling designs are generally categorised as probability and non-probability. Probability sampling sees to it that aspect of random selection is applied. For the application of random selection, procedures and processes must be set to ascertain that diverse element in the population have equal chances of being selected (Rao, Hartley & Cochran, 1962). Probability sampling methods include simple random, stratified random, cluster, and systematic sampling.

Non-probability sampling approach limits the populations' equal chance in the selection process (Schreuder, Gregoire and Weyer, 2001). This type of sampling is mainly used for qualitative research studies and is mainly known by the researcher. Non-probability sampling methods include convenience, quota, purposive and snowball sampling. This method is based on the ease of sample accessibility and the most accessible samples are selected.

3.7.1 Selection of the sampling design and rationale

A probability sampling design was initially considered due to the nature of this study. However, it was abandoned due to the lack of employee representation. Thereafter the quota sampling method which is a non-probability sampling method was considered and seen to be more suitable, due to

the population being divided into categories. The sampling was done by identifying the total population of the enterprise which equated 113. The population was further subgrouped into employers (shareholders) and employees. The employers equated to 5 and employees equated to 108.

The sampling framework of this study was established by obtaining a list of the employers and employees within the enterprise, including their occupational levels. This was obtained from the last employment equity report submission. Upon analysis of the data received, the sample framework was designed which consisted of two criteria, namely shareholders (employers) and employees. It was discovered that the top management level consisted of the shareholders and the remaining occupational levels were employees of the enterprise. The rationale behind obtaining the occupational levels of employees was to distinguish between the employees and employers. This was regarded as valuable to measure the objectives set out in this study. The study population consisted of 113 which was subgrouped into 108 employees and 5 employers of which 96 employees and 5 employers participated in the study. This forms a total response rate of 89% of employees and 100% of employers.

3.8 The survey instruments

Survey instruments are the tools used to gather information in a study. Selecting the instruments requires consideration of the scope, nature, and enquiry object. This determines whether raw or secondary data, in terms of availability and suitability should be collected. Moreover, precision must be a factor that is considered when choosing a survey instrument.

3.8.1 Selection of survey instrument

The tool chosen to information for this study is a questionnaire. This survey instrument was found to be the most suitable for the study as it firstly reaches many people, secondly it allows for comparability and thirdly it is easy to analyse the data and give respondents anonymity. Furthermore, questionnaires possess the feature of uniformity, which facilitates in the analysis of the data gathered (Wright, 2005).

3.8.2 Description of instruments reviewed

A literature review was conducted to qualify which questionnaires were suitable to be used in this study to measure the objectives set out. To this end the published questionnaires failed to

incorporate all the requirement needed to measure this study. Hence, the decision was taken to use the literature reviewed from Van Wyk, (2010) and the existing body of knowledge of previous questionnaires to design compatible questionnaires for this study. Permission was further requested from Van Wyk to utilise the formatting of his research study questionnaire in this study via email, which was granted. The approach taken was to generate two questionnaires to obtain data, one for employers and one for employees. The questionnaires encompassed specific questions and criteria which was seen to contribute to the measuring of the objectives.

3.8.3 Development of the questionnaires

The questionnaires were designed to address specific indicators related to the B-BBEE strategy that were believed to have an impact on employee satisfaction within the chemical sector in Durban, South Africa. To obtain data that was a good match for measuring the objectives. two questionnaires were designed, one for employers and one for employees. The questionnaires were further designed to enable the collection of qualitative and quantitative data for future research. The questionnaires are divided into sections which is stipulated below.

Table 3. 1 Description of the questionnaire’s outline

SECTION	CONTENT OF DATA
Section A	Demographic information
Section B	Awareness of B-BBEE
Section C	Advantages of B-BBEE to employees
Section D	Disadvantages of B-BBEE to employees

“The questionnaire was based on yes and no questions and on a seven-point Likert scale where 1= Strongly disagree, 2=Disagree, 3=Slightly disagree, 4=Neutral view, 5=Slightly agree, 6=Agree and 7=Strongly agree”.

The sample questionnaires can be found in annexure 2 and 3.

3.8.4 Validity of the questionnaire

Validity is the magnitude to which the diversity established with a measuring tool replicates the diversity of the tested elements (Campbell & Stanley, 2015). It is hence the research instrument's ability to measure its intended measures (Bryman & Cramer, 2006). This can be ascertained by checking on the content, the constructs and criterion.

To learn validity and reliability of data, a pilot study must be conducted as it allows for adjustments to be made to correct any of the errors identified in the instruments prior to the execution of the actual study.

3.8.5 Reliability of the questionnaire

Reliability is the extent to which indicators have no errors and thus provide outcomes that are dependable (Kimberlin & Winterstein, 2008). LoBiondo-Wood and Haber (2014) describe reliability to denote accuracy and a level of truth on the measurement of the instruments in research. It basically assesses the consistency in measures of a research tool. The most widely used test for reliability is the Cronbach alpha whose threshold is set at 0.7 (Drost, 2011; Tavakol & Dennick, 2011). Items that fail to meet the threshold in the instrument are usually amended as it suits. The reliability of the questionnaire used in this study for all the items surpassed the threshold of 0.7. The internal consistency was assessed using the Cronbach's Alpha.

3.8.6 Questionnaire finalisation

Finalising the questionnaire calls for scrutiny of the questions prepared for the pilot test and ensuring that there are no errors and that the targeted participants will understand the questions being asked. Piloting attests to whether data collected during a study will be accurate (Cargan, 2007). Its purpose is to eliminate errors in the instruments, make advancements, and reveal other probable issues likely to arise when the real study is being executed (Cooper & Schindler, 2011). Piloting therefore calls for pretesting of the data gathering tools.

Finalising of the questionnaires commenced in the month of June 2019 via a pilot study. The pilot study consisted of recruiting five participants from within the enterprise, the five participants were chosen based on their occupational levels. Each participant represented one of the five occupational levels to ensure full representation. To qualify, the instrument and its applicability for the interpretation of questions, the time taken to complete the questionnaires, and the ease of

understanding the instructions was ascertained. The outcome of the pilot test identified a few weaknesses in the instrument which were further corrected. The weaknesses included grammar errors and repetitive questions. The time required to complete the questionnaires was found to be 15 minutes. The language used in the questionnaires was as approved. However, the decision to recruit an interpreter for employees with language barriers was taken.

3.9 Data collection and analysis

3.9.1 Data Collection

Data collection is precise, logical, appropriate data assembling for a study's research questions through methods of data gathering such as observations, interviews, questionnaires, and focus group dialogues (Palinkas, Horwitz, Green, Wisdom, Duan, and Hoagwood, (2015). A survey research approach was taken for this study which enabled collection of data from a population using a representative sample through online and printed questionnaires.

3.9.2 Data collection strategy

A survey administration procedure was applied to present the instrument to the participants. The administration of the instrument to the participants took place in the month of July 2019 at the enterprise site. However, the study could only be finalised in 2021 due to academic registration delays and financial constraints. In a research study, participants are recruited. This encompasses the identification of populations that are suitable or that qualify, selecting an adequate sample to represent them, and retaining them until the completion of the study, while considering ethical standards during the entire period (Seawright & Gerring, 2008). The researcher must have a recruitment plan to characterise the population, have a method to retain them, and be able to manage the risk and the budget involved.

Two survey administration procedures were adopted to collect data from employers and employees. Employees from different departments and various occupation levels within the enterprise who could provide information that could help the researcher to effectively address the research objectives were selected to participate. The study population consisted of 113. The initial method included administering of questionnaires via email to employers and admin employees who had access to email. This was conducted by generating and issuing an email which provided

the purpose of the study, and the relevant questionnaire and supporting documents. These highlighted the information securities and instructions to participate in the study.

The second survey administration procedure adopted was holding a meeting with the employees who did not have access to email and who had language barriers. The meeting commenced in July 2019 at the enterprise in a meeting room. To accommodate these employees, the focus of this study, the relevant questionnaire and supporting documents highlighting information securities and instructions to participate in the study, were all communicated in English and interpreted in isiZulu to employees who had language barriers. The questionnaires were handed out on a one-on-one basis and collected within a week from the issue date.

After recruiting the participants, the researcher devises a strategy to make the best use of them (Kothari and Garg 2014). The participant optimization strategy was therefore a strategy adopted by the researcher to make the most effective and efficient use of the participants in the study. The participant optimization strategy consisted of face-to-face communication, educating participants on the research topic and on the importance of their contribution. This was done via toolbox talks and follow up emails to request if any assistance was required.

3.9.3 Data Analysis

Analysis is concerned with obtaining substantial information through raw data conversion, correcting errors, editing, rectifying exclusions in addition to compiling the gathered information for the purposes of decision making (Ritchie and Spencer, 2002). As depicted by Silverman (2016) data analysis as described above requires scrutiny of coded data to make meaningful inferences. The raw data from the field is edited, correction for errors is coded for easy entry. It is then entered into the software where tables and graphical representations are generated. After the analysis, it is further arranged in the most suitable manner to make it clearly understood (Mugenda and Mugenda, 2003). Data was collected via the survey administration procedures and was captured through Microsoft Excel. The data was then exported to a statistical database called Social Science Version 24 (SPSS) for ease of descriptive analysis. Frequencies, percentage frequencies, mean and standard deviations were then obtained for the analysis. The arithmetic means which is the norm of a group of values in numerical form was determined by adding them together and dividing by the quantity of terms in the set. Thereafter, the standard deviation, which is a statistical tool, was used to deduce the magnitude by which the set of data deviates from its own mean (Wan, Wang, Liu,

& Tong, 2014). Additionally inferential statistics was used to reach conclusions that expanded beyond the immediate data obtained to draw conclusion.

3.9.4 Data capturing protocols and information security

Data capturing protocols are the procedures and regulations that govern data collection or transmission for processing. Information security refers to the safety of data from uses that are not authentic or by unauthorised users (Stahl, Shaw and Doherty, (2008). Data capturing protocols included storing of information within a password protected file on the researcher's laptop. Information security measures adopted for the hard copy questionnaires included submission of the data to the University for safe keeping.

3.10 Research constraints

Research constraints are the limitations that are not under the control of the researcher Langfeldt (2002). They are the conditions, inadequacies or weaknesses that confine the researcher in their conclusions or methodologies. The constraints ought to be mentioned in any study. The study was likely to suffer from time and cost constraints. The former and the latter were identified by (Kothari and Garg 2014) as the major constraints in research. Self-imposed time limits were used to address the time constraint. Cost constraint was addressed by ensuring that the sample size was just adequate for representation without necessarily having a very large sample size.

3.11 Ethical clearance

Ethical clearance is approval by an institution or an ethical research committee to a researcher to ascertain that the research will be carried out with ethical considerations (Williams, 2000). The clearance minimises harm to people, animals or elements being studied, and promotes honesty, fairness, and accountability. It ensures that the participants in a study are protected by ensuring that the research methodology in the study are ethical and it safeguards the rights of the participants. The Ethics Committee from the KwaZulu-Natal University reviewed the proposal and gave the approval for the study to be done. The clearance letter is attached as Appendix 2. Additionally, permission was granted by the shareholders and managing director of the enterprise. To further protect the data received from the participants. a Gatekeeper's letter and consent form was introduced.

3.12 Summary of the chapter

The chapter covered the research methods of the study and presented the research purposes. This included the research objectives, research type, research philosophy, sampling design, survey instrument data collection and analysis, research constraints and ethical clearance. To this end the detailed information was provided related to the designs, methods and procedures used to obtain the necessary inputs to measure the objectives.

4 CHAPTER FOUR: PRESENTATION AND ANALYSIS OF RESULTS

4.1 Introduction

This chapter starts with the presentation of the response rate and the reliability results of the questionnaire. Next the demographic findings of the participants are presented where demographics for the employers and employees are presented separately. The business information and findings based on the study objectives are presented in tables, histograms, and pie charts form.

4.2 Reliability of the questionnaire

Consistency of results denotes the reliability of a research instrument. To assess the reliability of the questionnaires, the study assessed internal consistency using Cronbach's Alpha. All the items were reliable as the threshold of 0.7 was surpassed.

Table 4. 1 Reliability of the questionnaire

	Scale statistics			No of Items	Reliability statistics	
	Mean	Variance	Std. Deviation		Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
Advantages B-BBEE of employees	117.22	1397.604	37.385	24	.976	.977
Disadvantages B-BBEE of employees	63.61	969.039	31.129	24	.970	.971
Advantages of B-BBEE to the business	78.000	89.000	9.4340	15	.833	.825
Disadvantages of B-BBEE of the business	91.400	151.300	12.3004	21	.740	.701

4.3 Response rate

The study population consisted of 113 which was subgrouped into 108 employees and 5 employers of which 96 employees and 5 employers participated in the study. This forms a total response rate of 89% of employees and 100% of employers.

4.4 Demographic information

4.4.1 Gender

4.4.1.1 Employers' gender

The research study pursued the gender of the employers. The analysis of gender shows that all the employers (100%) were male. This depicts that the directors were all male.

Figure 4. 1 Employers' Gender

4.4.1.2 Employees' gender

The analysis of the employees' gender reveals that male was the majority, represented by 73%; while female was the minority with 27%. This is an indication that the work environment was male dominated.

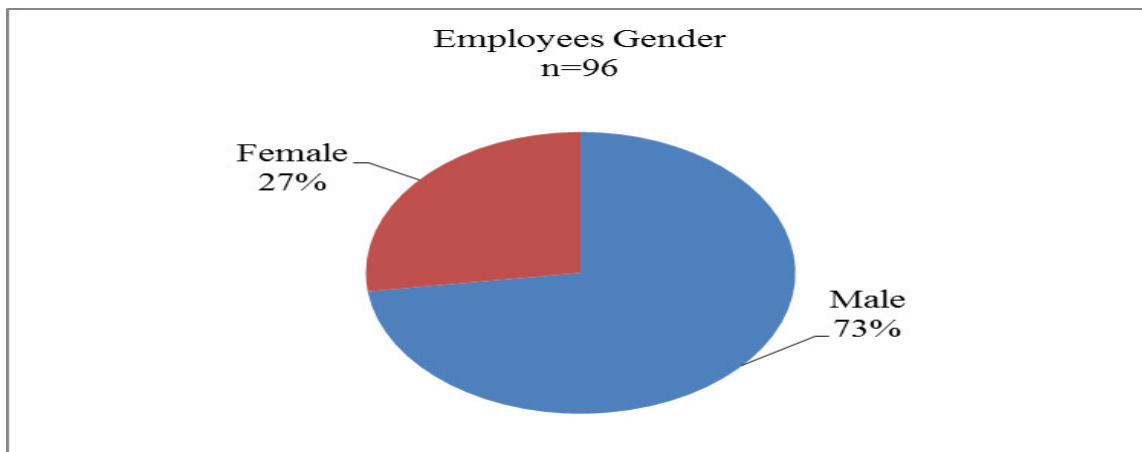


Figure 4. 2 Employees' Gender

4.4.2 Racial analysis

4.4.2.1 Employers' Race

The analysis reveals that greater majority of the employers were white while 20% were Africans. This depicts that the employers were predominantly white.

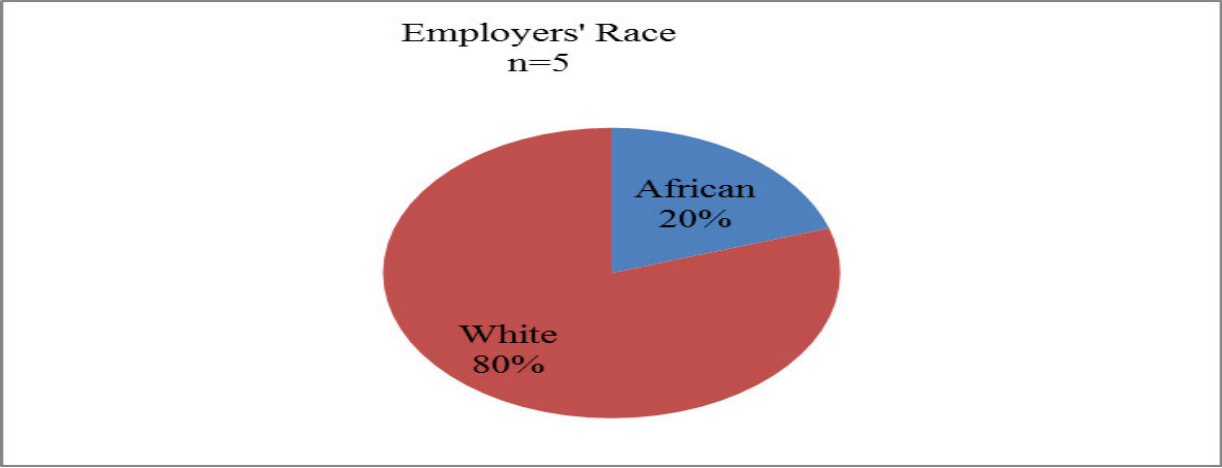


Figure 4. 3 Race analysis of the employers'

4.4.2.2 Employees' Race

Analysis of the race of the employees as seen in Figure 4.4 reveals that the majority were Africans (69.8%), 19.8% were Indians, 8.3% were white, while 2.1% were coloured. This depicts that Africans dominate the work environment as employees.

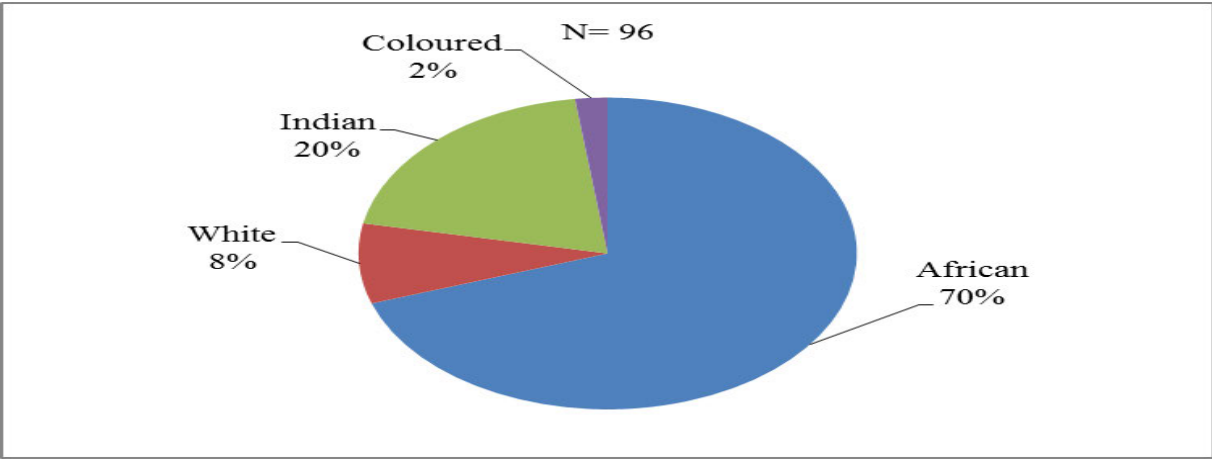


Figure 4. 4 Distribution of the race of employees

4.4.3 Age of the participants

4.4.3.1 Employers' Age

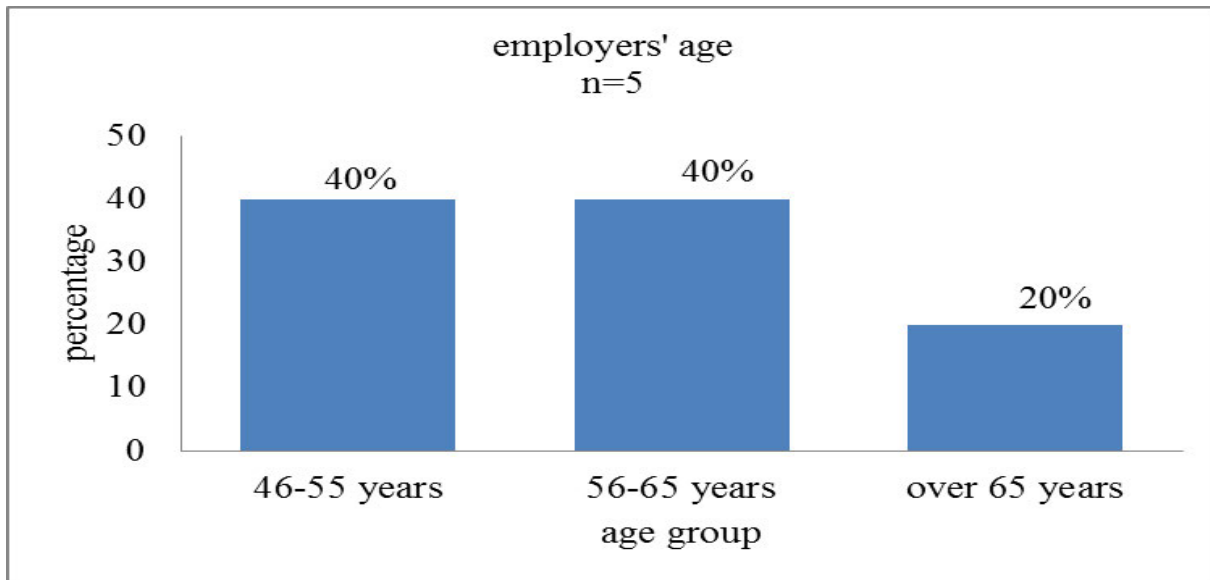


Figure 4. 5 Employers' Age

The analysis of the employers' age reveals that employers between 46-55 years of age equated to those between 56-65 years of age, each representing 40% of the sampled population. The remaining 20% represented employers of 65 years and above. This depicts that the employers were all above 45 years.

4.4.3.2 Employees' Age

The age of the employee participants was analysed with the lower limit considered as 18 and the higher limit being over 65 years. The findings reveal that most of the participants as represented by 32%, were 26-35 years of age and the smallest percentage of employees were over 65 years of age.

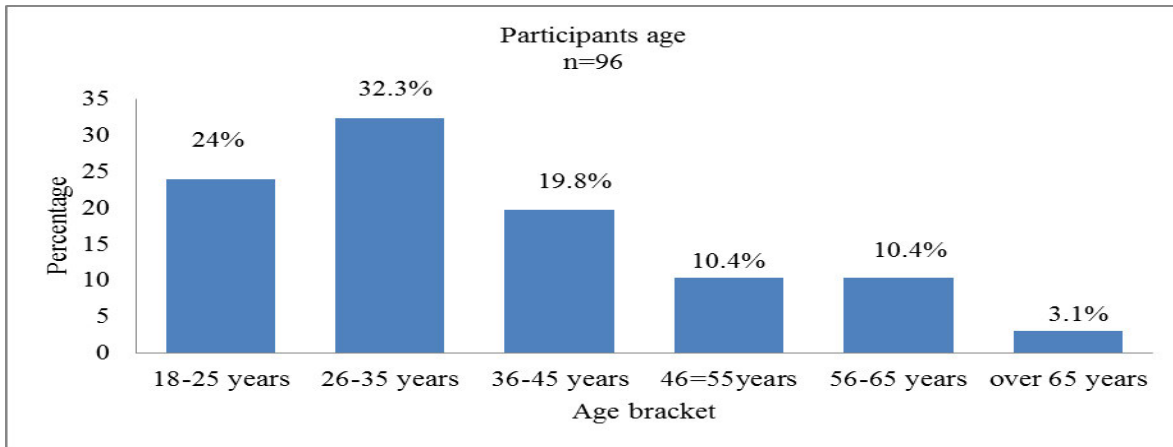


Figure 4. 6 Participant’s Age

4.4.4 Highest qualification

4.4.4.1 Employers’ highest qualifications

The analysis shows that the highest qualification of most of the employers was either matric or a first degree, both at 40%. The remaining few (20%) were postgraduates.

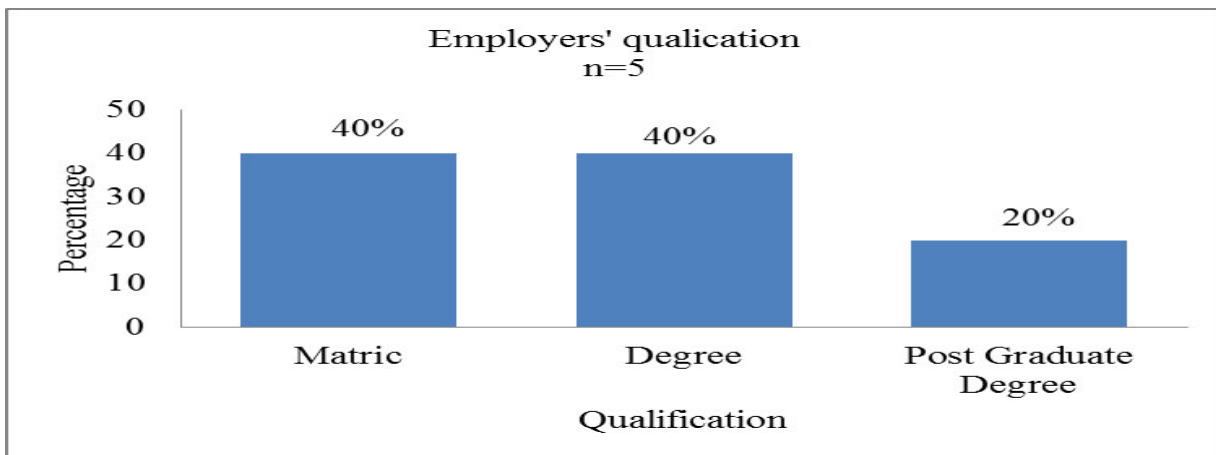


Figure 4. 7 Employers’ highest qualification

4.4.4.2 Employees’ highest qualifications

The figure below Fig 4,8 shows the qualifications of the employee participants. The presentation shows that most of the participants (47.9%) had a matric qualification, 30.2% had lower than a matric level and the smallest group had post graduate degree and masters as shown by 1% in each case.

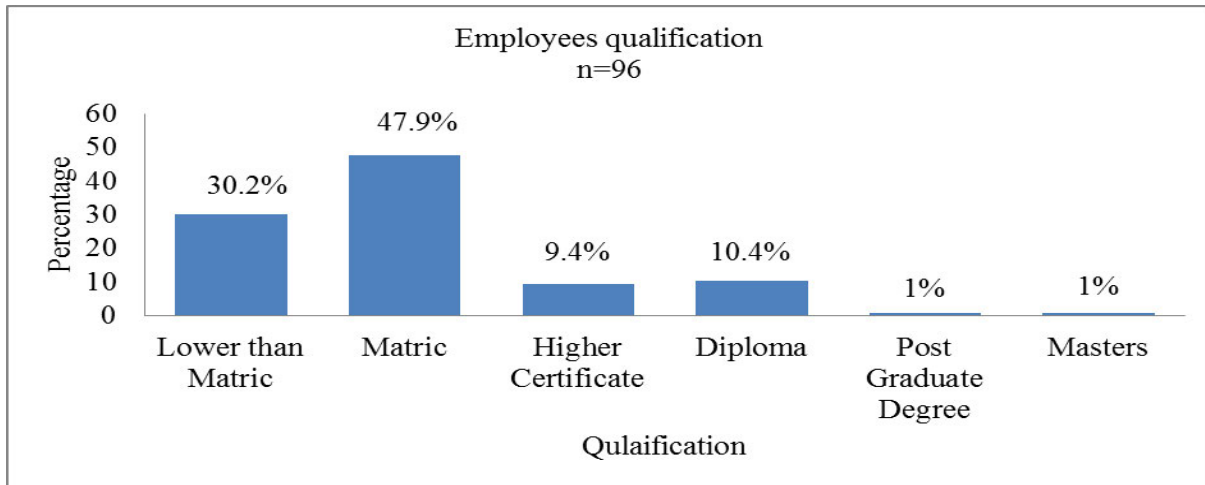


Figure 4. 8 Employee’s qualifications

4.4.5 Occupational level

Table 4. 2 Occupational Level

	Occupational Level	Frequency	Percent
Employer	Top Management	5	100.0
	Total	5	100
Employees	Senior Management	4	4.2
	Professionally Qualified	7	7.3
	Skilled	64	66.7
	Semi -skilled	18	18.8
	Unskilled	3	3.1
	Total	96	100.0

The participants were selected based on their occupational levels. From the frequency table, the analysis of the occupation reveals that all the employers (5) were at top management. The majority of the employees are skilled as presented by 66.7% while the least are unskilled as represented by 3.1%.

4.4.6 Period of employment at the company

The study further sought demographic information regarding their period of employment in the company.

4.4.6.1 Employers' period of employment at the company

Table 4.3 Number of years of employment at the company

	Frequency	Percent
Over 10 years	5	100.0
Total	5	100.0

The analysis shows that all the employers participating in the study had been in the company for over 10 years.

4.4.6.2 Employees' period of employment at the company

From the analysis, most of the participants had been employed in the company for over 10 years as represented by 29.2%. The smallest group (3.1%) had been employed in the company for a period 2-3 years, as illustrated in Figure 4.9. The findings infer that the majority of the employees had been in the enterprise for an adequate period and thus were familiar with the B-BBEE strategy in the enterprise.

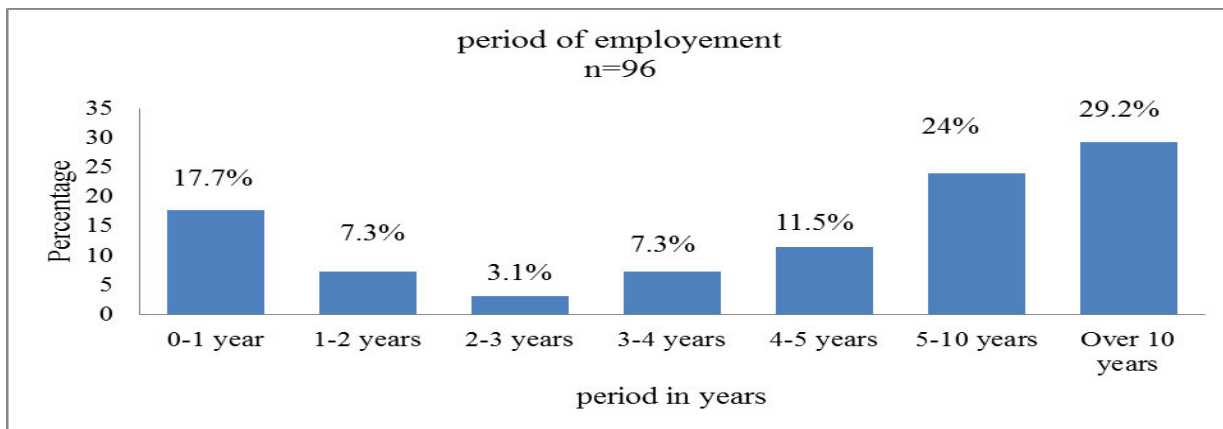


Figure 4.9 Employees' period of employment at the company

4.5 Research objective one

The first objective of the research study was to identify the factors considered when developing a generic enterprise B-BBEE strategy. The considerations were assessed from the employers' questionnaire under section B, focusing on business information.

4.5.1 Presentation of findings

4.5.1.1 Legal status of the business

Table 4. 4 Legal statuses of the business

	Frequency	Percent
Branches	5	100.0
Total	5	100.0

The analysis reveals that all the branches considered in the study were of the same company.

4.5.1.2 Business turnover per annum

Table 4. 5 Business turnover per annum

	Frequency	Percent
>R50 million	5	100.0
Total	5	100.0

The findings show that the business turnover per annum for all the branches (100%) was greater than R50 million.

4.5.1.3 Enterprise size

Table 4. 6 Enterprise size

	Frequency	Percent
Generic Enterprise	5	100.0
Total	5	100.0

The study analysed the size of the Enterprise and reveals that all the branches (5) fall under Generic Enterprise size classification.

4.5.1.4 “Permanent employees”

Table 4. 7 “Permanent employees”

	Frequency	Percent
< 100	3	60.0
< 200	2	40.0
Total	5	100.0

On the analysis of the permanent employees in each business, three branches had < 100 permanent employees while two had < 200 permanent employees.

4.5.1.5 Period of existence

Table 4. 8 Period of existence

	Frequency	Percent
Over 10 years	5	100.0
Total	5	100.0

The enterprise had been in existence for over 10years as illustrated by 100% of the responses.

4.5.1.6 B-BBEE certification

Table 4. 9 B-BBEE certification

	Frequency	Percent
Yes	5	100.0
Total	5	100.0

The analysis shows that all the enterprises (5) were B-BBEE certified.

Current B-BBEE level rating

Table 4. 10 Current B-BBEE level rating

	Frequency	Percent
Level 5	5	100.0
Total	5	100.0

The analysis reveals that all the branches were rated at level 5

4.5.1.7 B-BBEE part of your business strategy

Table 4. 11 B-BBEE part of your business strategy

	Frequency	Percent
Yes	5	100.0
Total	5	100.0

The analysis reveals that all the businesses had B-BBEE as part of their business strategy.

4.5.1.8 B-BBEE compliance is not our enterprise priority.

Table 4. 12 B-BBEE compliance is not our enterprise priority.

	Frequency	Percent
No	5	100.0
Total	5	100.0

The participants were requested to agree or disagree with the statement that B-BBEE compliance is not their enterprise priority. All the participants (5) disagreed. This infers that B-BBEE compliance is their enterprise priority.

4.5.1.9 Registered with a Sector Education and Training Authority

Table 4. 13 Registered with a Sector Education and Training Authority (SETA)

	Frequency	Percent
Yes	5	100.0
Total	5	100.0

The analysis shows that all the branches were registered with a SETA

4.5.1.10 “Awareness of B-BBEE”

Section C of the employers’ questionnaire sought to establish the employers’ awareness of B-BBEE.

Table 4. 14 Awareness of B-BBEE

	Frequency	Percentage
1. Are you familiar with the B-BBEE legislation?	5	100
2. Are you aware of the five elements?	5	100
3. “Are you aware of the contribution levels of the B-BBEE legislation”?	5	100
4. Have the 2015 new codes of practice been implemented in the enterprise?	5	100

The analysis shows that all the employers were familiar with the B-BBEE legislation, aware of the five elements of the B-BBEE Act and their contribution levels and believe that the 2015 new codes of practice have been implemented in the enterprise which is indicated by 100% of the participants in each case.

4.6 Research objective two

The second objective of the research study is to determine if the generic enterprise B-BBEE strategy is aligned to the B-BBEE Act. This was assessed through a questionnaire answered by the employers in a section seeking their preferences regarding their preferences in the development of the B-BBEE strategy for the enterprise. The employers were asked which element of the B-BBEE Act they would give first to fifth preference to, when developing a strategy for the enterprise.

4.6.1 Presentation of findings

4.6.1.1 Element of the B-BBEE Act given first preference

Table 4. 15 Element of the B-BBEE act given first preference

Element of the Act	Frequency	Percent
5. Ownership	4	80.0
6. Skills Development	1	20.0
Total	5	100.0

The analysis reveals that the enterprise in all branches gave ownership first preference as depicted by 80% of the responses.

4.6.1.2 Element of the B-BBEE Act given second preference

Table 4. 16 Element of the B-BBEE Act given second preference

	Frequency	Percent
7. Management Control	1	20.0
8. Skills Development	2	40.0
9. Enterprise and supplier development	2	40.0
Total	5	100.0

The analysis found that the enterprise in all branches gave skills development and/or enterprise and supplier development second preference as indicated by 40% of the respondents in each case.

4.6.1.3 Element of the B-BBEE Act given third preference

Table 4. 17 Element of the B-BBEE Act given third preference

	Frequency	Percent
10. Management Control	1	20.0
11. Skills Development	2	40.0
12. Enterprise and supplier development	2	40.0
Total	5	100.0

The enterprise in all branches gave skills development and/or enterprise and supplier development third preference.

4.6.1.4 Element of the B-BBEE Act given fourth preference

Table 4. 18 Element of the B-BBEE Act given fourth preference

	Frequency	Percent
13. Management Control	1	20.0
14. Enterprise and supplier development	2	40.0
15. Socio-Economic Development	2	40.0
Total	5	100.0

The enterprise in all branches gave skills development and/or socio-economic development fourth preference.

4.6.1.5 Element of the B-BBEE Act given fifth preference.

Table 4. 19 Element of the B-BBEE Act given fifth preference

	Frequency	Percent
16. Ownership	1	20.0
17. Management Control	1	20.0
18. Socio-Economic Development	3	60.0
Total	5	100.0

The enterprise in all branches gave socio-economic development fifth preference.

4.7 Research objective three

Research objective three was to assess the impact of the generic enterprise B-BBEE strategy on employee satisfaction. The impact was determined using section B and C of the employee questionnaire. This was established based on either: the positive impacts (advantages) of the B-BBEE on the employees, or the negative impacts (disadvantages). The impacts were gauged using a 1 to 7 Likert scale where in section B as per Table 4.20, 1 represented a strong disagreement with the attribute regarding impact of B-BBEE on the employees, and 7 represented a strong agreement with the attribute concerning the impact of B-BBEE on the employees. The scores are calibrated using the mean value of the responses.

Table 4. 20 Mean Scale

	Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree
Mean	1-1.9	2-2.8	2.9-3.7	3.8-4.6	4.7-5.5	5.6-6.4	6.5-7

4.7.1 Presentation of the findings

4.7.1.1 “Advantages of B-BBEE for the employees”

Table 4. 21 “Advantages of B-BBEE for the employees”

Advantages	N	Mean	Std. Deviation
19. The company provides training opportunity for employees.	96	5.58	1.540
20. The company provides training for employees, which is related to their industry.	96	5.45	1.589
21. The company provides learnerships for employees.	96	5.35	1.852
22. Employees can participate in learnerships.	96	5.28	1.896
23. The company provides learnerships for unemployed learners.	96	5.15	1.864
24. The company encourages training programmes.	96	5.49	1.654
25. Training provided aids me with life skills.	96	4.94	1.896
26. Training provided aids me to perform work tasks better.	96	5.29	1.765
27. Training provided enhances Enterprise performance?	96	5.04	1.941
28. I value the training provided.	96	5.11	2.041
29. Training developed my skills.	96	5.15	1.919
30. Training improved my life	96	4.93	1.937
31. Training has provided me with more career opportunities.	96	4.72	1.988
32. Being trained contributed to me gaining promotion.	96	4.14	2.136
33. My ability to provide inputs to management regarding my job has increased after attending training.	96	4.49	2.123
34. Training has enabled me to think out of the box.	96	4.86	2.009
35. B-BBEE contributes to an increase in employment within the company.	96	4.85	2.010
36. B-BBEE is benefiting all black employees in the company.	96	4.54	2.062

37. B-BBEE is benefiting employees and the company equally.	96	4.47	2.092
38. Skills development initiatives offered by the company benefit me.	96	4.44	2.136
39. The company allows employees to participate in developing a B-BBEE strategy.	96	4.46	1.952
40. B-BBEE forces the company to invest in initiatives, which contribute to employee development.	96	4.63	1.825
41. Only unemployed learners can participate in learnerships within the company.	96	4.09	2.057
42. Employees can freely participation in training offered.	96	4.77	2.023

The majority of the participants agreed that the company provides training opportunity for employees (M= 5.58). The majority of the respondents slightly agreed that: the company encourages training programmes (M=5.49), the company provides training for employees which is related to their industry (M=5.45), it provides learnerships for employees (M=5.35), training provided aids to perform work tasks better (M=5.29), employees can participate in learnerships (M=5.28) and that the company provides learnerships for unemployed learners (M=5.15). The participants also slightly agreed that training developed their skills (M=5.15), the training provided is valued by them (M=5.11), the training provided enhances enterprise performance (M=5.04), the training provided aided them with life skills (M=4.94), it improved their life (M=4.93), it has enabled them to think out of the box (M=4.86), B-BBEE contributes to an increase in employment within the company (M=4.85), employees are allowed to freely participate in training offered (M=4.77), the training has provided them with more career opportunities(M=4.72) and that B-BBEE forces the company to invest in initiatives which contribute to employee development (M=4.63).

The participants had a neutral view on the following aspects: B-BBEE is benefiting all black employees in the company (M=4.54), their ability to provide inputs to management regarding their job has increased after attending training (M=4.49), B-BBEE is benefiting employees and the company equally (M=4.47).The company allows employees to participate in developing a B-BBEE strategy (M=4.46), skills development initiatives offered by the company benefit them

(M=4.44), being trained contributed to them gaining promotion (M=4.14) and that only unemployed learners can participate in learnerships within the company (M=4.09).

4.7.1.2 Disadvantages of B-BBEE to the employees

Table 4. 22 Disadvantages of B-BBEE for the employees

Disadvantages	N	Mean	Std. Deviation
43. The company does not provide training for employees.	96	2.56	1.601
44. The company does not provide training that is related to their industry.	96	2.60	1.638
45. The company does not provide learnerships for employees.	96	2.55	1.660
46. The company does not provide learnerships for employees.	96	2.52	1.494
47. The company does not encourage training programmes.	96	2.47	1.515
48. Training provided does not aid me with life skills.	96	2.65	1.556
49. Training provided by the company does not aid me to perform work task better.	96	2.61	1.565
50. Training provided to employees does not enhance the enterprise performance.	96	2.50	1.487
51. I do not value the training provided.	96	2.46	1.576
52. Training provided did not develop my skills.	96	2.68	1.756
53. Training did not improve my life.	96	2.58	1.727

54. Being trained has not provided me with more career opportunities.	96	2.85	1.777
55. Being trained did not contribute to me gaining promotion.	96	2.96	1.935
56. My ability to provide inputs to management regarding my job has not increased after attending training.	96	2.72	1.793
57. Training has not enabled me to think out of the box.	96	2.48	1.529
58. B-BBEE contributes to a decrease in employment within the company.	96	2.35	1.384
59. B-BBEE is only benefiting elite blacks in the company.	96	2.66	1.710
60. B-BBEE is only benefiting the company and not the employees.	96	2.61	1.719
61. Skills development initiatives offered by the company do not benefit me.	96	2.80	1.890
62. The company does not allow employees to participate in developing a B-BBEE strategy.	96	2.73	1.786
63. B-BBEE forces the company to invest in initiatives, which are not contributing to employee development.	96	2.58	1.581
64. Employees do not have the opportunity to participate in learnerships	96	2.74	1.761
65. The company decides solely on which employees should participate in training.	96	2.96	1.930

66. Only unemployed learners can participate in learnerships within the company.	96	2.63	1.761
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Upon examination of the responses, the majority of the respondents strongly disagreed with the following: B-BBEE contributes to a decrease in employment within the company (M=2.35), training provided is not valued by them (M=2.46), the company does not encourage training programmes (M=2.47), training has not enabled them to think out of the box (M=2.48), training provided to employees does not enhance the enterprise performance (M=2.50), the company does not provide learnerships for employees (M=2.52), the company does not provide learnerships for employees (M=2.55), the company does not provide training for employees (M=2.56), training did not improve their life (M=2.58), it forces the company to invest in initiatives which are not contributing to employee development (M=2.58) and that the company does not provide training that is related to their industry (M=2.60).

The respondents further strongly disagreed as follows: B-BBEE is only benefiting the company and not the employee (M=2.61), training provided by the company does not aid them to perform their work tasks better (M=2.61), only unemployed learners can participate in learnerships within the company (M=2.63), training provided does not aid them with life skills (M=2.65), B-BBEE is only benefiting elite blacks in the company (M=2.66), training provided did not develop their skills (M=2.68), their ability to provide inputs to management regarding their job has not increased after attending training (M=2.72), the company does not allow employees to participate in developing a B-BBEE strategy (M=2.73), employees do not have the opportunity to participate in learnerships (M=2.74), skills development initiatives offered by the company do not benefit them (M=2.80), and being trained has not provided them with more career opportunities (M=2.85). The participants disagreed that the company decides solely on which employees should participate in training and that being trained did not contribute to them gaining promotion (M=2.96).

4.7.1.3 “Advantages of B-BBEE to the Business”

Section D of the employers’ questionnaire assessed the advantages of B-BBEE to the business.

Table 4. 23 “Advantages of B-BBEE to the business”

Advantages	N	Mean	Std. Deviation
67. B-BBEE creates opportunity to do business with government sectors and public entities.	5	6.200	.4472
68.B-BBEE provides opportunity to secure contracts with large companies and industry leaders within South Africa.	5	5.400	.8944
69. B-BBEE compliance is used as a marketing tool.	5	5.400	.8944
70.We have achieved success in business after obtaining B-BBEE compliance.	5	5.600	.8944
71. Our turnover has increased over the years since we obtained B-BBEE compliance.	5	5.200	1.0954
72. B-BBEE has resulted in us satisfying customer requirements.	5	5.800	.4472
73. B-BBEE enables us to be competitive and explore new markets.	5	5.400	1.3416
74. B-BBEE enables us to grow the business.	5	5.400	.8944
75. Government financial funding is more accessible once the business gains compliance to B-BBEE.	5	4.600	1.6733
76. Black employees have access to more skills when the branches implement B-BBEE.	5	4.800	2.1679
77. The business can invest in more affordable and subsidised skills development programmes for employees due to B-BBEE.	5	5.000	.7071
78. Skills development increases effectiveness in processes.	5	5.200	.8367

79. Skills Development initiatives enable the enterprise to adapt to new technology and methods.	5	4.000	1.5811
80. B-BBEE provides the opportunity to improve employee's skills and competency.	5	5.000	1.0000
81. B-BBEE enables the business to be a role player in improving and transforming South Africa.	5	5.000	1.0000
Valid N (listwise)	5		

The majority of the participants agreed with the following: that B-BBEE creates the opportunity to do business with government sectors and public entities (M=6.200), has resulted in them satisfying customer requirements (M=5.800) and that they have achieved success in business after obtaining B-BBEE compliance (M=5.600).

The participants slightly agreed as follows: B-BBEE provided the opportunity to secure contracts with large companies and industry leaders within South Africa (M=5.400), B-BBEE compliance is used as a marketing tool (M=5.400), B-BBEE enables them to be competitive and explore new markets (M=5.400), B-BBEE enables them to grow the business (M=5.400), their turnover has increased over the years since they obtained B-BBEE compliance (M=5.200), skills development increases effectiveness in processes (M=5.200), the business can invest in more affordable and subsidised skills development programmes for employees due to B-BBEE (M=5.000), B-BBEE provides the opportunity to improve employee's skills and competency (M=5.000), B-BBEE enables the business to be a role player in improving and transforming South Africa (M=5.000), black employees have access to more skills when the branches implemented B-BBEE (M=4.800). The participants however had neutral views that government financial funding is more accessible once the business gains compliance to B-BBEE (M=4.600) and that the skills development initiatives enable the enterprise to adapt to new technology and methods (M=4.000).

4.7.1.4 “Disadvantages of B-BBEE to the business”

Section E of the employers’ questionnaire assessed the disadvantages of “B-BBEE to the business”.

Table 4. 24 “Disadvantages of B-BBEE to the business”

Disadvantages	N	Mean	Std. Deviation
82.B-BBEE compliance has become mandatory for business to gain market share.	5	5.400	.8944
83.B-BBEE has resulted in us losing business.	5	4.400	1.5166
84.B-BBEE implementation has resulted in black people losing jobs in the business.	5	2.200	1.0954
85.Implementation of the B-BBEE code of practice has shifted our business vision.	5	3.600	1.6733
86.B-BBEE implementation has placed an increased demand on administration.	5	5.800	1.3038
87. The B-BBEE code of practice is vague and complicated.	5	4.000	1.5811
88. B-BBEE implementation is time consuming and can result in neglecting other business requirements.	5	4.600	1.6733
89. The skills development element can lead to production downtime due to employees having to attend courses.	5	4.400	1.6733
90. The B-BBEE ownership element can lead to the owners of the business losing control of the business.	5	3.200	1.7889

91. B-BBEE implementation can lead to financial burden and unnecessary money being spent.	5	4.000	1.4142
92. Incompetent employees can be employed because of seeking to gain B-BBEE compliance.	5	4.000	1.8708
93. “The enterprise and supplier development element force the business to purchase from unreliable new suppliers”.	5	4.200	2.0494
94. The relationship with preferred suppliers will be placed at risk if the business focuses on an empowered supplier.	5	5.800	.4472
95. “Quality of the product might deteriorate if new materials from new suppliers are used because of only using an empowered supplier”.	5	5.800	.4472
96. B-BBEE has resulted in skilled employees losing their jobs in the business.	5	2.200	.4472
97. B-BBEE compliance with skills development is difficult to achieve due to employees declining skills development opportunities.	5	4.400	1.3416
98. B-BBEE is a threat to the business.	5	3.800	1.6432
99. B-BBEE endures succession planning due to the frequent change in B-BBEE legislation.	5	5.200	1.0954
100. B-BBEE leads to poor decision making when aiming to meet the code of practice.	5	4.600	1.6733
101. B-BBEE develops individuals for financial gain and not for a contribution toward the business or its success.	5	4.800	1.6432

102. The frequent legislation changes make it difficult to understand the requirements.	5	5.000	1.7321
Valid N (listwise)	5		

The majority of the respondents agreed on the following: B-BBEE implementation has placed an increased demand on administration, the relationship with preferred suppliers will be placed at risk if the business focuses on an empowered supplier instead and that the quality of the product might deteriorate if new materials from new suppliers are used because of only using an empowered supplier (M=5.800 in each case).

The respondents slightly agreed on the following: B-BBEE compliance has become mandatory for business to gain market share (M=5.400), B-BBEE endures succession planning due to the frequent change in legislation (M=5.200), the frequent legislation changes make it difficult to understand the requirements (M=5.000) and that B-BBEE develops individuals for financial gain and not to contribution toward the business or its success (M=4.800). Participants had a neutral view on the following: implementation is time consuming and can result in neglecting other business requirements and leads to poor decision making when aiming to meet the code of practice (M=4.600 in each case), B-BBEE has resulted in them losing business and the skills development element can lead to production downtime due to employees having to attend courses, compliance to skill development is difficult to achieve due to employees declining skills development opportunities (M=4.400 in each case), the enterprise and supplier development element forces the business to purchase from unreliable new suppliers (M=4.200), the B-BBEE code of practice is vague and complicated and its implementation can lead to financial burden and unnecessary money being spent, and that incompetent employees can be employed because of seeking to gain B-BBEE compliance (M=4.000 in each case). It was neutrally agreed that B-BBEE is a threat to the business (M=3.800).

The respondents slightly disagreed with the following: implementation of the B-BBEE code of practice has shifted their business vision (M=3.600) and that the B-BBEE ownership element can lead to the owners of the business losing control of the business (M=3.200). It was disagreed that

B-BBEE implementation has resulted in black people losing jobs in the business (M=2.200) and that B-BBEE has resulted in skilled employees losing their jobs in the business (M=2.200).

4.8 Summary of chapter

In conclusion this chapter presented the questionnaire outputs which provided an opportunity to measure the objectives, present the findings and conclude the results. The study described the assessment of the internal consistency using Cronbach's Alpha and all items were reliable as the threshold of 0.7 was surpassed.

5 CHAPTER FIVE: DISCUSSION

5.1 Introduction

The BEE strategy was majorly meant to increase the participation of disadvantaged black individuals and to expand economic development and growth of the blacks. This therefore gave rise to the BBEE Act. The B-BBEE Act which is an amendment to the BBEE Act has had various amendments to address broader interventions. However, compliance has been a major concern due to the increased demands of the new act. This background becomes the basis of conducting the study on the assessment of how a generic enterprise strategy has been developed and the extent to which it has satisfied employees within the enterprise. This chapter presents the main findings resulting from the study, by discussing the three research objectives

5.2 Research objective one

5.2.1 Discussion of the results

The findings have shown that all the branches considered in the study were of the same company with the business turnover per annum for all the branches (100%) being >R50 million. The findings also reveal that all the branches (5) fall under generic enterprise size classification. As ascertained by the B-BBEE Act an enterprise with a revenue of R50 million or greater is regarded as generic enterprises. The enterprise had less than 200 permanent employees. All the branches had been in existent for over 10 years and were B-BBEE certified.

The study further shows that all the branches were rated at level 5 and had B-BBEE as part of their business strategy and compliance was found to be their enterprise's priority. The branches were also registered with a SETA. All the employers were familiar with the B-BBEE legislation and aware of the five elements of B-BBEE Act 46 of 2013 and their contribution levels. which further indicates compliance to the B-BBEE Act requirements and alignment to the enterprise's strategic intent.

5.3 Research objective two

5.3.1 Discussion of results

In the assessment to determine if the generic enterprise B-BBEE strategy is aligned to B-BBEE Act, the analysis reveals that the enterprise gave ownership first preference. The enterprise in most

branches gave skills development and/or enterprise and supplier development second and third preference. Most branches gave skills development and/or socio-economic development fourth preference. Additionally, most branches gave socio-economic development fifth preference. This depicts that the B-BBEE strategy is aligned to the B-BBEE Act. Categories for compliance have been reduced to five where ownership, skills development and enterprise and supplier development are highly prioritized and obligatory for compliance Ventureburn, (2015).

5.4 Research objective three

5.4.1 Discussion of results

The analysis of the impact of the generic enterprise B-BBEE strategy on employee satisfaction reveals that the company provides training opportunities for employees. The company encourages training programmes for employees, which are related to their industry. The enterprise provides learnerships for employees and unemployed learners. The training provides aids to perform work task better. Adonisi (2005) suggests the need for black people to have training and development to improve their quality of life. The employees value the training as it develops their skills, enhances enterprise performance, aids them with life skills and has provided them with more career opportunities. B-BBEE forces the company to invest in initiatives which contribute to employee development, improves their lives, and has enabled them to think out of the box. B-BBEE contributes to an increase in employment within the company.

The analysis further reveals that B-BBEE creates opportunities to do business with government sectors and public entities. It has also resulted in them satisfying customer requirements and achieving success in business after obtaining B-BBEE compliance. B-BBEE provided an opportunity to secure contracts with large companies and industry leaders within South Africa and its compliance is used as a marketing tool. B-BBEE enables companies to be competitive and explore new markets and enables them to grow the business so that their turnover has increased over years since they obtained B-BBEE compliance.

The findings show that B-BBEE implementation has increased the administration demand. The relationship with preferred suppliers will be placed at risk if the business focuses solely on empowered suppliers only. Furthermore, there is a risk of product losing conformity if substandard raw materials are used from unreputable suppliers. B-BBEE implementation has not resulted in black people losing jobs within the enterprise and neither has it resulted in skilled employees losing

their jobs within the business. This is an indication that the B-BBEE Act implementation is successful within this enterprise.

5.5 Summary of the chapter

A discussion of the findings of the study regarding each of the objectives is completed in this chapter. The first objective established the factors considered during generic enterprise B-BBEE strategy development. These were the legal status of the business, business turnover per annum, size which the enterprise falls under, number of permanent employees, enterprise level rating and registration status. The second objective revealed that the B-BBEE strategy is aligned to the B-BBEE Act as the five elements were prioritized and obligatory for compliance. The third objective established that the generic enterprise B-BBEE strategy provides a training opportunity for employees which contributed to their welfare. The enterprise provides learnerships for employees and unemployed learners which shows contributions to the community. The employees value the training as it develops their skills and enhances enterprise performance simultaneously.

6 CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The B-BBEE Act has various amendments to address broader interventions. However, compliance has been a major concern. This background is the basis for conducting the study on the assessment of how the generic enterprise strategy has been developed and the extent to which it has satisfied employees within the enterprise. This chapter presents the study conclusions, and limitations, as well as the suggestions for further studies.

6.2 Research conclusions

The purpose of the study was to ascertain how a generic enterprise B-BBEE strategy has been developed and to what extent it has satisfied employees within an enterprise. The specific objectives were to identify the factors considered when developing a generic enterprise B-BBEE strategy, to determine if the generic enterprise B-BBEE strategy is aligned to the B-BBEE Act, and to assess the impact of the generic enterprise B-BBEE strategy on employee satisfaction. The study selected a quantitative approach and causal design was best suited to assess the impact of the generic enterprise B-BBEE strategy on employee satisfaction. The data was gathered through a questionnaire. The different sets of questionnaires were used where one gathered data from employers and the other from the employees and the conclusions are presented below.

6.2.1 Objective one

Objective one of this study was met by the findings. The factors considered during generic enterprise B-BBEE strategy development were found to be the legal status of the business, business turnover per annum, enterprise size, number of permanent employees, Enterprise B-BBEE level rating and registration status. All the branches were rated at level 5 and had within the limits of B-BBEE their business strategy, compliance was their enterprise priority, and the branches were registered with a SETA. All the employers were familiar with the B-BBEE legislation and the elements.

6.2.2 Objective two

Objective two sought to determine if the generic enterprise B-BBEE strategy is aligned to the B-BBEE Act. This was assessed based on five elements of the Act. The study concludes that the B-

BBEE strategy is aligned to the B-BBEE Act as the five elements were prioritized and obligatory for compliance.

6.2.3 Objective three

Just like the other research objectives, the third objective was also met by the findings of the study. The final objective assesses the impact of the generic enterprise B-BBEE strategy on employee satisfaction. This was assessed in relation to the advantages or disadvantages that the B-BBEE strategy brought to the employee. The study concludes that the generic enterprise B-BBEE strategy provides training opportunity for employees. The enterprise provides learnerships for employees and unemployed learners. The employees value the training as it develops their skills, enhances enterprise performance, aids them with life skills and has provided them with more career opportunities. This therefore leads to their satisfaction. This is an indication that the research questions were answered.

6.3 Implications of the research

This study contributes to research on the B-BBEE strategy and how its impacts employees and the organization at large. It provides insights into the B-BBEE Act requirements and may inform the enterprise in further policy formulations. The study may well form the basis for further research.

6.4 Recommendations for the enterprise

From the finding as revealed by the study, various recommendations can be made. The assessment establishes that the B-BBEE strategy influences employee satisfaction especially through the training opportunities it offers to the employees. The enterprise should firstly, therefore, have an efficient strategy implementation process, which evaluates the strategy weaknesses for adjustments to ensure that it is utilized to its best. This will ensure that employees' satisfaction is maintained at high levels, to eliminate issues such as employee turnover. Secondly, the enterprise management should ensure that the five scorecard elements of the B-BBEE is strictly adhered to, to ensure compliance, and much emphasis should be made on the first recommended elements: ownership, skills development, and enterprise and supplier development (Ventureburn, 2015). Thirdly, B-BBEE has been found to bring training opportunities and learnerships for employees. The enterprise should therefore conduct a training needs assessment to identify the training needs of the employees and create avenues for their career development. This will enhance their

commitment and performance in the enterprise. Fourthly, the policy makers should be conscious of future B-BBEE Act requirements. As such, they should keep restructuring the B-BBEE legislation to accommodate the upcoming dynamics and business trends. The legislation needs to be evaluated continuously for adjustments to suit the varying economic situations and demands. Finally, to assist with identifying and revealing shortcomings in strategy development and its alignment to the B-BBEE Act the enterprise could embark on research projects.

6.5 Limitations to the study

This study contributes to the frame of knowledge on the B-BBEE strategy and how its impacts employees and the organization at large. It provides insights into the B-BBEE Act requirements and may inform the enterprise in further policy formulations. The study may well form the basis for further research. The study limitation is using quantitative data and only placing focused on one sector; hence the findings cannot apply across diverse sectors. An additional limitation was that the questionnaire produced only quantitative data. A combination of a questionnaire and interviews could have yielded better results as it could have provided more detailed information. The study focused on one sector and hence the findings cannot cut across diverse sectors. The study was not able to achieve a 100% response rate due to the time limitation in data collection. The tight schedules of the employees and the managers as well, were a limiting factor hindering a 100% response rate.

6.6 Recommendations for future studies

The major focus of this research study was on how a generic enterprise B-BBEE strategy was developed and to what extent it has satisfied employees within the enterprise. It is therefore suggested that a future study could emphasise the relationship or impact of an enterprise B-BBEE strategy on performance of the enterprises. This could be done with the use of qualitative data to arrive at in-depth conclusions. Future studies could as well focus on other industries for comparability of the results since different industries may have diverse findings.

6.7 Summary of chapter

This chapter concluded the study by presenting the research conclusions for each objective, research implications were noted and recommendations for the enterprise were established. One of the recommendations to the enterprise is for the leadership to ensure that the enterprise B-BBEE strategy is strictly adhered too to ensure compliance. Another recommendation is for enterprise to be conscious of future legislation changes. As such, they should keep restructuring the enterprise policy to accommodate the upcoming dynamics and business trends. Lastly, the limitations of the studies were highlighted together with the recommendations for future study.

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ANNEXURE 1: TURNITIN REPORT

Final Claudina N

ORIGINALITY REPORT

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SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

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ANNEXURE 2: INFORMED CONSENT

UNIVERSITY OF KWAZULU-NATAL GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

MBA Research Project

Researcher: Claudina Naidoo [REDACTED]

Supervisor: Prof Ana Maria De Azevedo Martins (031-2608318)

Research Office: Ms P Ximba (031-2603587)

Dear Respondent,

I, Claudina Naidoo, MBA student at the Graduate School of Business and Leadership, of the University of KwaZulu-Natal.

You are invited to participate in a research project entitled: *The impact of a generic enterprise broad-based black economic empowerment strategy on employee satisfaction.*

Through your participation, the aim of this study is intended to determine the impact of a Generic Enterprise BBBEE strategy on employee satisfaction within a chemical sector enterprise in Durban, South Africa.

The results of this survey are intended to contribute to the body of knowledge and to assess and verify the impact of a Generic Enterprise BBBEE strategy on employee satisfaction.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

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

I hope you will take the time to participate.

Sincerely

Investigator's signature

Date _____

This page is to be retained by the participant

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

MBA Research Project

Researcher: Claudina Naidoo [REDACTED]

Supervisor: Professor Ana Martins (031-2601493)

Research Office: Ms P Ximba (031-2603587)

CONSENT

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.

SIGNATURE OF PARTICIPANT

DATE

This page is to be retained by researcher

ANNEXURE 3: EMPLOYER QUESTIONNAIRE

“All information will be treated as STRICTLY CONFIDENTIAL and will only be used for academic purposes”.

General instructions

1. “This questionnaire must be completed by the Owner/Director/Member of the enterprise”.
2. “Please answer the questions objectively and honestly”.
3. “Please answer all the questions, as this will provide enough information to the researcher so that an accurate analysis and interpretation of the data can be made”.

“All questions must be answered by making a cross in the relevant block. It is essential you indicate your choice with a pen”.

“Use the following key”:

“1 = Strongly disagree ;2 = Disagree;3 = Slightly disagree;4 = Neutral view ;5 = Slightly agree;6 = Agree;7 = Strongly agree. You must select the number which best describes how you feel about the question. For example, should you be asked the extent to which you agree with the statement”:

“BBBEE creates opportunity to do business with government sectors and public entities”:

“And you feel you slightly agree, you will mark the number 5 (5 = Slightly agree) as in the example”:

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree
C1	BBBEE creates opportunity to do business with government sectors and public entities.	1	2	3	4	5	6	7

You must indicate with a X in the response block your answer. For example, should you be a Male, you mark in the response block against Male:

A1	Please advise on your Gender	Response	Reference
	Male	X	1
	Female		2

SECTION A: "DEMOGRAPHIC INFORMATION"

"Mark the applicable response block with a cross (X)".

A1	Please advise on your Gender.	Response	Reference
	Male		1
	Female		2

A2	Please advise on your Race.	Response	Reference
	African		1
	White		2
	Indian		3
	Colored		4

A3	Please advise on which age group you fall under?	Response	Reference
	18-25 years		1
	26-35 years		2
	36-45 years		3
	46-55 years		4
	56-65 years		5
	Over 65 years		6

A4	"Please indicate your highest qualification".	Response	Reference
	"Lower than Matric"		1
	"Matric"		2
	"Higher Certificate"		3
	"Diploma"		4
	"Degree"		5
	"Post Graduate Degree"		6
	"Masters"		7
	"PhD"		8

A5	"Please advise on your occupational level".	Response	Reference
	"Top management"		1
	"Senior Management"		2
	"Professionally Qualified"		3
	"Skilled"		4
	"Semi -skilled"		5
	"Unskilled"		6
	"Disabled"		7

A6	Please indicate the number of years you are employed at the company.	Response	Reference
	"0-1 year"		1
	"1-2 years"		2
	"2-3 years"		3
	"3-4 years"		4
	"4-5 years"		5
	"5-10 years"		6
	"Over 10 years"		7

SECTION B: "BUSINESS INFORMATION"

"Mark the applicable response block with a cross (X)".

B1	What is the legal status of the business?	Response	Reference
	Sole Proprietor		1
	Private Company -(PTY) Ltd		2
	Personal Liability -Inc		3
	Public Companies -(Ltd)		4
	State Owned Companies -SOC		5

B2	What is the business turnover per annum?	Response	Reference
	<R10 million		1
	R10-R50 million		2
	>R50 million		3

B3	What enterprise size does the enterprise fall under?	Response	Reference
	Generic Enterprise		1
	Qualifying Small Enterprise		2
	Exempt Micro Enterprise		3

B4	How many permanent employees do you have in your enterprise?	Response	Reference
	< 20		1
	< 50		2
	< 100		3
	< 200		4

B5	How long is the business in existence?	Response	Reference
	0-1 year		1

	1-2 years		2
	2-3 years		3
	3-4 years		4
	4-5 years		5
	5-10 years		6
	Over 10 years		7

B6	Is the enterprise BBBEE Certified.	Response	Reference
	Yes		1
	No		2

B7	If certified, what is the Enterprise current BBBEE Level rating?	Response	Reference
	Level 1		1
	Level 2		2
	Level 3		3
	Level 4		4
	Level 5		5
	Level 6		6
	Level 7		7
	Level 8		8
	Level 9		9
	Level 10		10

B8	Is BBBEE part of your business strategy?	Response	Reference
	Yes		1
	No		2

B9	BBBEE compliance is not our enterprise priority.	Response	Reference
	Yes		1
	No		2

B10	Are you registered with a SETA?	Response	Reference
	Yes		1
	No		2

If yes to the above question, please advise on the name of the SETA.

B11	Which Element of the BBBEE act is given first preference when developing a BBBEE Strategy for the Enterprise?	Response	Reference
	Ownership		1
	Management Control		2
	Skills Development		3
	Enterprise and supplier development		4
	Socio-Economic Development		5

Please provide a reason for your above response

B12	Which Element of the BBBEE act is given second preference when developing a BBBEE Strategy for the Enterprise?	Response	Reference
	Ownership		1
	Management Control		2
	Skills Development		3
	Enterprise and supplier development		4
	Socio-Economic Development		5

Please provide a reason for your above response

B13	Which Element of the BBBEE act is given third preference when developing a BBBEE Strategy for the Enterprise?	Response	Reference
	Ownership		1
	Management Control		2
	Skills Development		3
	Enterprise and supplier development		4
	Socio-Economic Development		5

Please provide a reason for your above response
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B14	Which Element of the BBBEE act is given fourth preference when developing a BBBEE Strategy for the Enterprise?	Response	Reference
	Ownership		1
	Management Control		2
	Skills Development		3
	Enterprise and supplier development		4
	Socio-Economic Development		5

Please provide a reason for your above response

B15	Which Element of the BBBEE act is given fifth preference when developing a BBBEE Strategy for the Enterprise?	Response	Reference
	Ownership		1
	Management Control		2
	Skills Development		3
	Enterprise and supplier development		4
	Socio-Economic Development		5

Please provide a reason for your above response

SECTION C: AWARENESS OF BBBEE

"Mark the applicable response block with a cross (X)".

C1	Are you familiar with the BBBEE legislation?	Response	Reference
	Yes		1
	No		2

C2	Are you aware of the five elements?	Response	Reference
	Yes		1

	No		2
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C3	“Are you aware of the contribution levels of the BBEE Legislation”?	Response	Reference
	Yes		1
	No		2

C4	Have the 2015 new code of practice been implemented in the enterprise?	Response	Reference
	Yes		1
	No		2

SECTION D: ADVANTAGES OF BBEE TO THE BUSINESS

“Mark the applicable block with a cross (X)”.

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree
D1	BBEE creates opportunity to do business with government sectors and public entities.	1	2	3	4	5	6	7
D2	BBEE provided opportunity to secure contracts with large companies and industry leaders within South Africa.	1	2	3	4	5	6	7
D3	BBEE compliance is used as a marketing tool.	1	2	3	4	5	6	7
D4	We have obtained success in business after obtaining BBEE compliance.	1	2	3	4	5	6	7
D5	Our turnover has increased over years since we obtained BBEE compliance.	1	2	3	4	5	6	7
D6	BBEE has resulted in us satisfying customer requirements.	1	2	3	4	5	6	7
D7	BBEE enables us to be competitive and explore new markets.	1	2	3	4	5	6	7
D8	BBEE enables us to grow the business.	1	2	3	4	5	6	7

D9	Government financial funding is more assessable once the business gains compliance to BBBEE.	1	2	3	4	5	6	7
D10	Black employees have access to more skills when the businesses implemented BBBEE.	1	2	3	4	5	6	7
D11	“The business can invest in more affordable and subsidized skills development programs for employees due to BBBEE”.	1	2	3	4	5	6	7
D12	Skills development increase effectiveness in processes.	1	2	3	4	5	6	7
D13	Skills Development initiatives enables enterprises to adapt to new technology and methods.	1	2	3	4	5	6	7
D14	BBBEE provides the opportunity to improve employee’s skills and competency,	1	2	3	4	5	6	7
D15	BBBEE enables the business to be a role player in improving and transforming South Africa.	1	2	3	4	5	6	7

SECTION E: DISADVANTAGES OF BBBEE TO THE BUSINESS

Mark the applicable block with a cross (X).

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree
E1	BBBEE compliance has become mandatory for business to gain market share.	1	2	3	4	5	6	7
E2	BBBEE has resulted in us losing business.	1	2	3	4	5	6	7
E3	BBBEE implementation has resulted in black people losing jobs in the business.	1	2	3	4	5	6	7
E4	Implementation of the BBBEE code of practice has shifted our business vision.	1	2	3	4	5	6	7

E5	BBBEE implementation has placed an increased demand on administration.	1	2	3	4	5	6	7
E6	BBBEE code of practice are vague and complicated.	1	2	3	4	5	6	7
E7	BBBEE implementation is time consuming and can result in neglecting other business requirements.	1	2	3	4	5	6	7
E8	The skills development element can lead to production downtime due to employees having to attend courses.	1	2	3	4	5	6	7
E9	BBBEE ownership element can lead to the owners of the business losing control of the business.	1	2	3	4	5	6	7
E10	BBBEE implementation can lead to financial burned and unnecessary money being spent.	1	2	3	4	5	6	7
E11	Incompetent employees can be employed because of seeking to gain BBBEE compliance.	1	2	3	4	5	6	7
E12	The enterprise and supplier development element force the business to purchase from unreliable new suppliers.	1	2	3	4	5	6	7
E13	The relationship with preferred supplier will be placed at risk if the business focuses an empowered supplier.	1	2	3	4	5	6	7
E14	Quality of the product might deteriorate if new materials from new supplier are used because of only using an empowered supplier.	1	2	3	4	5	6	7
E15	BBBEE has resulted in skilled employee's lost their jobs in the business.	1	2	3	4	5	6	7
E16	BBBEE compliance to skill development is difficult to achieve	1	2	3	4	5	6	7

	due to employees declining skills development opportunities.							
E17	BBBEE is a threat to the business.	1	2	3	4	5	6	7
E18	BBBEE endures succession planning due to the frequent change in legislation.	1	2	3	4	5	6	7
E19	BBBEE leads to poor decision making when aiming to meet the code of practice.	1	2	3	4	5	6	7
E20	BBBEE develops individuals for financial gain and not to contribution toward the business or success.	1	2	3	4	5	6	7
E21	The frequent legislation changes make it difficult to understand the requirements.	1	2	3	4	5	6	7

Thank you for your time.

ANNEXURE 4: EMPLOYEE QUESTIONNAIRE

“All information will be treated as STRICTLY CONFIDENTIAL and will only be used for academic purposes”.

General instructions

- 1.” This questionnaire must be completed by the Employee of the enterprise”.
- 2.” Please answer the questions objectively and honestly”.
3. “Please answer all the questions, as this will provide enough information to the researcher so that an accurate analysis and interpretation of the data can be made”.

“All questions must be answered by making a cross in the relevant block. Use the following key”:

“1 = Strongly disagree; 2 = Disagree; 3 = Slightly disagree; 4 = Neutral view; 5 = Slightly agree; 6 = Agree; 7 = Strongly agree. You must select the number which best describes how you feel about the question. For example, should you be asked the extent to which you agree with the statement”:

“BBBEE creates opportunity to do business with government sectors and public entities.”

“And you feel you slightly agree, you will mark the number 5 (5 = Slightly agree) as in the example”:

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree
C1	BBBEE creates opportunity to do business with government sectors and public entities.	1	2	3	4	5	6	7

You must indicate with a X in the response block your answer. For example, should you be a Male, you mark in the response block against Male:

A1	Please advise on your Gender	Response	Reference
	Male	X	1
	Female		2

SECTION A: “DEMOGRAPHIC INFORMATION”

“Mark the applicable response block with a cross (X)”.

A1	Please advise on your Gender.	Response	Reference
	Male		1
	Female		2

A2	Please advise on your Race.	Response	Reference
	African		1
	White		2
	Indian		3
	Colored		4

A3	Please advise on which age group you fall under?	Response	Reference
	18-25 years		1
	26-35 years		2
	36-45 years		3
	46-55 years		4
	56-65 years		5
	Over 65 years		6

A4	Please indicate your highest qualification.	Response	Reference
	Lower than Matric		1
	Matric		2
	Higher Certificate		3
	Diploma		4
	Degree		5
	Post Graduate Degree		6
	Masters		7
	PhD		8

A5	Please advise on your occupational level.	Response	Reference
	Top management		1
	Senior Management		2
	Professionally Qualified		3
	Skilled		4
	Semi -skilled		5
	Unskilled		6
	Disabled		7

A6	Please indicate the number of years you are employed at the company.	Response	Reference
	0-1 year		1
	1-2 years		2
	2-3 years		3
	3-4 years		4
	4-5 years		5
	5-10 years		6
	Over 10 years		7

SECTION B: "AWARENESS OF BBBEE"

"Mark the applicable number block with a cross (X)".

B1	Are you familiar with the BBBEE legislation?	Response	Reference
	Yes		1
	No		2

B2	Are you aware of the five elements?	Response	Reference
	Yes		1
	No		2

B3	:Are you aware of the contribution levels of the BBBEE Legislation"?	Response	Reference
	Yes		1
	No		2

B4	Have the 2015 new code of practice been implemented in the enterprise?	Response	Reference
	Yes		1
	No		2

B5	Do you know the enterprise current BBBEE recognition level?	Response	Reference
	Yes		1
	No		2

SECTION C: ADVANTAGES OF BBBEE TO EMPLOYEES

“Mark the applicable block with a cross (X)”.

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree
C1	Geochem provides training opportunity for employees.	1	2	3	4	5	6	7
C2	Geochem provides training for employees which are related to their industry.	1	2	3	4	5	6	7
C3	Geochem provides learnerships for employees.	1	2	3	4	5	6	7
C4	Employees are allowed to participate in learnerships.	1	2	3	4	5	6	7
C5	Geochem provides learnerships for unemployed learners.	1	2	3	4	5	6	7
C6	Geochem encourages training programs.	1	2	3	4	5	6	7
C7	Training provided aided me with life skills.	1	2	3	4	5	6	7
C8	Training provided aids to perform work task better.	1	2	3	4	5	6	7
C9	Training provided enhances enterprise performance?	1	2	3	4	5	6	7
C10	Training provided is valued by me.	1	2	3	4	5	6	7
C11	Training developed my skills.	1	2	3	4	5	6	7
C12	Training improved my life	1	2	3	4	5	6	7
C13	Training has provided me with more career opportunities.	1	2	3	4	5	6	7
C14	Being trained contributed to me gaining promotion.	1	2	3	4	5	6	7
C15	My ability to provide inputs to management regarding my job has increased after attending training.	1	2	3	4	5	6	7
C16	Training has enabled me to think out of the box.	1	2	3	4	5	6	7
C17	BBBEE contributes to an increase in employment within Geochem.	1	2	3	4	5	6	7
C18	BBBEE is benefiting all black employees in Geochem.	1	2	3	4	5	6	7
C19	BBBEE is benefiting employees and Geochem equally.	1	2	3	4	5	6	7

C20	Skills development initiatives offered by Geochem benefit me.	1	2	3	4	5	6	7
C21	Geochem offers employees to participate in developing a BBEE strategy.	1	2	3	4	5	6	7
C22	BBEE forces Geochem to invest in initiatives which contribute to employee development.	1	2	3	4	5	6	7
C23	Only unemployed learners can participate in learnerships within Geochem.	1	2	3	4	5	6	7
C24	Employees are allowed to freely participate in training offered.	1	2	3	4	5	6	7

SECTION D: DISADVANTAGES OF BBEE TO EMPLOYEES

“Mark the applicable block with a cross (X)”.

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree
D1	Geochem doesn't provide training for employees.	1	2	3	4	5	6	7
D2	Geochem doesn't provide training that is related to their industry.	1	2	3	4	5	6	7
D3	Geochem doesn't provide learnerships for employees.	1	2	3	4	5	6	7
D4	Geochem doesn't provide learnerships for employees.	1	2	3	4	5	6	7
D5	Geochem doesn't encourage training programs.	1	2	3	4	5	6	7
D6	Training provided doesn't aid me with life skills.	1	2	3	4	5	6	7
D7	Training provided by Geochem doesn't aid me to perform work task better.	1	2	3	4	5	6	7
D8	Training provided to employees doesn't enhance the enterprise performance.	1	2	3	4	5	6	7
D9	Training provided is not valued by me.	1	2	3	4	5	6	7

D10	Training provided did not develop my skills.	1	2	3	4	5	6	7
D11	Training did not improve my life.	1	2	3	4	5	6	7
D12	Being trained has not provided me with more career opportunities.	1	2	3	4	5	6	7
D13	Being trained did not contribute to me gaining promotion.	1	2	3	4	5	6	7
D14	My ability to provide inputs to management regarding my job has not increased after attending training.	1	2	3	4	5	6	7
D15	Training has not enabled me to think out of the box.	1	2	3	4	5	6	7
D16	BBBEE contributes to a decrease in employment within Geochem.	1	2	3	4	5	6	7
D17	BBBEE is only benefiting Elite blacks in Geochem.	1	2	3	4	5	6	7
D18	BBBEE is only benefiting Geochem and not the employee.	1	2	3	4	5	6	7
D19	Skills development initiatives offered by Geochem do not benefit me.	1	2	3	4	5	6	7
D20	Geochem does not offer employees to participate in developing a BBBEE strategy.	1	2	3	4	5	6	7
D21	BBBEE forces Geochem to invest in initiatives which are not contributing to employee development.	1	2	3	4	5	6	7
D22	Employees don't have the opportunity to participate in learnerships	1	2	3	4	5	6	7
D23	Geochem decides solely on which employees should participate in training.	1	2	3	4	5	6	7
D24	Only unemployed learners can participate in learnerships within Geochem.	1	2	3	4	5	6	7

Thank you for your time.

ANNEXURE 5: ETHICAL CLEARANCE



04 June 2021

Mrs Claudine Naidoo (217055520)
Graduate School of Business & Leadership
Westville Campus

Dear Mrs Naidoo,

Protocol reference number: HSS/1701/018M

Project title: The impact of a Generic Enterprise BBBEE strategy on employee satisfaction. A case study in a chemical sector enterprise in Durban, South Africa

Amended title: The impact of a generic enterprise Broad-based black economic empowerment strategy on employee satisfaction

Approval Notification – Amendment Application

This letter serves to notify you that your application and request for an amendment received on 29 April 2021 has now been approved as follows:

- Change in title

Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form; Title of the Project, Location of the Study must be reviewed and approved through an 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.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

Best wishes for the successful completion of your research protocol.

Yours faithfully



Professor Dipane Hlalele (Chair)

/ms

Humanities & Social Sciences Research Ethics Committee
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Website: <http://research.ukzn.ac.za/research-ethics/>

Founding Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville

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