

UNIVERSITY OF KWAZULU-NATAL

**Transformation challenges faced by Black South Africans in the construction sector within
the KwaZulu-Natal Department of Transport**

By

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Master of Commerce in Leadership**

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

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DECLARATION

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Lastly my family, my mother through her prayers and support, my husband and my 3 amazing children for their support.

ABSTRACT

In 2017, the KwaZulu Department of Transport conducted a spend analysis by population, using racial groups in the construction sector and the following was the conclusion; for the budget of R4 Billion the beneficiaries were 18% black Africans, 28% Indians, 15% white, 5% coloured, 8% other and 26% with no detail. Meanwhile population demographics indicates the Black South African population dominates KwaZulu-Natal by 87%, followed by the Indian/Asian population who are at 7,9%, white people account for 3,9% of the population, whereas coloured people account for only 1,2% (Statssa 2016). The data above is a clear indication of the lack of transformation in the construction sector specifically for the previously disadvantaged individuals which are Black South African. The KwaZulu Natal Department of Transport core functions are construction, upgrading, maintenance and control of the provincial road network. The research methodology used is mixed method, which encompasses both qualitative and quantitative approaches. The qualitative methodology used the purposive sampling and the quantitative used the probability sampling methods. The main findings of the research clearly indicated that there is lack transformation in the construction sector to support the previously disadvantaged individuals mainly Black South Africans, there is lack of adequate skills to perform in the sector, lack of financial resources and financial support from the financial institution, poor and lack of clear policy with regards to driving the agenda of economic transformation and lack of measurable contractor development programmes. The research recommendation is mainly the implementation of the transformation programmes with various interventions that will act as a nerve centre in bridging the gap in the transformation with clear targets which must be monitored and evaluated, supported by policies which will encompass all the stakeholders such as Construction Industry Development Board, National Treasury and all the institutions within the Built Environment. Mainly the purpose of the study is to to underpin the areas of improvement necessary in order for the KZN Department of Transport to bridge transformation gaps while attaining inclusive participation in the construction sector specifically for black South Africans.

GLOSSARY OF TERMS

ASGISA	Accelerated and Shared Growth Initiative for South Africa
B-BBEE	Broad Black Based Economic Empowerment
BEE	Black Economic Empowerment
BSU	Business study unit
CE	Civil Engineering
CETA	Construction Education & Training Authority
CIDB	Construction Industry Development Board
DOT	Department of Transport
DTI	Department of Trade, Industry and Competition
EDP	Entrepreneur Development Programme
EDTEA	Economic Development Tourism and Environment Affairs
GCC	Government Conditions of Contract
GDP	Gross Domestic Product
GEAR	Growth, Employment and Redistribution
IGULA	Inclusive Growth, Unity and economic Liberation of Africans
KZN	KwaZulu Natal
MEC	Member of the Executive Council
MENA	Middle East and North Africa
MENA	Middle East and North Africa
NDP	Natioal Development Plan
NGP	National Growth Path
PBO	Project-based organizations
PFI	Private finance initiative
PGDP	Provincial Growth Development Plan

R	Rand
RDP	Reconstruction and Development Programme
RET	Radical Economic Transformation
RRM	Routine Road Maintenance
RSA	Republic of South Africa
SETA	Sector Education and Training Authority
SMME	Small Micro Medium Enterprises
SONA	State of the Nation Address
SOPA	State of the Province Address
SRM	Supplier Relationship Management
WWW	world-wide web or internet

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CHAPTER ONE: INTRODUCTION

1.1 Introduction

The government has implemented several economic transformation policies and strategies stemming from relevant national legislation. However, these have not yet enabled government to achieve equitable participation of all the population groups in the country, thereby leading to unequal distribution of the South African economy in general and the provincial economy specifically (Transport, 2017).

According to Transport (2017) the transformation strategies were intended to enhance the economic growth while at the same time bridging the gap between historically marginalised groups by facilitating economical inclusion which is much needed in the developing state.

For the purpose of the study the economically marginalised specifically refers to black South Africans. According to Statssa (2016), the black African population (87,0 %) dominates KwaZulu-Natal, followed by the Indian/Asian population (7,9%). White people account for 3,9% of the population, whereas coloured people account for only 1,2%. In comparison to the other districts, eThekweni has a higher proportion of white people at 6,2%, followed by iLembe (3,4%) and KwaDukuza (7,7%). At the local municipality level, the highest proportion of white people is found in uMngeni (18.9%). In comparison to other local municipalities, Greater Kokstad Local Municipality has a higher proportion of the coloured population (7,3%), whereas eThekweni Metropolitan Municipality has a larger number of Indians/Asians (17,7%), followed by KwaDukuza (15,1%). Of the population in KwaZulu Natal, 86,81% are black Africans, with 7,37% Asians/Indians, 4,18% White, and 1,3% Coloureds (Census, 2011).

Statistics (2017) stipulates that sectors that are crucial to the contribution in economic growth, and thus stimulating the GDP growth rate within the province are, catering, accommodation, manufacturing industry, agriculture, forestry, fishing industry, finance, real estate, business services and the construction industry.

Given how much else has changed in the industry and society since 1978, more drastic changes in the construction workforce would have been expected (Susan,2018).

In the view of Mohamed (2019) the 1996 Constitution of the Republic of South Africa (RSA) pronounces a democratically inclusive government, promising all citizens basic human rights, justified economic and community development, which is well-suited which will be equal and inclusive for the current generation and generations to come.

Reconstruction and Development Programme (RDP) is a foundation of government economic growth policy which focuses on poverty alleviation, employment creation and closing the gap of inequality.

According to Gomersall (2018) despite the fact that GEAR (Growth, Employment and Redistribution) did not establish precise targets for poverty or inequality reduction, it was evident that it sought to significantly reduce poverty and inequality.

1.2 Background

This study intends to conduct research on the economic transformation challenges faced by black South Africans within the construction sector in the KwaZulu Natal Department of Transport. One of the government's mandate to the construction sector is the development of the emerging contractors specifically for the previously economically marginalised groups, which the majority are black South Africans. The construction industry is monitored by the Schedule 3a government entity known as Construction Industry Development Board (CIDB).

According to CIDB (2021) the CIDB is a public institution established under Schedule 3a to lead construction industry stakeholders in development. It was created in 2000 under the CIDB Act 38. South Africa's economic and social development is dependent on construction.

CIDB is responsible for the physical infrastructure that supports key activities for the economy. It is also a large-scale source of job creation. The CIDB's mission is to enable transformation while promoting the construction sector's improved contribution to the economy and people of South Africa. The CIDB's duty is to promote consistency in construction procurement, efficient and effective infrastructure delivery, improved performance in the construction industry, growth of the emerging sector, including industrial transformation, and skill development, among other things (CIDB, 2021).

According to CIDB (2020) enhancing transformation in the construction economy is contingent on black-contractors, black Built Environments Professionals, and black-materials suppliers having access to employment, as well as black-sector engagement. Through regulation, development programmes, and best practice, an effective transformation strategy must boost the engagement of the black sector in public and private sector spending.

As a result, South Africa's first democratic administration had a strong constitutional mandate to address historical imbalances in the political, social, and economic spheres. In the 1997 Green Paper on Public Sector Procurement Reform, the government stated its desire to use public procurement as a tool to achieve certain socio-economic goals. Ultimately, Broad-Based Black Economic Empowerment (BBBEE), formerly known as Black Economic Empowerment (BEE), was developed, and implemented. Despite these efforts to correct historical injustices, South Africa remains one of the most unequal countries in the world, with a Gini value of 0.63.(Shai, Molefinyana et al, 2019) .

1.3 Public procurement

Public procurement carries a responsibility to deliver value to the public, whilst delivering services it must also comply with regulations and prescripts, accountable spending of the citizens' finances, whilst ensuring the service delivery of goods and services is of a high standard (Grandia and Meehan, 2017).

In the view of Anthony (2018), the Preferential Procurement Policy Framework Act (PPPFA) and its Regulations, which regulate preferential procurement by providing a framework within which preferential procurement policies must be executed, are applicable to procurement in general.

Gabela (2017) says the adequate public procurement system contributes to the efficient financial management system of a country. To achieve efficiency, non-compliance to the prescribed procurement procedures must be identified, and any gaps must be addressed. Both internal and external processes must be applied to identify the gaps or risks.

In the view of Czarnitzki, Hünermund et al. (2020) procurement procedures adhere to the principles of non-discrimination, transparency, and cost-effectiveness. In principle, this means that public servants and practitioners called for tenders that should be narrowly specified to guarantee transparency during the award process. Over and above the cost-effectiveness, non-discrimination remains key.

The laws, regulations, and rules that are put in place to control the organisation's activities are referred to as a legislative framework. The legislative framework for public sector procurement explicitly encompasses the entire scope of public procurement and all aspects of the procurement process.

1.4 Broad-Based Black Economic Empowerment (B-BBEE)

According to DTI (2021) in 1994 South Africa's first democratic government was elected, with a clear mandate to address historical injustices in all areas: political, social, and economic. Since then, the government has embarked on a thorough initiative to create a legislative foundation for South Africa's economic development. As a predecessor to the B-BBEE Act, No. 53 of 2003, the Broad-Based Black Economic Empowerment (B-BBEE) Strategy was published in 2003. The Act's main goal is to accelerate economic transformation and increase black people's economic involvement in the South African economy. The B-BBEE aims to encourage economic transformation so as to allow meaningful economic participation of black society in the country, this Act describes black persons as all previously economically marginalised groups of people (Shai, Molefinyana et al., 2019).

Furthermore, the B-BBEE seeks to the following:

- Achieve a significant transformation in the racial configuration of ownership and management structures in the skilled professions of current and future businesses.
- Growth on the degree to which societies, workforces, cooperatives, and additional communal businesses own and run current and future businesses and their increased access to economic activities, infrastructure, and expertise training.
- Growth on the degree to which black women owned businesses run current and new businesses, and increase access to infrastructure, economic activities, skills, and development training.
- Supporting investment programmes that enable black people to participate in the economy in a broad and meaningful way in order to achieve long-term development and prosperity.
- Providing economic opportunities, infrastructure, land, ownership, and skills to rural and local communities; and
- Encouraging black economic empowerment by increasing access to financing.

According to Angela, Juliet et al. (2018), the critical matter surrounding B-BBEE for SMEs is being B-BBEE compliant, such measures are focused on overcoming the legacy of apartheid.

1.5 Preferential Procurement Policy Framework Act of 2000 (PPPFA)

According to Myers (2017) the Act was enacted particularly to comply with Section 217 (2) (a) of the South African Constitution. It also establishes a framework for how Organs of State, or companies owned by the government, should buy products and/or services, particularly when issuing bids. A tender must be equitable, fair, transparent, cost effective, and competitive, according to the PPPFA. The Preferential Procurement Policy Framework Act, 5 of 2000 (PPPFA), specifies application of a framework for the preferential procurement guidelines. This policy includes the allocation of preference points for specific goals, in cases of sub-contracting with individuals who were historically economically disadvantaged by unfair discrimination policies (Fourie and Malan, 2020).

1.6 Economic paths

Economic growth which may be derived through various paths at the microeconomics level is frequently accompanied with geographical difference at the local level, a characteristic that maybe highlighted during the administration or needed economic changes (Zsibók,2018). Below are various economic paths that have been implemented in various stages.

1.6.1 Reconstruction and Development Plan (RDP)

In the view of Irene (2017) The goal of the Reconstruction and Development Plan (RDP) was to try to correct the social, economic, and geographic imbalances of the previous government by merging growth, development, reconstruction, redistribution, and reconciliation into a single holistic plan. Growth and development, the RDP argued, were not mutually exclusive ideologies, and that development without growth would be financially impossible, while growth without development would simply exacerbate existing problems, making South Africa socially and politically unsustainable.

As detailed in the white paper for a Reconstruction and Development Programme for (1995), the RDP specifies five primary policy programmes:

- develop an economy that is robust, dynamic, and well-balanced.
- increase the capacity of all South Africans in terms of human resources.

- ensure to it that no one is subjected to gender or racial discrimination when it comes to hiring, promotion, or training in South Africa, and create a prosperous and well-balanced regional economy.
- make the state and society more democratic.

Basically the policy was aimed at remedying the inherited inequalities of apartheid, spatially economically and socially (Kok,2017). According to Moyo (2020) further highlights that, the first policy that was approved by the democratic government was the “Reconstruction and Development Programme (RDP) in 1994, the” policy had no clear distinction on industrial structure but focused on closing the gaps of inequalities caused by the apartheid policies.

1.6.2 Growth, Employment and Redistribution (GEAR)

According to Enaifoghe (2019) the Government further drew up a macroeconomic approach which was “called the Growth, Employment and Redistribution (GEAR)” system to aid in the quick monetary development required to create assets to meet social venture needs. GEAR was proposed and implemented as a policy that targeted at reshaping and rebuilding the country’s economics in line with the policy objectives outlined in the RDP. Generally the policy was premised upon free market stratagem with strong attention on economic development (Rapanyane and Maphaka , 2018).

The African National Congress (ANC) established its GEAR strategy in 1996, which had a significant neoliberal flavour to it. Influential government officials rejected state’s engagement in the economy as a matter of principle in the years that followed. However, this began to shift in the 2000s (Ballim,2017).

1.6.3 Accelerated and Shared Growth Initiative for South Africa (ASGISA)

Kok (2017) highlights that GEAR was replaced by the Accelerated and Shared Growth Initiative for South Africa (ASGISA) in 2005 as an economic development policy on the first two developmental strategies implemented in the post-democratic tenure.

The ASGISA was launched in 2006. The main aim of ASGISA was to implement policies and programmes with interventions aimed to grow the South African economy to reduce poverty by at least 50% and unemployment in the period between 2004 and 2014.

1.6.4 New Growth Path

On the 23rd of November 2010 the government released the New Growth Path Framework intended to enhance growth, employment creation and equality. The policy's primary objective was to create five million employment opportunities over the next 10 years. This framework reflected government's pledge to prioritising employment creation in all economic policies (Government,2021). In 2014, the former President of South Africa, Mr Jacob Zuma, delivered the State of the Nation Address (SONA) in Parliament which promised that economic transformation would take centre stage in his tenure (Notshulwana,2017).

According to ILO (2011) infrastructure development, mining, agriculture, manufacturing, tourism and the "green" economy are the six priority areas for job generation in the New Growth Path. An effective growth strategy has numerous characteristics, which are mirrored in the New Growth Path. Some require direct government action, such as investing in economic infrastructure that will generate future profits and tax income, while many require the establishment of game rules.

1.6.5 National Development Plan 2030 (NDP)

According to NDP2030 (2011) Over the next two decades, South Africa has the potential to eliminate poverty and reduce inequality, but this will necessitate a new approach, one that shifts from a passive citizenry receiving state services to one that systematically includes the socially and economically excluded, with people acting as active champions of their own development.. Mthembu and Nhamo (2021) acknowledge that not enough progress has been achieved since South Africa became a democratic country, and it remains extremely challenged by matters such as inequality, lack of economic transformation and the necessity for a more inclusive society.

1.6.6 Operation Vula

In the view of EDTEA (2016), the Provincial Government of KwaZulu-Natal has launched Operation Vula, which serves as a catalyst in mobilising all sectors of the economy in the province in order to achieve genuine economic transformation, and to correct apartheid-inspired socio-economic inequities in which black populations were purposefully kept out of the country's economy. The provincial government will use its procurement system as part of Operation Vula to encourage entrepreneurs from

historically marginalised groups to take advantage of business possibilities in many areas of the economy, including agriculture.

According to Ntuli (2020) the government wants to see the taxi operators become more involved in various sectors of the transport economy in line with the transport programme that aims to benefit the people of the industry along with many other programmes under the Operation Vula programme led by Premier Khuzeni, the government wants to empower the taxi operators to have their own tyre shops, petrol garages and car part dealerships.

Zikalala (2020) agreed with the Honourable President, the government should establish a targeted assistance package for small and medium-sized businesses (SMMEs), since they have the greatest untapped potential for development, job creation, and fundamental economic reform.

KZN has granted R18,3 million from the Operation Vula Fund to help fifteen (15) existing small companies in the toilet paper manufacturing sector through the unpacked support for SMMEs. (Zikalala,2020).

1.7 Motivation for the study

The eradication of poverty, inequality, and poor education are the three pillars of the National Development Plan 2030. Transformation-driven programmes are key drivers to bridging and achieving the above pillars. Without monitoring the transformation intervention programmes, the government may not realise the improvements and changes needed. It is important to conduct a study in order to evaluate the progress that has been made in driving transformation and recommend meaningful intervention.

The study will assist in enhancing the inclusive participation and economic transformation positively. It is key for the KZN Department of Transport to measure its performance in its various programmes in order to fulfil the mandate of the government of radical economic transformation. The key stakeholders in the study are the construction sector service providers, and the KZN Department of Transport.

1.8 Focus of the study.

The research focus will explore the transformation progress within the construction sector in the KZN Department of Transport, where transformation aims to drive the inclusive participation in various economic sectors, and thus alleviating poverty and bridging the gap between the rich and poor.

1.9 Problem statement

The construction industry plays a crucial role in the South African economy and social advancement. It provides the critical infrastructure, which is an enabler of the economic activities. Transformation in this sector is crucial in enhancing the alleviation of poverty and inequality (CIDB,2015).

According to Transport (2017), the KZN Department of Transport is required to be the custodian and enabler of transformation within the construction sector.

According to CIDB (2018), road infrastructure is the key driver of the socio-economic transformation within the province; the road infrastructure falls under the basic needs since it provides access to health facilities, education, and various social facilities around the province both in rural and urban areas. There has been slow progress with regards to transformation in the construction sector for historically marginalised groups, specifically Civil Engineering, roads, and construction.

According to Transport (2017) the Department of Transport conducted a spend analysis by population, and racial groups in the construction sector and the following was the conclusion: for the budget of R4 Bn, 18% were black Africans, 28% Indians, 15% white, 5% coloured, 8% other and 26% with no detail. The 26% with no detail poses a challenge in the data thus it is imperative for all construction participants to disclose fully the racial demographics in order to offer a thorough examination. From the above it is evident that there is a need for transformation in the sector since black Africans form 86.81% of the population within the province.

The study therefore aims to underpin the areas of improvement required in order for the KZN Department of Transport to bridge transformation gaps while attaining inclusive economic (EDTEA,2016) participation in the construction sector, specifically for the black South Africans.

1.10 Research aim

The study aims to investigate the challenges that are faced by Black South Africans in their attempts to enter, operate and grow as entrepreneurs in the construction sector within the KwaZulu-Natal Department of Transport, and proffer recommendations on how these challenges can be eliminated.

Objectives

- a) To ascertain the transformation challenges faced by black South Africans in the construction sector within the KZN Department of Transport.
- b) To identify the barriers of entry within the construction sector.
- c) To understand the role of government in enhancing transformation in the construction sector.
- d) To identify the interest of black South Africans in participating in the construction sector.

1.11 Research questions

The study's research questions are as follows:

- a) What are the transformation challenges faced by black South Africans in construction sector within the KZN Department of Transport?
- b) What are the barriers of entry into the construction sector?
- c) What is the role of the government is in enhancing transformation for black South Africans in the construction sector?
- d) Is there an interest in participating in the construction sector by black South Africans?

1.12 Research contribution

The research will provide practical solutions, recommendations and highlight the main challenges faced by black South African contractors in the construction sector. The study will further analyse, report the reasons behind the decreased traction in growth in the sector and provide the organisation with a better approach for the future in implementing development programmes for black South Africans in the sector.

1.13 Limitations to the study

In this study research methodology involved both qualitative and quantitative approach. The limitations specially were on the qualitative approach since the interviews were limited to telephonic interviews due to the Covid-19 pandemic which resulted in direct contact with participants being restricted. The researcher was unable to make observations of body language, and the interviews tended to be shorter since there was no direct engagement. Due to the limited technology in some of the Department's infrastructure some of the telephonic conversations were not clear hence the recordings were unclear as well.

The researcher made sure that all the interviews were conducted professionally and fairly in cases where there were network connectivity challenges those questions were clarified to the participants.

1.15 Dissertation outline

The study was conducted to understand the progress that has been made regarding bridging the gap in the inclusive participation through economic transformation specifically in the construction sector and to explore the challenges encountered by the affected groups in achieving the desired changes.

Chapter One: This chapter covers the study's introduction, research problem, statement, background, and overview, as well as the research methodology and research goal, goals, and questions.

Chapter Two: This chapter will present the literature review focusing on different types of leadership theories in further detailing transformation chat intervention that the government of South Africa his implemented in the post-apartheid era in order to bridge the gap created by unfair discrimination of the selected racial groups.

Chapter Three: This chapter present the research methodology data collection techniques that were used to analyse the data. The chapter further highlights the sampling techniques used and the instruments used by the respondents in the data analysis.

Chapter Four: The chapter will present the findings from the interviews conducted and the qualitative method used and further findings from the quantitative method conducted as well. The interviews conducted would be from the employees within the Department of Transport and the quantitative surveys conducted would be from the contractors providing services to the KZN Department of Transport.

Chapter Five: This discussion and interpretation of the study results from the research are outlined and a compared with the results of previous research and a summary is provided which will determine if the study has indeed answered the research questions.

Chapter Six: In this chapter recommendation will be provided on how to address the research problems and limitations identified in this study will also be outlined and the solutions on how to overcome these limitations will be provided.

1.16 Chapter summary

Chapter one outlined the study, aim, objectives and the problem statement. The chapter also highlighted the research focus and the research questions on the transformation challenges face by black South Africans within the construction sector in KwaZulu Natal Department.

The following chapter encompasses the literature review which presents the current knowledge and the findings of the study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Kaunda (2018) states that, “we look to the future with a better promise of escalating socio-economic transformation initiatives. This will be driven through our far-reaching policies that we have introduced, in support of the Inclusive Growth, Unity and economic Liberation of Africans in particular the Black people in general through (IGULA) programme.”

PGDP (2019) further emphasises that economic development, promotion of SMMEs and Cooperatives were pursued under the theme: “Attainment of a Radically Transformed, Inclusive and Sustainable Economic Growth for KwaZulu – Natal”. The establishment of the Operation Vula programme aimed to promote localisation by using government purchasing power to buy from SMMEs and cooperatives, the economy will benefit. School and jail uniforms, protective clothing, school and government furnishings, bakery, infrastructure/construction material, cleaning material, and agricultural products are among the commodities chosen for purchase from local small companies as part of Operation Vula trial phase. The construction sector is key in driving the provincial economy while bridging the gap through transformation, hence reducing poverty.

The chapter discusses the following themes.

- Leadership theories
- Radical economic transformation
- Empowerment of black South African businesses
- Transformation in the construction industry
- Poverty elevation
- Political economy

2.2 Leadership theories

In the view of Muralidharan and Pathak (2018) it has been established that any development towards the goals of sustainable development is driven by social transformation which involves vigorous leadership. Leadership plays a central role in connecting socially accountable activities with tangible results. The position of the leader's passion remains established in shaping social enterprises and outcomes; such passionate leadership partake similarities to transformational leadership.

According to Atiku (2018) leadership is reflected as a process where an individual inspires other people, encouraging them while guiding their activities in attaining the objectives of the organisation. The individual inspiring others in order to achieve the goals of the organisation is thus named a leader.

One of the most crucial roles of leaders is to provide vision. According to Williams (2019) vision is a quality which helps us to realise possible outcomes and is envisaged by what method it can be transformed into, what we prepare and how we prepare for it in our livelihood.

In the view of Jones and Rudd (2018) effective leadership necessitates encouraging others to think creatively and to constantly learn innovative solutions. The accomplishment of people to work towards a shared goal is not easy. The leader must know how to harmonise with the thinking of others.

According Shafique and Loo-See (2018) leadership is the skill of utilising persons for specific purposes, setting norms and approaches to resources in a competitive environment, and resolving conflicts while pursuing goals.

Resonant leaders are characterised by the capability of developing their own leadership style, the ability to motivate others, focus on continuous improvement, and being able to collaborate (Steve,2019).

The leadership styles that the chapter will focus on are the following.

- Transactional Leadership Theory
- The Transformational Leadership Theory
- The Situational Leadership Theory
- The Great Man Leadership Theory
- The Trait Leadership Theory

2.2.1 Transactional leadership theory

Transactional leadership focuses on close monitoring of employees against explicit outcome measures in which objectives achieved are remunerated and outcomes not met are punished. When the employees are empowered in their administrations, they display innovative action since they find the working environment acknowledging their various roles (Afsar, Badir et al. 2017).

Ladzani, Rudansky et al. (2018) state that transactional leaders inspire followers by attracting them for their own-interest, specifically corporate leaders switching salary and rank for work effort. He defines an example of transactional leadership as an exchange of prizes for compliance. If the employees are effective, they are rewarded, and if they underperform they are penalised (Steve,2019).

According to Jensen, Andersen et al. (2019) Conditional incentives, management by exception, and active and passive leadership are three aspects of transactional leadership. Leaders in these styles of leadership create goals with prizes, and followers are rewarded with awards and benefits after the work is completed.

Table 2.1 highlight the distinct differences between transactional and transformational leadership styles.

Table 2.1 Transactional leadership vs Transformational leadership

Transactional	Transformational leadership
Leadership is approachable	Leadership is proactive in nature
Works within the company's culture	Works to alter the culture of the company by applying new ideas.
Employees achieve goals by following the leader's incentives and penalties.	Employees attain goals by adhering to higher standards and moral principles.
Encourages followers to act in their own best interests.	Encourages followers to prioritize the group's interests.
Exceptional management: preserve the status quo while emphasizing corrective steps to improve performance.	Individual consideration: Each behaviour expresses concern and support for each individual. Promote creative and innovative problem-solving ideas through intellectual stimulation.

Source: Odumeru and Ogbonna (2013) pg. 12

2.2.2 The Transformational Leadership Theory

The South African government has the leverage to apply the transformational leadership style to enhance the economic and social changes desired. In the view of Ewell (2018), transformational leadership is a leadership theory where a leader causes transformation in individuals or a group, by using this style leaders have the ability to stimulate others, to voluntarily change, improve, and to want to be led.

According to Chenwei and Keke (2015), transformational behaviours classically encompass promoting the acceptance of team work and thus providing personalised backing and creating intellectual stimuli, which inspires verbal communication like pro-social opinion within the organisation. For example, by fostering the acceptance of group goals, transformational leaders can make their purpose of encouraging collaboration known to workers and get them to work as a team towards shared goals.

The role of transformational leadership can subsequently be inferred as an important influence on entrepreneurial intervention that results in societal change (Muralidharan and Pathak, 2018).

According to Avelar Ferreira, Reis Neto et al. (2019) when both the leader and the followers improve each other's motivation, transformational leadership occurs. Transformational leadership enhances the motivation and morals of both leaders and followers. A transformational leader may raise his followers' knowledge of the significance and value of the established results, as well as the methods for achieving them. The followers' maturity, values, and worries about the well-being of others, the organisation, and society are all raised through transformational leadership.

Idealised influence (behaviour), idealised influence (attributed), inspiring motivation, intellectual stimulation, and individual consideration are the five elements of transformational leadership (Shafique and Kalyar, 2018).

According to Umer, Fizza et al. (2019) there are the Big-Five personality traits of transformational leadership, which are the ability to,

- mediate the relationship between a person's conscientiousness and their ability to create knowledge.
- mediate the link between an individual's neuroticism and their ability to create knowledge, and the ability to adapt to new situations.

- mediate the link between an individual's openness to new experiences and their ability to create knowledge.
- mediate the relationship between a person's agreeableness and their ability to create knowledge. Emotional expressiveness and dominance are significant personality traits.
- Individuals' ability to create knowledge is mediated by extraversion.

By virtue of an idealised influence element that establishes relationships with subordinates, transformational leaders favourably contribute to strengthening collaboration. Idealised influence, personalised consideration, intellectual stimulation, and inspiring motivation are four elements of transformational leadership (Ghasabeh and Provitera,2017).

According to Wineman, Alia et al. (2020) designing successful strategies for economic growth and long-term transformation, as well as tracking progress toward policy objectives, sometimes necessitates classifying populations according to their specific demographics.

In Asbari (2020) accordingly transformational leadership is key as the complexity of the environment grows, leaders of organisations that facilitate change must shift their attention away from WHAT (results) and HOW (methods utilised) and toward WHO (conditions within the actors). In other words, a leader who wishes to manage change successfully must completely comprehend the 'inner essence' of all parties participating in the dynamics of change

2.2.3 The Situational Leadership Theory

In the view of Setyorini, Anik et al. (2018) the interaction between subordinate leaders, task structure, and position of leadership power were all heavily influenced by the situational leadership style of a leader's success in carrying out his duties.

There are two basic leadership types to consider when establishing situational leadership: directive behaviour and supportive behaviour. Structure, control, and supervision are three adjectives that can be used to define directive conduct. Appreciating, listening, and facilitating are three adjectives that can be used to characterise supportive conduct (Mustofa and Muafi,2021). In the view of Ghazzawi, Shoughari et al. (2017) situational leadership necessitates leaders adjusting their help and directness to their subordinates based on their present position and motivation

level. In reaction to their subordinates' dedication to this type of leadership, leaders must alter their behaviour and leadership style.

A situational leadership style and work environment have a favourable and considerable impact on employee performance, both directly and indirectly through corporate culture and work incentive elements. Workforce performance can be directly influenced by organisational culture and motivation (Harsono, Indrawati et al.2021).

2.2.4 The Great Man Leadership Theory

According to Adam (2020), the Great Man Theory assumes that leadership ability is innate, and that great leaders are born rather than made.

The Great Man Theory's fundamental concept is that leadership traits were passed down from generation to generation, especially among the elite and upper classes. In other words, exceptional leaders are born with leadership traits that are not fully developed. The Great Man thesis has a flaw in that only a small percentage of people are born with leadership talents (Chow, Mohd. Salleh et al. 2017).

In Dames (2019) view the Great Man hypothesis assumes that a person's personality traits are what define them as a leader. As a result, the study concentrated on identifying individual differences in leadership. Thus, certain characteristics such as intelligence and dominance have been linked to leadership.

The Great Man Theory was founded on the idea that leaders are extraordinary individuals who are born with intrinsic leadership characteristics and are destined to lead. Some studies later elaborated on this hypothesis by pinpointing the main characteristics/ traits of effective leaders. Persistent, self-assured, trustworthy, stress-tolerant, willing to take on responsibility, creative, and persuasive are examples of such attributes (Anah, Mojekeh et al.2018).

2.2.5 The Trait Leadership Theory

Salihu (2019) states that the Trait Theory in leadership refers to the concept that a person's leadership characteristics are derived from the fact that they are born with unique character attributes and features. Because specific features are linked to a person's level of leadership competency, it is reasonable to believe that people who have the right attributes will be recognised as leaders and will thus flourish because of their "inherited" leadership potential.

The Trait Theory focuses on evaluating physical, mental, and social qualities to better understand what qualities are shared by all leaders (Raju,2018).

According to Asrar-ul-Haq and Anwar (2018) Trait Theory, the characteristics implanted in leaders distinguish them from non-leaders. Following the Great Man theory, trait theories were the initial kind of leadership theories. Individuals' leadership characteristics are inherited and are a part of their personality, according to trait theories. These characteristics could be societal or political. Gandolfi and Stone (2018) argue that historically, the 'great man myth' attribute theory of leadership connected leadership with attributes that enable leaders to lead with authority and power. However, the great man myth perception of leadership says little about the interpersonal skills required to lead properly.

2.3 Inclusive economy through transformation

The KZN's Provincial Growth Development Plan under Strategic Goal 4, 4.2 stipulates, 'Developed Road and rail networks' as the Strategic objective, in the same objective under Strategic Goal 1, Objective 1.5 Encourage the growth of small and medium-sized businesses and entrepreneurs. This creates the platform for both public and private sectors to create strategies in order to grow the province's economy through opportunities, specifically in the construction sector.

The government allocates infrastructure projects (civil engineering) such as roads construction, transportation, utility infrastructure and other large public works (SA-Construction, 2018).

Transformation is seen as the foundation in the South African Government's Medium Term Strategic Framework for the term 2014 to 2019 election tenure. However, for some stakeholders nationalisation is part of Radical Economic Transformation and specifies a predisposition towards the ANC's National Democratic Revolution in an unsustainable neoliberal economy since the advent of democracy, as it appears to have dominated a series of macroeconomic policies (Masemola,2021).

According to Awuah (2019), because of the triple challenges of unemployment, inequality, and poverty, the NDP must emphasise the importance of job-intensive drivers and inclusive economic growth. By 2030, the NDP proposes a 6% reduction in unemployment, hence achieving an average annual GDP growth by 5.4% over the

implementation period, thereby increasing the share of national income earned by the poorest of the population in 2030.

Fox, Roth et al. (2000) say that the present structural change literature indicates that transformational change efforts in organisations continue to fail at a high rate. Mergers and acquisitions, global rivalry, and new technology are the driving forces that necessitate rapid transformative changes if firms are to thrive in a fast-changing world. As a result, executives, academics, and consultants are still looking for a more effective way to reform businesses.

In Ramstetter and Anjanappa (2019) view, structural change is necessary for an economy's growth and development, yet it is frequently coupled with rising inequality. In contrast, according to the Sustainable Development Goals (SDGs), poverty must be eradicated by 2030, which necessitates high growth rates as well as development that is inclusive and shared across society.

Economic transformation entails long-term economic growth that is both sustainable and inclusive. To maintain consistent economic improvement, it comprises modifications in the economy's architecture in favour of more productive sectors. Most African countries have a sincere desire for this. Economic reform, on the other hand, will necessitate robust institutions, among other things (Beecroft, Osabuohien et al. ,2021).

Cichello and Rogan (2017) conclude that amid exceptionally high unemployment rates in post-apartheid South Africa, the informal sector, the informal economy, or informal employment in general, has been marginalised in terms of job generation and overall development. While the informal sector continues to be a vital source of income for many employees in the outside of the labour market, it is vulnerable. For example, informal sector activities are focused mostly on the wholesale, retail, and trade sector (44%), services (16%), and construction (14%). According to Sharaunga and Mudhara (2021) individuals or households must be able to participate in economic development activities in order to generate an appropriate and secure standard of living in order to reduce poverty. According to Maja (2019), poverty is defined as a lack of a particular number of material things or monetary assets. Poverty is a complex concept that encompasses social, economic, and political aspects.

2.4 Transformation in the construction sector

Construction is the process of meeting one of man's most fundamental requirements. Housing, transportation infrastructure, institutions, health-care delivery facilities, welfare and entertainment, and a variety of other infrastructure facilities are all included (Shehu, Ibrahim et al. 2019). Needless to say, the construction industry is critical for the growth of both the official and informal aspects of the economy in South Africa. The industry is important for total investment and is a significant driver of economic growth (Mahlanga,2018).

Jayne, Chamberlin et al. (2018) describe economic transformation (ET), or the constant shift of resources (such as labour and capital) from low- to higher-productivity activities, as critical for long-term job creation and a more robust economy, but the mechanisms through which ET links to poverty reduction receive less attention.

According to Hofmeyr (2017) the political situation in South Africa is unpredictable and erratic, this makes it impossible to prepare. Nonetheless, some circumstances cannot be changed, the well-being of commercial farmers has continuously been dependent on the amount of success of the fellow black commercial farmers who may help to develop in their respective districts.

“If we as white farmers want to prosper in this region, and promote agriculture for the benefit of all, it is imperative that we support as many neighbouring black farmers as possible to be prosperous too. If we do not, the region will become unstable, and agriculture will become increasingly less productive”(Hofmeyr,2017).

The construction industry needs to transform if it is to reach new heights in terms of social responsibility, social involvement, and encouraging varied construction growth through development and empowerment (Masiza,2020).

Construction project management necessitates a diverse set of abilities. Not only should one be technically creative, but also possess a wide range of leadership and communication abilities. Construction project management has been described in a variety of ways, but regardless of the project's type, there should always be a person or several people who are completely aware of the current condition of the project (Komsil,2018). In the view of Calabrese and Tang (2020), job creation in productive industries is one of the most important aspects of economic transformation. Employing

individuals in high-productivity jobs not only boosts the economy's productivity, but it also improves workers' abilities, attracting more investment and growth.

In low- and middle-income nations, economic change is the most prominent aspect of growth. The country is transitioning from being primarily rural and agricultural to becoming primarily urban, with urban industry and services dominating the economy. It's accompanied by a shift in the demographics (Mellor,2017).

Jayne, Chamberlin et al. (2018) states that nonetheless, it appears that the emerging markets that transition the fastest include widespread gains in living conditions, as well as a strong and inclusive domestic economy. Many of the publications in this special issue allude to the strategic necessity of keeping a policy and investment emphasis.

2.5 Political economy

According to Heywood (2019) the term political economy indicates that the approach of separating politics from economics is in due course, unsustainable. Political factors are vital in shaping economic outcomes and economic aspects are crucial in shaping political outcomes. Political economy may focus primarily on the responsibilities of the state regarding the economy. This impacts on the state with regards to prosperity, growth, and distribution of wealth. Ultimately political economy focuses on the approach to economic factors that influences the political decision making.

CIDB is the Construction Industry Development Board, Schedule 3A public entity – which was established by an Act of Parliament (Act 38 of 2000) to promote a regulatory and developmental framework that builds, shows the construction industry's delivery capability for South Africa's social and economic growth, and is a proudly South African construction industry that delivers to globally competitive standards.

CIDB focus is,

- Sustainable growth, capacity development and empowerment
- Improved industry performance and best practice
- A transformed industry, underpinned by consistent and ethical procurement practices
- Enhanced value to clients and society

CIDB's transformation report highlights the following areas of concern, concentration of black contractors of lower grades by black contractors, low transformation on higher grades, and exceptionally low depth of transformation in Electrical Building, Electrical Engineering Works-Infrastructure, and Mechanical Engineering. The moderate to low

growth in transformation over time, 50% to 60% of all contractors are B-BBEE Level 3 and better, the share of public sector CE contracts awarded to black-owned contractors decreases with increasing grade and the depth and pace of transformation is not what government desires. After 22 years as a democracy: the pace and depth of transformation is inadequate (CIDB,2021).

According to the latest CIDB (2020) transformation, there is a marginal increase in the number of black-owned contractors in higher grades, and less than 40% of CIDB registered Grade 9 contractors are black owned.

Qongqo (2018) further comments that, what we are seeing is that while the construction sector is transforming in terms of black-ownership at the level of the small contractor, representation by black-owned medium and large contractors has not increased significantly over the past three years – and does not represent an inclusive industry.

According to Rwelamila (2020) annual report highlights that, the CIDB is working diligently to realise its stated vision of '90% or more of the capacity of the construction industry is 90% or more black-owned and delivers 90% or more of construction contracts by value'. It is collaborating closely with stakeholders to address transformation issues and is encouraging all role-players to demonstrate their commitment.

2.6 Development programmes

It is impossible for any large-scale organisation to offer all services in-house, some of the competencies may not fall within the organisational structure due to its design. Supplier development and sustainability are key in achieving a sustainable supply chain management system in an organisation and necessitates wide-ranging stakeholder collaboration (Liu, Zhang et al.,2018). Contractors within the construction sector form a vital part in the Supply Chain Management (SCM) within the Department of Transport. Entrepreneur Development Programmes (EDPs) have a significant impact on the growth of business and industry. EDPs are predicated on the idea that through improving people's skills, they may improve their attitudes. These aren't just training programmes; they're a technique for increasing prospective entrepreneurs' motivation, working capacity, and expertise (Kumar,2017).

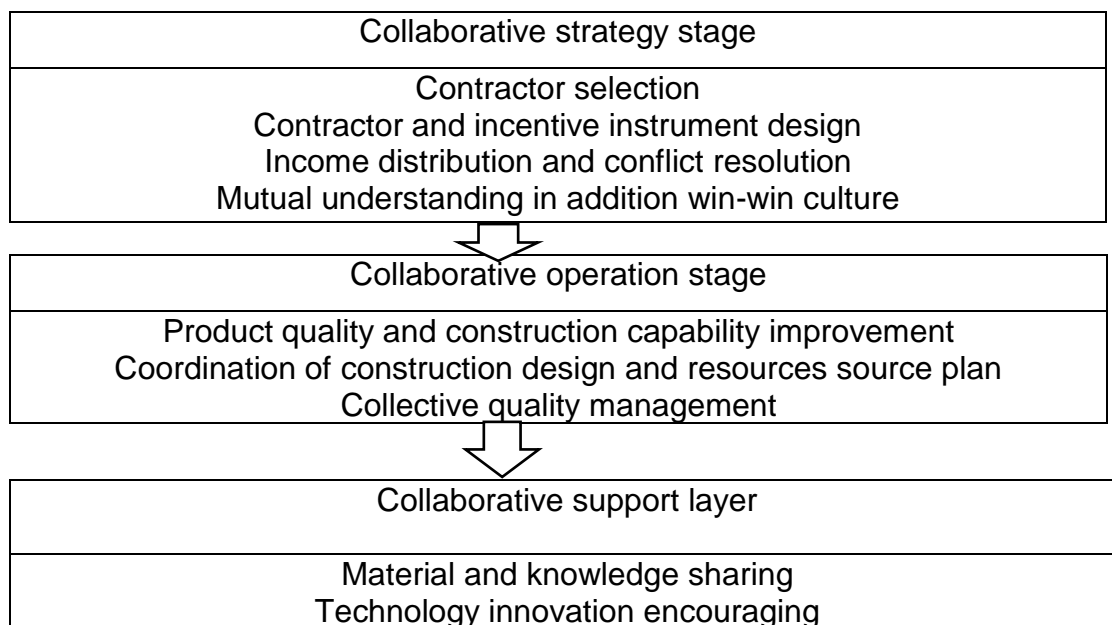
According to Manama (2017) the main reasons for establishing Contractor Development Programmes are to improve overall contractor performance in a region, improve local contractors' competition with international construction companies, grow small

contracting companies and provide opportunities for them, and promote and improve the use of efficient labour intensive methods. In the views of Salimian, Rashidirad et al. (2017) the supplier development is described as an effort to find the organisation's supplier or suppliers with the goal of leveraging a contractor's performance and competencies to satisfy the purchasing organisation's short and long-term goods and services requirements.

According to Joshi, Shitole et al. (2018), to render competitive in a market a supplier base of buyers should be competent and established. The development of contractors can be accomplished by applying different contractor development practices according to the requirement. Nowadays a sustainable relationship with contractor development, and relationship improvement between an organisation and a contractor is key for the competitive advantage. Supplier Relationship Management (SRM) is a proactive, multi-disciplinary strategy to managing external resources and supplier relationships, as well as producing a wide vision in supply decision-making (Klemettinen,2018).

According to Kumar (2017) entrepreneurs do not possess all of the attributes that make them successful. Certain characteristics of an entrepreneur are inherited, such as loyalty and hard effort, whilst others, such as analytical ability and foresight, can be increased or developed through EDPs.

Table 2.2 : Collaboration between the organisation and the contractor



Source: Zeng, Zhang et al. (2018) pg. 9

Zeng, Zhang et al. (2018) further emphasise that there are disparities in opinions on collaboration between the owner and the supplier in the development of the supplier.

From the owner's standpoint, he or she is primarily concerned with improving construction quality, progress, and cost through supplier development. However, the supplier not only focuses on assuring resource availability, but also considers the future market's influences through supplier development.

2.7 IGULA programme

The goal of the programme is to ensure that all business units, including agents, are aligned with the Department's radical socio-economic transformation strategy, as well as a shared understanding and compliance with the rules outlined afterward (Transport,2017). The goal of the government's (2003) BBBEE Act is to encourage the realisation of constitutional rights to equality for all. According to Zikalala (2021) the Office of the Premier directed the Department to continue implementing iGula as part of the Radical Economic Transformation Programme in the previous State of the Province Address. Zikalala (2021) further stated that the Office of the Premier is pleased to report that the Department's work valued at more than R107 million and included the mandatory 35% local content.

According to Transport (2017) the IGULA transformation strategy is informed by obligation made by the current administration to radically change the economy thereby ensuring equitable circulation of the wealth and socio-economic benefits of the country and everyone who lives in it , including the poor.

According to OperationVula (2019) ,the past of the country's economy warrants high levels of inequality that remain entitled in favour of the minority white population while the majority black people are intentionally locked in poverty. Nevertheless, the dawn of democracy has guaranteed that the current administration intervenes to correct this ill-fated legacy through, amongst other interventions, formulating transformational policies which include supporting black people through funds to enable them to start new or expand present business operations.

Apartheid systematically and deliberately controlled the majority of South Africans from making a meaningful contribution to the economy. The participation of the majority of people was further hindered by a lack of skills development, limited access to land, restrictions imposed on property ownership, limited access to the economic opportunities, gender discrimination, and other limiting policies and legislation affecting the socio-economic development and growth of black people.(Transport,2017)

Pandor (2018) states that apartheid policy regulated and limited black people, dictating where they should reside and study, restricting their access to basic services and human rights, violating their human rights, and denying them access to education and growth. The yearning for education was one of the most persistent dreams among South Africa's oppressed people.

According to Government (1996) the Bill of Rights is a foundation of South African democratic system. It affirms the democratic human dignity values, equality, and freedom, as well as the rights of all people in our country. Every citizen has the freedom to select their trade, profession, or occupation. A trade, occupation, or profession's practice may be governed by law.

According to Zikalala (2021) transformation in the Property Sector, Public Works has a critical role to play in our province's overall development of the built environment. Aside from infrastructure development, property management, particularly letting and facilities management, is still largely in the hands of individuals who were privileged during the oppressive period. The demographic profile of those who would benefit remains a major source of anxiety and demonstrates the imperatives of dramatic socio-economic upheaval, which will need significantly more effort. In this context, the Department has prepared and is implementing the updated Property Sector Transformation Policy.

2.8 Vukuzakhe programme

Transport (2021) states that promoting and facilitating long-term business growth in the developing contractor industry is one of its core mandate. Since 1994, the Department of Transport in KZN has set aside funds to promote social justice and black economic empowerment. Vukuzakhe is a new contractor development initiative that focuses on generating wealth and creating jobs in historically underprivileged districts. The programme began in 1994 as a trial project under the Roads for Rural Development Programme, which had a budget of only R3 million at the time. Every year, more than a thousand contracts worth more than R200 million are given to developing contractors.

According to Robinson (2021) the development of strong partnerships means that the majority of economic development governments are likely to already have numerous robust partnerships in their communities, however when it comes to economic inclusion, partnership is critical. The partnership includes community organisations, like local community councils, development corporative and business forums where applicable;

labour force development groups; labour unions; business developers; chambers and business incubators, and local government.

The Department has a regulatory framework in place to help emerging contractors. To redress the legacy of apartheid and gender discrimination, this framework provides for tailored procurement procedures that are in line with affirmative action policy. The Emerging Contractor Programme is a four-stage progression programme that helps small businesses grow and thrive. Each stage of progression is marked by increasing degrees of risk for the contractor and the Department's elimination of support mechanisms. The phased progression programme is meant to reduce the hurdles that prohibit emerging contractors from fully participating in the road building business. Contracts are awarded based on departmental estimates to contractors on the Department's verified database (Transport,2021).

The Vukuzakhe Programme provides Vukuzakhe Associations are trained to provide services and information to their members, as well as to become successful lobbying and advocacy groups in the construction sector with the following support services,

- Vukuzakhe contractors have access to CETA learnerships, training, mentorship, and contract management support.
- The specialised skills necessary in the construction business are a major barrier to entry and performance of emerging contracts. Contracts with tendering abilities are being provided by the Department to help them build up their tender rates. This aids them in determining what resources and construction approaches are required to complete their contractual obligations successfully.
- Contractors receive ongoing on-site mentoring to assist them with buying materials, negotiating with suppliers, and determining production rates. Mentorship has been provided in the form of contract management assistance or collaborative ventures with existing contractors.
- To aid in compliance with all legislative requirements, business skills training has been provided. Contractors' credit ratings have improved as a result of this assistance initiative. Many contractors have benefited from the Department's assistance in understanding and fulfilling their obligations to the South African Receiver of Revenue.

Construction Contractor Learnerships are now being implemented in all four regions of the province. These learnerships are offered by the Construction SETA to help new contractors gain recognised skills for managing their businesses. The Department and CETA will continue to collaborate to ensure that the growing market develops the necessary capabilities.

2.9 Expanded public works programme (EPWP)

EPWP's major goal is to use public funds to eliminate unemployment by generating temporary productive jobs that are accompanied by training. It is a national initiative that aims to reintegrate a considerable number of jobless people into meaningful employment (Khawula,2019).

The EPWP programme's purpose is to provide needed goods and services, using labour-intensive methods of delivery, at satisfactory standards, by using mainly public sector budgets, working together with both public and private sector implementation capacity. Further increasing the potential of public works participation in order to produce a sustainable income and hence gain much needed work experience, training and knowledge associated with local work opportunities, further educating and training for SMME development, which is key to economic growth (PublicWorks,2021).

While acquiring essential work experience and earning a living this short-term opportunity may open doors by providing improved information access. A group of beneficiaries of the EPWP organised a producer cooperative that specialises in gardening. The cooperative has collaborated on a gardening initiative with the Department of Agriculture, Forestry, and Fisheries, and has obtained lunch sponsorships from the local Pick n Pay (Government,2020).

According to Government (2020) the EPWP is a government initiative that aims to use the Social Sector to attract a large number of unemployed people, especially youth and women, into productive jobs in the public sector social services and community safety projects. This allows them to make money. Participants receive training and skills that they can use to find work or start their own business.

2.10 Zibambele programme

The KZN Department of Transport launched the Zibambele Road Maintenance Contract System as a poverty alleviation initiative. This unique concept, which was based on the Kenyan Lengthman model, hires a family to maintain a stretch of road rather than a

person. Zibambele contracts help impoverished families break the cycle of poverty. The "Lengthman" Contract System is known in Zulu as Zibambele, which means "doing it for ourselves." The term Zibambele refers to the company's particular adaption to the social conditions in rural KZN (Transport,2021).

Zibambele is a routine road maintenance programme that employs labour-intensive techniques. It encourages Zibambele households to work flexible hours on road repair operations so that they can devote their time to other pursuits.

The Zibambele System in action

- Instead of picking an individual, the KZN Department of Transport appoints a family.
- This ensures that the household does not rely on the individual to keep the contract going.
- The contract is for a 12-month period and will be renewed annually as long as the road is useful to the community.
- The contract focuses on the poorest of the poor, who are recognised and chosen by local communities.
- At the lowest level of the market, new opportunities for long-term employment are established.
- Households headed by women are targeted because they account for the vast majority of the poorest families.
- The training covers both technical abilities in road maintenance and a social development and life skills component.
- Among the services provided to Zibambele households, assistance in obtaining identification documents, opening bank accounts, forming credit unions, and aiding people in investing their money in other productive activities, are included.

When compared to other welfare transfers from the government to the poor, the Zibambele contract system stands out because it promotes meaningful employment and increases human dignity, both of which relate to being gainfully employed. Zibambele is a fantastic example of how a poverty-relieving initiative can be gender inclusive, employ the most vulnerable, and still be effective (Mbanjwa,2021).

2.11 Routine Road Maintenance Programme

The KZN Department of Transport started a Routine Road Maintenance (RRM) programme to keep the quality of provincial roads in the province's different districts up to standard. Given the high rate of youth unemployment in the province, the KZN Department of Transport decided that these roads should be maintained by youngsters using labour-intensive construction methods. Youth in local communities will be empowered by the RRM Programme. The Department of Transportation hopes to hire 4000 people from the province's four regions. Advertisements for these positions were placed in newspapers, and a thorough selection process was carried out. There have been 3 282 participants who have signed contracts so far (Transport,2020).

The RRM Programme has the following objectives:

- Routine Road Maintenance (RRM) is to be provided on provincial roads within the Ladysmith, Empangeni, Durban and Pietermaritzburg regions. The youth residing close to the road networks are likely to be benefactors via the mass employment opportunities resulting from the Routine Road Maintenance Programme.
- The Programme seeks to create 4000 employment opportunities for young people across the province targeting 1 000 per District.
- The RRM Programmes will help create a sense of ownership and empowerment to local communities.
- To achieve economic transformation through structural changes to current practices.
- Seek new avenues of employment and empowerment in line with the Integrated Radical Socio-Economic Transformation Policy

Activities which are covered under RRM Programme include, traffic accommodation, clearing and grubbing/side brushing, tree felling, removal of litter from the verge and median, pipe de-silting, clearing of drains and waterways, removal of edge build-up, cleaning of kerb and channel and side drains, installation and dismantling of road signs, leaning/ maintenance of road signs, erection and maintenance of guardrails, installation of road studs and minor pothole patching

2.12 Market definition

According to Construction SA (2016), the construction sector market consists of the sales revenues earned by entities (organisations, sole traders, and partnerships) that construct buildings or engineering projects. Establishments that prepare sites for new

construction and those that subdivide land for sale as building sites are included in this market. The construction market includes new work, additions, alterations, maintenance, and repairs. Construction is the process of constructing a structure such as a building, framework or model using various materials. Any construction project is made of specific variations within a fixed framework of distinct stages - design, production, and conversion of raw materials into manufactured products, and construction. Each of these stages consists of its own internal stages, processes, and aspects that combine to complete a construction project.

Building materials are materials that are used in construction projects from the ground up. Cement, bricks, concrete, and aggregates, such as sand, rock, and gravel, are all examples of building materials. The rise in building material prices has become a global trend, and even industrialised countries are not immune. In recent years, a number of wealthy countries have been confronted with the challenge of rising building material prices (Danso and Obeng-Ahenkora,2018).

In the view of Jedwab and Storeygard (2020) African nations have resumed large-scale transportation spending. Governments and international funders, particularly new contributors such as China through its developing Belt and Road Initiative, view road projects as having the capacity to alter their regions, emphasising the ability of road projects to develop rural areas and eliminate spatial inequality.

Collusion and bid rigging, however, are unethical actions that are prohibited by law. They are detrimental to society and to the free market economy. Anti-competitive behaviour in the construction industry can result in considerable losses for the national economy due to the high value of its output and the relevance of the time factor (Foremny,2018).

Increased market access as a result of road development in Africa after 1960 has spurred city expansion, not just at the time of development but also in the two decades following (Jedwab and Storeygard,2020).

2.13 Global markets trends

The construction industry is vital to any country's economy and presently accounts for around 6% of global GDP, according to the World Economic Forum's latest report, and is predicted to reach around 14.7% in 2030 (Craveiroa, Duarte et al. ,2019). According to Arndt and Roberts (2018) since the mid-2000s, regional commerce, particularly

between South Africa and other SADC nations, has increased significantly, reaching levels that imply significant macroeconomic factors. Against the backdrop of a global economy that is presenting signs of modest recession, the construction sector continues to grow at a reasonable pace. The worldwide construction sector's long-term future is particularly promising, with the industry predicted to increase faster than global GDP over the next decade (PWC,2016).

The building industry is extremely important in Sri Lanka's economy. The construction industry creates a vast range of items, from single homes to huge infrastructure including roads, power plants, and petrochemical complexes (Jayalath and Gunawardhana,2017).

According to Arezki, Mottaghi et al. (2018), in 2018, growth accelerated to over 2%, aided by an increase in activity from both oil producers and importers. As regional governments continue to engage in infrastructure projects and rebuild, the construction sector in MENA will grow at the highest rate in the world in 2019. Mozambique's construction industry began in the mid-1900s, with the production of cement and bricks. Non-resident Portuguese enterprises or international consortia of corporations carried out the majority of the construction work. Despite the low GDP growth rate of 3.7% predicted in 2017, the macroeconomic situation improved moderately in 2017, as the metical's exchange rate versus the US dollar gained during the year and inflation slowed to 5.7% in December. Nonetheless, imports remain relatively expensive, and construction industries are experiencing a slump in demand for their products (Cruz, Fernandes et al. ,2018).

According to Bensalah, Elouadi et al. (2018) The MENA construction sector is expected to increase at a year-on-year pace of 7.5 percent in 2019 and 6.8 percent annually through 2022. Most of the region's construction activity will be led by Oman, Egypt, and Iraq, while Qatar's construction sector will continue to be one of the fastest expanding, thanks to a number of multibillion-dollar infrastructure development projects, as well as those connected to the Qatar World Cup 2022. Sub-Saharan Africa's economic recovery is continuing. Regional growth is expected to accelerate from 3% in 2018 to 3.5 percent in 2019, before stabilizing at around 4% in the medium term. The region's countries face similar challenges in terms of building resilience and achieving higher, more inclusive, and long-term growth. To address these issues, more measures to mobilize income, as

well as policies to improve productivity and private investment, are needed to increase budgetary flexibility and enhance shock resilience.

In the view of Belaid and Slany (2018), the shift in the long-term composition and distribution of economic activities is referred to as structural transformation. The importance of desirability in the direction of change is frequently emphasised in a normative view on structural transformation. For example, it is suggested that structural transformation can be defined as an economy's ability to continuously produce new dynamic activities characterised by increased productivity and scale returns.

2.14 Barriers of entry

Inequality is affected by the structure of the economy, as well as entrance and growth constraints. Due to a lack of competition, vested interests can continue to make large profits with little investment and little effort and innovation. Dominant enterprises may be able to solidify their positions and collect supra-competition rents, resulting in long-term performance issues in the economy (Roberts,2017).

Trends (2018) highlights that the six barriers of entry are, lack of suitable skills; high participation costs, high project values, high risk, a lack of reputation and relationships, and management time restrictions. The three categories of building contractors are affected differently by these obstacles. According to the study, the larger the contractor, the more equipped it is to overcome these challenges and compete in the PFI market. According to the statistics, certain entry barriers may be reduced as the industry expands, while others remain constant.

In the view of Aneke, Derera et al. (2017) construction is a substantial contributor to jobs and economic growth in South Africa. Despite their substantial contributions to the global economy, these industries continue to be dominated by men.

According to Borat, Asmal et al. (2018) businesses must have access to a variety of physical assets in order to function efficiently. For example, a construction company may require power tools to operate, and to acquire these physical assets, business owners may need either private financing or credit. Most of the investments required to establish and grow a firm are more expensive than the average South African entrepreneur can afford on their own.

The ease with which new businesses can compete with established ones determines the risk of increased competition in each sector. Competition is frequently fierce in

industries where there are no barriers to entry. New enterprises can enter industries with high-quality products, reduced pricing, and market resources, notwithstanding the barriers to entry (Leboea,2017).

The specialised skills necessary in the construction business are a major barrier to entry and performance of emerging contracts (Govender and Horn,2019). According to Gallo (2020) Bantu Education was a well-known apartheid programme that legally restricted the provision of educational services to black South Africans during the apartheid era. Many black South Africans were historically, and continue to be, denied access to excellent education as a result of Bantu Education and its long legacy in South Africa, robbing them of employment and other socio-economic possibilities.

Entry rules, such as fees, permissions, and licenses, can make it impossible for low-income individuals to break into numerous businesses, even at the entry level. As a result, these regulations exacerbate economic disparity by restricting access to higher-paying jobs or imposing charges on those who choose to enter the country illegally and supply unlicensed services (Chambers, McLaughlin et al. ,2019).

The other barrier to entry for emerging contractors in the construction sector is anti-competitive agreements in the industry. According to Foremny (2018) anti-competitive agreements are difficult to detect and necessitate extensive interdisciplinary knowledge, experience, instrument selection, data availability, and, in some cases, long-term market surveillance. Because of the high value of contracts and the existing oligopolistic market structure, the construction industry is particularly vulnerable to bid rigging (recurrent collusion) and other sorts of anti-competitive agreements. Such tactics can be found in both tenders for large-scale construction projects and the manufacturing of building materials and equipment.

2.15 Risks in construction sector

A risk is simply the possibility of complexities and problems occurring during the completion of project operations and the achievement of a project goal. Risk is inherent in all levels of projects, and while it can never be totally removed, it can be effectively managed by implementing mitigation measures for the repercussions that are a barrier to the project's success and the achievement of the project's objectives (Sadhana and Shanmugapriya,2017).

According to Bahamid and Doh (2017) projects that last a long time, with difficult processes, high financial stakes, a deplorable atmosphere, and dynamic organisational structures, pose a greater risk. In addition, most construction sectors have a bad reputation when it comes to risk management. This is because many projects fail to achieve their cost targets and suggested timelines, which negatively impacts on each of their participants i.e., contractors, clients, the public and others.

According to Szymański (2017) one of these areas is the building business, which is rife with risk. Effective risk management does not imply the elimination of risk, which appears to be the most cost-effective alternative. According to Karakhan and Gambatese (2018) To properly mitigate and control workplace safety risk, a comprehensive risk-mitigation strategy should be created and implemented before workers are exposed to danger. To design and implement an effective risk mitigation strategy, it's vital to grasp the distinction between hazard and risk, as well as the transformation process that a hazard goes through when coupled with other workplace circumstances before becoming a workplace hazard.

Bahamid and Doh (2017) states that the risk management is defined as the systematic process of analysing, recognizing, and responding to project risk. To meet the project's goals, you must maximize the likelihood and effect of good events while minimizing the likelihood and impact of negative events.

Because construction projects are extremely complex, and uncertainty originates from a variety of sources, extensive study in the area of project risk management has been conducted in the construction sector. The construction industry is a risky enterprise because of the intricate and strategic nature of construction projects. Because of its dynamic and strategic nature, the construction industry is frequently regarded as a dangerous sector in nature (Sadhana and Shanmugapriya,2017).

In Bahamid and Doh (2017) view risk can be minimised, managed, transferred, shared, or embraced, but it can never be ignored. In the construction industry, risks are commonly defined as occurrences that have an impact on the project's primary goals (time, cost, quality). Compared to other industries, the construction industry faces increased risks because of its perceived distinctive building operations.

Table 2.3 below indicates the risks that can be encountered at the different stages of the project.

Table 2.3 Risks in the different stages of a project

<p>Preliminary design: Expenses incurred during implementation are lost.</p>	<ul style="list-style-type: none"> • risk of underappreciated competitiveness, • risk of underappreciated investor preferences, • chances of low self-esteem, • risk of miscalculating project prices (too expensive in comparison to investor capacities)
<p>Tender</p>	<ul style="list-style-type: none"> • a risk of corruption, • a risk of a tender being cancelled, • There's a chance you'll get a terrible project estimate • competitors may use pricing that is predatory to gain an advantage, • risk of incurring excessive (or inadequate) marketing and lobbying costs • risk to the client's trustworthiness.
<p>Detailed design</p>	<ul style="list-style-type: none"> • risk of appointing the wrong design team, • risk of miscalculating the project prices, • risk of dropping the aesthetical level (needs understanding of investor tastes), • risk of choosing the incorrect technology (construction type and materials).
<p>Construction</p>	<ul style="list-style-type: none"> • risk of community unrest (local population) • hazard of a soil structure that isn't well-understood (e.g. quicksand), • risk of a lousy work schedule • here's a chance that equipment may break down, and there's a chance that staff will be absent (illness, strike) • a risk of poor management of material resources, supplies, and personnel, • a risk of poor management of employees' qualifications (employee performance), • risk of building supplies not being delivered on time, • risk of construction materials being of bad quality, • failure to maintain standards, • inadequate control measures, • the possibility of expanding the scope of work, • possibility of poor work organisation
<p>Financing the investment</p>	<ul style="list-style-type: none"> • possibility of country political instability, • the risk of country economic instability, • possibility of inflation, • possibility of poor cost planning, • risk of industry recession, • risk of client credibility

Source: (Szymański ,2017) pg. 7

According to Chen, Lu et al. (2020) infrastructure construction is growing more complex and riskier as a result of uncertainty, which frequently results in construction delays. There has been a lot of effort put into identifying and controlling construction schedule concerns. Previous efforts, on the other hand, have primarily concentrated on the variety of hazards, assuming that risks are unrelated. The lack of understanding of interdependencies between the origins of risks within infrastructures as a sociotechnical system, as well as links between risks, makes it difficult to provide a plausible explanation for and assessment of infrastructure construction delays.

2.16 Global issues identified in the construction sector.

Construction is an important part of a country's infrastructure and economic development. According to Loganathan, Srinath et al. (2017) view, the Indian construction industry is one of the country's matured and largest economic sectors, second only to agriculture in terms of delivering large-scale employment. Prior to independence, India's construction industry was limited to the construction of buildings and minimal transportation facilities. The requirement for rapid industrial, real estate, and infrastructure growth following independence created the groundwork for the revitalisation of engineering, architectural, and construction services. In this regard, the development of the Indian construction sector follows a trajectory like that of other post-colonial nations. The Indian construction sector, which was formerly dominated by the government, has seen a steady increase in private company participation and contributions.

Table 2.4 Global issues in the construction sector

USA	<p>The construction's performance is deteriorating.</p> <p>A decrease in industry productivity due to,</p> <p>(a) a group of stakeholders that is both varied and fragmented, owners, users, and designers, to name a few, contractors, operators, and specialists in specialised trades as well as regulators.</p> <p>(b) segmental processes: planning, implementation, and evaluation, finance, design, and engineering, to name a few, procurement, construction, and maintenance activities, etc., resulting in confrontational situations, relationships, squabbles, and lawsuits.</p> <ul style="list-style-type: none"> • The building business has a bad reputation.
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	<p>– as activity that does not necessitate the use of high-tech equipment It's physically taxing and dangerous.</p> <ul style="list-style-type: none"> • Standardisation, procedures, materials, talents, and technology are all different. • Building codes and rules differ, promoted by states and municipal governments. • For construction-related activities, projects, and the overall firm, there aren't enough appropriate performance measurements. • Inadequate funding for such research and a lack of an industry-wide research agenda. • There is a scarcity of information regarding the industry. • Management flaws in terms of maintaining standards. • Organisational issues in the workplace • More government assistance is required.
UK	<ul style="list-style-type: none"> • Modernisation is required, which includes R&D spending. • New technology adoption • Innovative contract forms and methods are required. • Customer discontent - in terms of safety, quality, cost, and timeliness. • The customer's role in building is an insufficient evolution of the industry. • Ineffective teamwork • Mechanisms for resolving disputes that are ineffective
CANADA	<ul style="list-style-type: none"> • There is not any performance benchmarking. • Inefficiencies draining profits – inadequate management and efficient procedures. • Inefficiencies draining profits – insufficient documentation and sharing of best practices in the sector. • Competing only on price, i.e., picking the lowest bidder, despite the fact that estimations are frequently under quoted, resulting in low profit margins, inefficiencies, claims, and so on.

	<ul style="list-style-type: none"> • Worker shortages and skilled labour problems – such as an aging workforce – are all issues that must be addressed. • Labour productivity in the decline. • Inability to secure large capital projects • Government initiatives that promote industrial competitiveness are lacking. • Worker shortages and skilled labour problems – such as an aging workforce – are all issues that must be addressed.
SINGAPORE	<ul style="list-style-type: none"> • High reliance on immigrant labour • Low labour productivity and high turnover • Building approach that uses labour-intensive methods • Lack of documentation and distribution of best practices • Lack of specialised material • Worksite non-attendance

Source: (Loganathan, Srinath et al. ,2017)

The construction industry is under pressure to transition to environmentally friendly, climate-smart, low-carbon solutions. This is due to the fact that construction accounts for 39% of worldwide carbon emissions, and widespread projections of rapid future population expansion and urbanisation (Toivonen, Lilja et al. ,2021).

International construction firms are progressively moving into emerging countries, which are frequently fraught with geopolitical risk. Working in these areas presents distinct problems, resulting in unusual reasons for building delays. It is critical for the international construction firms to acquire a better knowledge of the potential causes of delays in countries with significant geopolitical risks, estimate the relative impact of various delay reasons on project completion, and capture how delay causes are influenced by project and country variables (Kadry, Osman et al. ,2017).

2.17 Sustainability of construction sector

The construction industry employs about 7% of the global workforce, according to estimates. The complexity of labour concerns in construction is exacerbated by the vast number of varied materials utilised, as well as the high number of various component parts required for building construction and use (Russell, Lee et al. ,2018).

Zavadskas, Antucheviciene et al. (2018) states that, as the importance of sustainable development grows, more publications about sustainability in building are being

released. It is recognised that ecological, creative, and economical structural design, sustainable building design, including efficiency in high-rise building design, and project approach for sustainable buildings, are all important. The government has clearly recognized the importance of resource efficiency, sustainable building, and industrial growth, and they are now at the forefront of strategy and policy. Construction and demolition waste (C&DW) management is a crucial part of the government's environmental aims. (Ghaffar, Burman et al. ,2020).

Montalbán-Domingo, García-Segura et al. (2019) say that to know how to overcome the current constraints that are preventing successful implementation, social sustainability in public construction procurement is essential. Major efforts should be made to integrate social sustainability into contractual procedures in a suitable manner.

In the view of de Souza Dutra, Rohan et al. (2017) products and building services necessitate productive activity with significant environmental consequences. The International Council for Building (ICB) has identified the construction sector as the human activities sector that consumes the most natural resources and uses energy intensively, resulting in severe environmental repercussions.

According to Osunsanmi, Aigbavboa et al. (2018) the manufacturing, automobile, and banking industries have already embraced the future by adopting a fully digital approach to their daily operations, resulting in increased production, accuracy, efficiency, and customer happiness. However, the construction industry, that also provides a large portion of the country's GDP, is still dominated by a paper-based method of communication.

When implementing new or different tactics, issues linked to the construction industry's fragmented structure are frequently at the forefront. According to the conclusions of the study, this is also true when it comes to adopting circular economy principles, with respondents citing a lack of an holistic approach and a "silo" approach to design, building, facility management, and end-of-life, but the main challenges are activities (Adams, Osmani et al. ,2017).

Sustainable construction is a growing idea that tries to incorporate broad sustainability ideas into current construction practice. The lifespan (social, economic, and environmental) is the key criterion directing the process of building and managing the built environment, according to sustainability. This covers, but is not limited to, new

environmentally sustainable designs and techniques, as well as new environmentally friendly operating and maintenance processes (Daniel, Oshineye et al. ,2018).

Ameyaw, Pärn et al. (2017) emphasise that corruption is a big danger that reduces the performance of construction initiatives by increasing prices and degrading the quality of infrastructure built throughout the world. In rising countries, corruption stifles economic progress and exacerbates social inequality.

According to Ismael and Shealy (2018) sustainable construction, which refers to attaining social, financial, and environmental sustainability over a building's full life cycle, demands a higher level of collaboration among stakeholders than typical construction projects due of the increased unpredictability. The intricacy of project decisions, which are frequently made using prior held beliefs and heuristics, contributes to this uncertainty. The outcomes of sustainable choices can appear dangerous without past experience. When new approaches for sustainable construction are adopted, existing judgments and heuristics must alter as well.

In the view of Ismael and Shealy (2018) the construction industry's fundamental challenges are not recognised and planned as a whole, but rather as a collection of fragmented, disconnected, and frequently contradictory components. As a result, there is waste, inefficiency, and an inability to plan for long-term growth. So far, there has been little research on the impact of construction risk on the overall performance of a construction project in terms of cost, time, and quality.

Wu, Li et al. (2017) view the construction sector is one of the oldest areas of economics that has played a major role in the survival of the human race. While it is sluggish to absorb innovation, the recent decade has been defined by an endeavour to harness the actual potential expanded computing power and information technology goods to make ground-breaking from traditional model-based method using Computer Aided Design/Drafting (CADD) to information-rich techniques. According to Khan, Reddy et al. (2020) the increased use of alternative, recycled, natural, and unconventional construction materials and thermal insulation materials, as well as the usage of prefabricated building elements, will help to ensure the built environment's sustainability.

In conclusion Wang, Zhang et al. (2018) due to the rapid growth of sustainable development, there has been a growing demand for social sustainability to be included

in building. Considering the context of temporal building project-based organisations (PBOs), interlinked networked stakeholders, and longitudinal monitoring of organisational governance is one intriguing yet underexplored area.

2.18 Performance improvement in the construction sector

Administrative and operational inefficiency plague construction in many emerging regions. The industry is not shaped to respond swiftly and efficiently to customer needs due to a lack of a robust foundation of institutional and legal procedures, particularly those influencing public-sector procurement (Rwelamila,2020).

The building industry consumes a substantial portion of the world's raw resources, accounting for 50% of global steel production and emitting 30% of global greenhouse gas emissions. It does, however, provide society with the fabric of the built environment. The number of people living in cities is speedily increasing (Craveiroa, Duarte et al. ,2019).

According to Balasubramanian (2017) construction is the leading source of worldwide carbon emissions, resource depletion, water usage, energy consumption, and landfill waste. With the sector's negative environmental impacts projected to worsen in the future due to increased urbanisation and the resulting increase in building activities, reducing the sector's impact on the environment, or greening, has become a priority. Ghisellini, Ji et al. (2018) state that in order to improve its environmental performance, the industry is developing new materials, products, and processes. Cleaner production as a preventive approach to environmental challenges has proven to be sufficient in addressing the construction sector's environmental consequences in the transition to sustainable construction.

Construction sectors have substantial economic, social, and environmental consequences. The views and performance of construction firms on sustainability must be examined and assessed in order to change the construction sector towards sustainability (Chang, Zuo et al. ,2018). In Bajjou, Chafi et al. (2017) view, the expanding environment of globalisation puts constant pressure on construction enterprises to increase their performance so that they can compete on the worldwide market It is no longer possible to resist looking for new approaches to provide a new alternative capable of creatively upgrading the existing manufacturing system.

In the view of Bajjou, Chafi et al. (2017) the construction industry's primary sources of waste are critical, and the industry must begin to demonstrate the value of lean construction tools in the promotion of traditional construction, particularly at the levels of value creation and waste elimination; planning and mutual coordination; and site organisation.

In conclusion, Ogunde, Olaolu et al. (2017) emphasise that the lack of client engagement in decision-making, the unavailability of adequate materials, design errors, a lack of efficient communication, and poor treatment of workers are the key difficulties in the construction industry. The above concerns are frequently observed, resulting in cost overruns, delays, time overruns, abandonment, and disagreements. In order to efficiently and successfully confront the daily issues that may arise on site, the construction project manager must give active and complete participation in construction projects.

2.19 Conceptual framework of the study

A conceptual framework is a framework that the researcher thinks will best describe how the phenomenon being investigated develops naturally. It is a description of how the research problem would be investigated by the researcher. The conceptual framework offers a comprehensive approach to studying a subject (Gasela,2021)

According to Richa and Sujeet (2017) leadership is a procedure wherein one person persuades a group of people to pursue a common objective." Leadership is the process of using social influence to achieve common objectives. These definitions do imply that leadership is a process and that it entails achieving objectives.

Basically, getting things done is the purpose of leadership. Leadership entails guiding others toward the achievement of objectives. Leaders focus the enthusiasm, inspiration, and energy of their followers on achieving a goal.

Economic transformation is the goal of the current leadership which must be inclusive, sustainable, this can be achieved through deeper structural changes and market integration advancing livelihood of all the citizens.

2.20 Summary

The applicable literature was reviewed in this chapter, various leadership styles were explored taking into consideration the importance of government in driving transformation in various sectors. It is also evident that the construction sector is one of

the industries that can drive and stimulate economic growth within the country and globally. The chapter also explored global perspective and trends in the construction industry highlighting the barriers to entry, risks, and sustainability.

The next chapter will present the research methodology used in the research.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter explored the various types of transformation and the challenges faced by previously disadvantaged groups specifically in the construction sector affecting the majority of black South Africans. Chapter three highlights the research methodology used for this study in collecting the data and outlines the various research methods. The chapter further outlines the participants, data collection techniques, location of the study, and research design.

Briefly chapter three explains the techniques and tools that are used for data collection, and data analysis.

According to Nayak and Singh (2021) the term "research" means to a search for information. Research can also be defined as scientific and methodical search for relevant information regarding a given subject.

According to Kumar (2018) research is a technique of thinking while applying a set of skills. Within the context of thinking, you normally ask questions about what you see, try to comprehend, and explain what you see, and draw conclusions and inferences to improve your practicing skills and knowledge base. For example, it could entail questioning, critiquing, and analysing your practice or work scenario to get a thorough understanding of its reasoning, relevance, efficacy, and efficiency.

Research is a unique contribution to the body of knowledge that contributes to its growth. It is the search for truth by research, observation, comparison, and experimentation. In a nutshell, research is the pursuit of information through an objective and methodical approach of locating a response to a problem (Nayak and Singh,2021).

3.2 Research design

The research design is a roadmap for the various phases that must be completed during the research process, from hypothesis development to inference drawing. The research design highlights the various stages that must be followed during a research programme in order to achieve a certain research's goal. This is nothing more than the pre-planning of the methods to be used at various stages of the process. This is nothing more than

the pre-planning of the procedures to be used at various stages of the research, considering the research purpose, resources available, time, and so on (Sahu,2018).

(Mishra and Alok,2017) state that if a research problem is described clearly, a solid research design will be produced. In other words, the goal of research design is to choose a basic technique for combining the many components of the study in a logical and consistent manner. It lays down the framework for data collection, measurement, and analysis. If the objective of the research study is to be apparent, a flexible research design that allows for the different parts of a topic to be explored, is appropriate.

3.3 Research Methodology

According to Ragab and Arisha,(2018) research is defined as the systematic investigation and analysis of materials and sources in order to establish facts and draw new findings. The research methodology dictates how the inquiry will be conducted and is characterised as a method for solving the research topic in a methodical manner.

McGregor (2018) simply says, methodology is a discipline of science concerned with the search for knowledge. Methods are the tasks involved in obtaining and analysing fresh data for clarification. The philosophical assumptions that drive research, and beliefs that guide how this data is evaluated, leading to new knowledge, are referred to as methodology. Three main research approaches based on philosophical premises have arisen over time: interpretive, empirical, and critical, with transdisciplinary as a new addition.

Research is the process of gaining a scientific understanding of current information and extracting new knowledge that may be used to benefit humanity. Essentially, research contributes considerably to the advancement of a nation as well as a person by providing economic, social, and educational benefits (Ragab and Arisha,2018).

3.4 Mixed Methods

According to Rutberg and Bouikidis (2018) mixed methods research is when a researcher uses both qualitative and quantitative approaches or methodologies in the same study or programme of inquiry to gather and analyse data, integrate findings, and draw conclusions. This method enables the researcher to acquire two sets of data. Mixed methods research combines elements of qualitative and quantitative research approaches (e.g., use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the broad purposes of breadth and depth of

understanding and corroboration by a researcher or team of researchers (Schoonenboom and Johnson,2017). When both comparative analysis and qualitative research are required, mixed methods are used. Aspects of the research must be developed in a thorough and in-depth manner. The use of mixed techniques allows researchers to transcend the limits of quantitative and qualitative procedures, allowing them to collect rich data that would be impossible to get using either method alone (Almeida 2018).

According to Almeida (2018) there are 10 mixed methods approaches in all, which may be divided into four categories: sequential design, concurrent design, multiphase design, and multilevel design.

Furthermore Ramseook-Munhurrun and Durbarry (2017) identify triangulation, embedded design, explanatory design, and exploratory design as four sorts of mixed methods techniques that can be used. The use of a mixed methods design seeks to make use of the strengths of both quantitative and qualitative approaches, resulting in more believable and trustworthy study outcomes.

Triangulation design attempts to use a variety of techniques to explore and describe complex human behaviour in order to give readers with a more balanced explanation. It's a data validation technique that may be used in both quantitative and qualitative studies (Noble and Heale,2019). According to Schoonenboom and Johnson (2017) convergence, confirmation, and consistency of results from several approaches are all sought through triangulation.

There are four types of triangulation designs which are data triangulation, which takes into account things like time, place, and people; Multiple researchers are used in a study, which is known as investigator triangulation. Methodological triangulation supports the use of many theoretical schemes to enable interpretation of a phenomena, whereas theory triangulation encourages the use of numerous theoretical schemes to enable interpretation of a phenomenon (Noble and Heale,2019).

3.4.1 Embedded design

In the view of Vindrola-Padros, Barbosa et al. (2019) while keeping a crucial distance, the embedded method seeks to allow co-designing the study with research users and the regular exchange of assessment data. The embedded design acts as a strand of the opposite kind is added to a standard qualitative or quantitative design to improve the overall design (Schoonenboom and Johnson,2017).

According to Kimmons (2021) the data collection and analysis processes are separate and are used to answer different questions, such as "research question1: How were student scores influenced by the intervention?" "research question 2: How did they feel about the intervention as it happened to them?"

3.4.2 Explanatory design

Sequential, explanatory, mixed technique is a common approach to a study, although it is difficult to execute. The following are the two major types that emerge: mixed method design, which combines techniques; mixed model design, which combines the various stages of research (Bowen, Rose et al. ,2017).

According to Othman, Steen et al. (2021) the quantitative and qualitative data are collected and analysed independently and sequentially in an explanatory mixed methods methodology. Qualitative findings give details on participants' viewpoints and experiences, as well as identified impediments in the research. Quantitative findings provide information about the subjects' degree of knowledge and confidence. This mixed methods technique and research design are used to produce full, integrated datasets that include both quantitative and qualitative outcomes in order to draw conclusions about the issue.

3.4.3 Exploratory design

According to De La Torre (2020) exploratory design method is concerned with the collection, assessment, and mixing of qualitative and quantitative data in a collaborative context in order to generate a proposal or solution to a problem. According to Dunne (2018) physical representations of the problem and/or solution are part of the exploratory method. Designers communicate their ideas in low-fidelity forms like as drawings, models, maps, role plays, and so on through fast prototyping. A prototype might be anything that depicts the user's experience with the item.

3.5 Qualitative research

Qualitative research is a multiple approach in nature and takes an interpretative, its naturalistic approach to its topic. This means qualitative researchers study phenomena in their natural contexts with the goal of comprehending or interpreting events in terms of the meanings people attribute to them. Case study, personal experience, observational, life narrative, introspective, interview, historical, interactional, and visual

texts are types of empirical materials used in qualitative research to depict ordinary and dissenting experiences and meaning in people's lives (Aspers and Corte,2019).

In the view of Korstjens and Moser (2017), to provide an in-depth understanding of real-world situations, qualitative research considers the natural environments in which groups or individuals function. The study questions are often wide, leaving room for surprising results. In qualitative research, the three main methods of data gathering are interviews, focus groups, and observation. These three methodologies provide researchers with rich and deep insights. All methods necessitate the researcher's expertise, and they all generate a considerable amount of raw data (Barrett and Twycross,2018).

According to Bouncken, Qiu et al. (2021) in business and management research, qualitative methodologies are commonly used. The main reason is that qualitative research can reveal a wealth of information about underlying mechanisms and processes. However, there has been some criticism of their reproducibility and rigor.

The main three qualitative approaches are phenomenology, ethnography, and grounded theory. They come from a variety of theoretical fields and are employed in a variety of sectors to investigate various topics. In addition, qualitative research has a long history of many designs and qualitative methodologies, including case studies, conversation analysis, narrative research, and hermeneutic research. Furthermore, qualitative research has a long history of different designs and qualitative approaches, including case studies, narrative research, conversation analysis, historical research, hermeneutic research, participatory action research, participatory community research, and critical social theory research (Korstjens and Moser,2017). The qualitative method is for gathering in-depth information about a certain issue. This approach assumes that a single individual represents the entire group, and that a person's feelings and emotions are as vital to comprehend but are overlooked by the quantitative method. The interpretive technique is commonly used. When a researcher wishes to observe or interpret an environment, they employ this method (Rahi,2017).

When there is limited current understanding of a complicated phenomenon that cannot be addressed simply by taking physical measures, when a problem is being studied from a new perspective, or when current knowledge is fragmented, qualitative research methodologies are widely used. One of the various methods used in qualitative research

is content analysis. The most significant benefits of content analysis are that it is content-aware, may be utilised in a variety of research designs, and may be used to analyse a wide range of qualitative data (Kyngäs,2020).

3.6 Quantitative research

According to Basias and Pollalis (2018) quantitative research usually entails a systematic and empirical investigation of phenomena using statistics and mathematics, as well as the processing of numerical data. In quantitative research, the process of estimating numbers serves as a vital link between empirical observation and mathematical expression of quantitative relations. Data is often selected and evaluated in a numerical format in quantitative research.

In Goertzen (2017) view quantitative research approaches focus on gathering and evaluating structured data that may be represented quantitatively. One of the main objectives is to create accurate and trustworthy measures that can be analysed statistically. Quantitative research is particularly effective at answering the "what" or "how" of a situation since it focuses on data that can be measured. Direct, measurable questions frequently include language like, "What percentage? What proportion? How far do you want to go? How many are there? How much is it?"

Quantitative research can be either descriptive, analytical, or empirical. It is essentially a hypothesis-testing method.

According to Daniel (2019) quantitative research is a method for generating numerical data about the world that is formal, objective, rigorous, and systematic. Quantitative research is used to characterise novel circumstances, events, and concepts, as well as to investigate correlations between variables and establish the efficacy of interventions on certain outcomes. In quantitative research, methodological rigor refers to a study's soundness or precision in terms of planning, data gathering, analysis, and reporting. Social scientists have several indicators at their disposal to measure the correctness of quantitative approaches. These indicators allow them to evaluate a study and infer about its theoretical and empirical contribution (Marquart,2017).

The quantitative approach is a scientific method that can be traced back to the positivist paradigm. This strategy focuses on collecting new data from a wide population in accordance with the problem, and the data analysis overlooks an individual's feelings or the setting in which they live. It is measured by behaviours and views, which aids researchers in describing rather than interpreting data (Rahi,2017).

3.7 Research Objectives

Exploratory research, descriptive research, and explanatory research are the three primary types of research objectives. The goal of exploratory research is to gain fresh ideas and learn more about what is going on. There is an endeavour to pose new questions and evaluate phenomena. This method is commonly used in the early phases of research when the concepts aren't clear enough to construct an operational definition (Rahi,2017). On the other hand, conducting an in-depth and holistic examination, the descriptive research method enables flexibility in terms of the direction it takes. Its goal is to acquire detailed level descriptions from participants in the study by allowing them to express what they see and feel in their own words (Agbozo, Owusu et al. ,2017).

The objectives of the study are as follows,

- To ascertain whether there are transformation challenges faced by black South Africans in the construction sector within the KZN Department of Transport.
- To identify the barriers of entry within the construction sector.
- To understand the role of government in enhancing transformation in the construction sector.
- To identify the interest of black South Africans in participating in the construction sector.

3.6 Sampling

Nayak and Singh (2021) state that each sampled unit should reflect the characteristics of a specific number of units in the population. To ensure that the findings from the research sample can be applied to the entire population, the sample should be representative of the population.

Probability sampling and non-probability sampling are the two main types of sampling methodologies. Probability sampling is a method of sampling in which each unit has an equal chance of being chosen. Simple random sampling, systematic random sampling, stratified random sampling, cluster sampling, and multi-stage sampling are the four types of probability sampling (Rahi,2017).

3.7 Data collection

Most qualitative research relies on participant interviews to gather data. Interviews are the most direct and easy method of collecting thorough and rich facts on a topic. The

style of interview used to gather data can be adapted to the study question, participant characteristics, and the researcher's chosen technique (Barrett and Twycross,2018).

Qualitative researchers face new opportunities and challenges as a result of Covid-19's unparalleled transformation and disruption. The pandemic is a "social event that is upsetting our social order," according to the World Health Organisation. There is a need for scholars to look at the lived experiences of those who are going through difficult circumstances. Public health laws and social distancing restrictions, on the other hand, limit our ability to conduct these investigations. Furthermore, those of us who are now working on research studies unrelated to the pandemic are being compelled to switch from face-to-face data collection to telephone or web-based data collection (Lobe, Morgan et al. ,2020).

Barth and Blasius (2021) state that, in quantitative data collection, raw data is typically represented as a big table of numbers, with various different variables in columns and various number of instances in rows. To address research questions, quantitative statistical approaches can be used to summarise data in a dataset into tables, graphs, and relevant numeric data.

In quantitative research, the study is used to collect numeric data through standardised experiments or questionnaires in a more controlled context, giving the researcher more control over study factors, surroundings, and research topics. The study could be used to figure out how variables and outcomes are related. Quantitative research entails the creation of a hypothesis, which is a statement of the predicted result, relationship, or outcome from the study question (Rutberg and Bouikidis,2018).

3.8 Research Participants

In the qualitative method, ten workers of the KwaZulu Natal Department of Transport's Transport Infrastructure participated in the research. Using questionnaires as the tool, 26 respondents who are registered under CIDB from Grade 2 to 4, Black South Africans specifically offering Civil Engineering roads construction and maintenance services inside KwaZulu Department of Transport participated utilizing the quantitative technique.

3.8.1 Qualitative approach

Table 3.1 below indicates the population that was targeted as participants, namely, three senior managers who were targeted from various Districts within KZN and these were limited to employees within Department of Transport. Four middle managers who work within the construction sector were interviewed and the last row indicates the project managers in the sector who were also interviewed. All the participants were critically selected because of the expertise they have in the construction sector based on the number of years they have worked within the Department and specifically in the Transport Infrastructure and District Services Branch.

Table 3.1 : Research Participants (Qualitative)

Employees of KwaZulu Natal Department of Transport	Senior managers	Middle Managers	Project Managers
District based (uMgungundlovu, Zululand, uMzinyathi and eThekwini District, uMkhanyakude) under Transport Infrastructures and District Services	1	3	2
Head Office Based (uMgungundlovu District)	1	1	1
Empowerment Head office based	1		
Total Sample:10			

Source: By the researcher

3.8.2 Quantitative approach

The table 3.2 below indicates the number of respondents under the quantitative approach, 26 participants responded. 10, 7, 7 and 2 who are in 1,2,3 and 4 CIDB grades respectively.

Table 3.2 Quantitative approach participants

CIDB Grade	No of respondents
1	10
2	7
3	7
4	2
Total responses	26

Source: By the researcher

3.9 Qualitative: Interviews

The interviews were used as one of the tools for data collection for this study, conducted by the researcher. The individual interviews (Annexure 2) were deemed necessary to gain meaningful insight from the participants' understanding and point of view. In the era of the Covid-19 pandemic, the researcher had to observe social distancing protocols as outlined by the strict guidelines from the National Department of Health. Four Interviews were conducted face-to-face with strict protocols of social distancing, wearing of face masks and sanitising. The remaining six interviews were conducted telephonically in order to limit the number of contacts. The researcher used semi-structured interviews which allowed the participants to elaborate on their responses.

There are no strict rules in semi-structured interviews. Their effectiveness is determined by how the interviewee replies to the researcher's questions. According to scholars, the researcher is required to give the interviewee several themes that reflect the issue under investigation, with the aim of exploring the topic that the interviewee is most comfortable with (Adhabi and Anozie,2017).

The individual participants were allowed flexibility in responding transparently regarding their perception pertaining lack of transformation for black South Africans in the construction sector.

In Adhabi and Anozie (2017) view, the benefit of working with a single person corresponds with the term "in-depth interview," in which the researcher can delve deeper and focus on personal matters. Semi-structured interviews are helpful for researchers working on biographies.

Semi structured interviews can make better use of the experience and understanding prospects of dialogues by having allowed much more flexibility for following up on whichever angles are deemed key by the interviewee; additionally, rather than having to hide behind a predetermined interview guide, the interviewer has a good opportunity of becoming a knowledge-producing participant in the process itself (Leavy,2020).

According to Czarniawska-Joerges (2004) the distinction between "important personal insights" and "known narrative constructions" is primarily driven by the researchers' interests. Individual life experiences are one-of-a-kind combinations of elements available in the common repertoire, but it is this one-of-a-kindness that piques the curiosity of a personal narrative learner.

According to Jacyr (2020) face-to-face, telephone, or remote (online video) interviews are the most common methods of qualitative research. The quality of the data acquired reflects the quality of the interviewer; if numerous interviewers are engaged, based on cross variability this may have a negative impact on data interpretation.

3.10 Quantitative: Surveys and questionnaires

A questionnaire is a collection of questions meant to elicit particular information from respondents. People who are proficient in written and/or verbal communication are the greatest candidates for questionnaires. The questionnaire's design is critical to its success (Polgar and Thomas,2013). According to Pickard (2017) questionnaire's questions must be simple to understand and answer; if they aren't, you risk a poor response rate, which is already a concern for a variety of other reasons.

With the recent events experienced due to Covid-19 restrictions, digitization of the research tools is critical.

Because data is electronically input and readily translated into forms that are easy to evaluate, online surveys offer the benefit of fewer mistakes in data entry and coding. Online surveys may have skip patterns to avoid unnecessary follow-up questions which is not possible with traditional paper-and-pencil questionnaires (Mutepfa and Tapera, 2019).

The following Table diagram depicts the stages needed in creating a questionnaire.

Table 3.3 Stages of creating a questionnaire

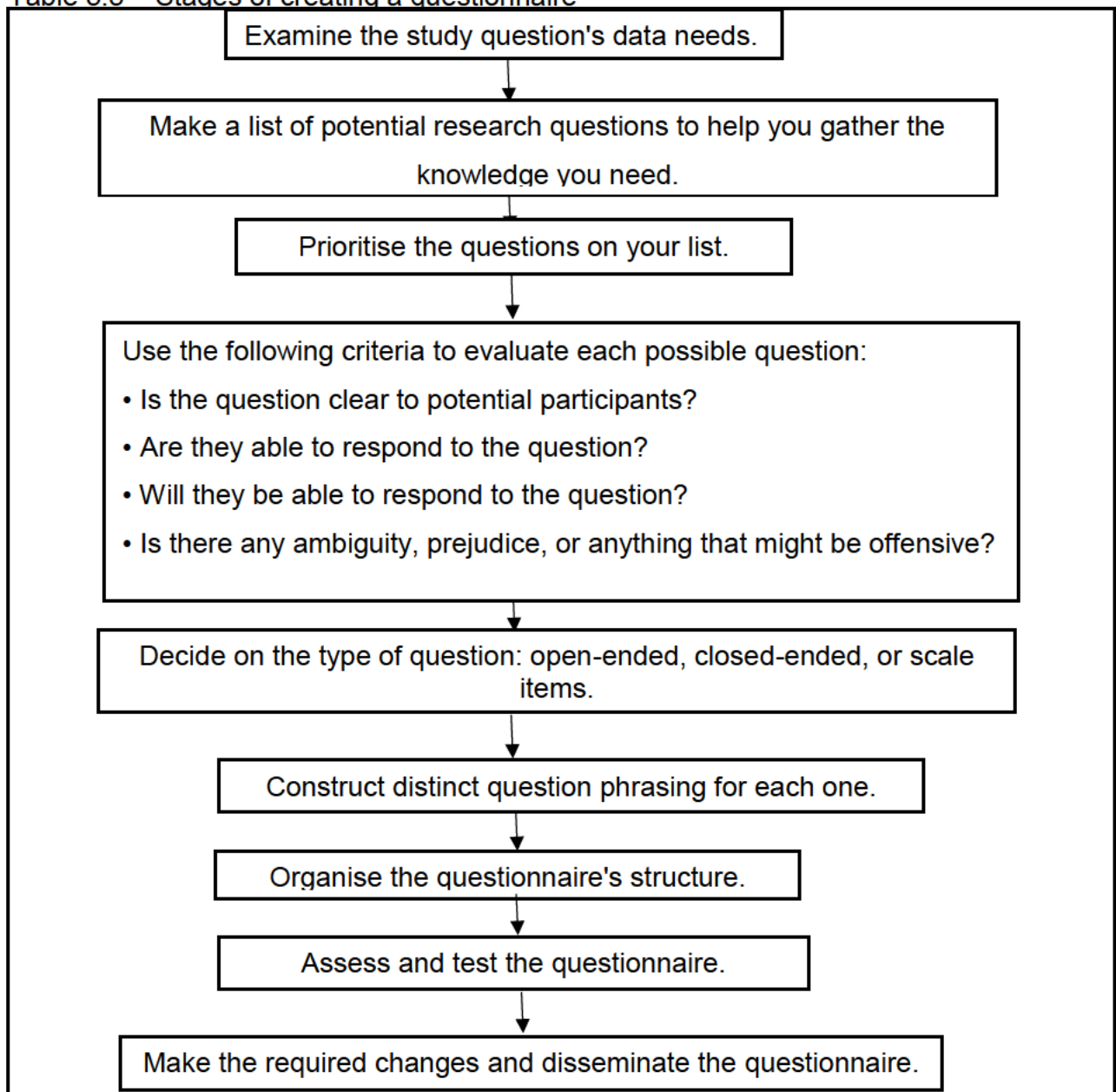


Figure Source:(Pickard 2017) pg.9

The manner of data collection determines a large portion of work needed in creating the survey instrument. As a result, early on in the process, a choice of which data collecting method to employ should be made so that adequate time is allowed in the schedule to prepare the survey instrument. Traditional postal surveys, telephone surveys, face-to-face interviews, and online Web surveys are the four most frequent modes (Triplett, 2021).

Self-administered questionnaires make data gathering from broad, diverse, and meaningful respondent groups rapid and affordable. Many marketing researchers on the other hand, have investigated and questioned the validity of survey data generated in this manner (Hyman, Kostyk et al. ,2019).

According to Flick, Metzler et al. (2014) surveys are distributed in a variety of methods. Surveys can be given to respondents who are alone or in groups, and they can be given in person or over the phone. They can be self-administered or administered by someone else. They can be given in a variety of ways, including by phone, paper (postal or face-to-face), or computer, both offline and online.

In the view of Tymms (2021) the Likert scale includes providing replies on a scale with a range of three to seven or more potential responses. As a general rule, offer as many responses as the respondents can handle, but anything more than seven appears to be troublesome. Although five and three are popular, other authors recommend using even numbers. Accordingly Triplett (2021) states that respondents should be given the same number of positive and negative response possibilities. A question becomes a leading question when there are no balanced alternatives, favouring the side with more possibilities.

The key elements in a survey according to Tymms (2021) are shorter questionnaires, questions, and sections, knowing your audience while avoiding jargon, and using language which has the same meaning for everyone. Avoiding acronyms looking out for terminology that might have changed meaning over time, as well as language obstacles and best practices for translating queries. Avoid employing adjectives that are either favourable or negative and finally cognitive testing is crucial.

3.11 Data analysis

Researchers must organise the data in a more relevant fashion once it has been obtained. Data analysis is the term used to describe this process. The term data analysis connotes transformation. Researchers use analytic techniques to transform the sometimes enormous data into a clear, comprehensible, intelligent, trustworthy, and even innovative study (Liamputtong,2020).

3.11.1 Qualitative data analysis

Analysis of the qualitative data and presenting it in a logical manner is key. Researchers see the necessity to document data analysis methodologies in order to improve correct interpretations and aid young researchers working on comparable projects (Akinyode and Khan,2018). According to Watkins (2017) the time it takes to gather, transcribe, and arrange qualitative data, as well as the analysts engaged, can be considerable. Data analysis, according to some researchers, is the most time-consuming stage in a qualitative research project since the volume of data and depth of data provided by qualitative data gathering methods might be more than that obtained by quantitative data collection methods.

Akinyode and Khan (2018) describe that in qualitative processes, data gathering is not limited by categories, but rather enables in-depth and detailed information to be defined. Qualitative research employs a variety of methodologies to provide interpretation by decoding, describing, translating, and interpreting natural phenomena rather than frequency phenomena. According to Elliott (2018) qualitative data analysis encompasses a wide range of concepts, as it is frequently associated with a certain technique, theoretical perspective, research tradition, and/or topic.

According to Lester, Cho et al. (2020) thematic analysis is likely best characterised as an umbrella approach that encompasses a variety of methods for detecting patterns in qualitative data. Thematic analysis is extensively utilised in a variety of disciplines due to its broad and flexible character.

Table 4.1 below comprises of seven phases of the thematic analysis approach in the qualitative data analysis which are organising and preparing data, data transcription, getting to know the information, taking notes on the information, data coding, codes to categories, and then from categories to themes, and finally, transparency in the analytic process.

Table 3.4 Seven phases of thematic analysis

Phase	Analysis: Thematic	Description
Phase 1	Organising and preparing data	Organising and preparing data for analysis, this usually entails consolidating all audio or video-recorded interview data in one area and translating observational notes to electronic format.
Phase 2	Data transcription	Capture every respondent's comment and serve as a reliable record of the dialogue
Phase 3	Getting to know the information	Researchers must become familiar with the material they obtained once it has been arranged and transcribed.
Phase 4	Taking notes on the information.	It is vital to create memoranda while researchers evaluate their data, describing early comments on the data as well as any emergent interpretations.
Phase 5	Data coding	A code is a brief, descriptive term or phrase that gives meaning to data according to the researcher's analytic objectives.
Phase 6	From codes to categories, and then from categories to themes	This procedure includes the use of codes, the creation of categories, and, finally, the creation of themes.
Phase 7	Transparency in the analytic process	Mapping the process helps the researcher to be honest about the evolution of themes and lets outside readers/evaluators of a research study see how a researcher made crucial analytic decisions.

Source: Lester, Cho et al. (2020) pg. 11

3.11.2 Quantitative data analysis

According to Jung (2019) quantitative data analysis necessitates a thorough understanding of statistical concepts and techniques. It also necessitates rigor in the selection of an acceptable analysis model as well as the interpretation of the results of the study. Essentially, the sort of research topic and the nature of the data define which analytical approaches are appropriate. Furthermore, different data assumptions are required by different analytic approaches.

The data sets gathered using quantitative approaches are big and may be analysed from a number of angles. Well-shaped emergent patterns into a tale that can be communicated with stakeholders as the project progresses. This procedure defines how the findings will be used to collect development activities in the end (Goertzen,2017).

3.12 Limitations

Mixed methodology was used in the study, for the qualitative approach the interviewer had to use telephonic or virtual interviews due to the Covid-19 pandemic, which posed as a challenge since the researcher had to avoid coming in contact with participants thereby losing the opportunity of face-to-face interaction which disadvantaged the interviewer from studying the body language which could be key in the research findings. For the quantitative approach, the sample was relatively small compared to the number of contractors (respondents), this was caused by the limited time allocation.

3.13 Credibility validity and trustworthiness

Cope (2018) states that credibility refers to the accuracy of the data or participant perspectives, as well as the researcher's interpretation and depiction of them. The researcher's credibility is increased by explaining his or her study experiences and validating the research findings with the participants. When the descriptions of human experience are instantly recognised by others who have had similar experiences, a qualitative study is regarded as credible. The researcher should demonstrate involvement, techniques of observation, and audit trails to enhance credibility when reporting a qualitative study.

3.14 Ethical clearance

All University of KwaZulu Natal students are compelled to acquire an ethical clearance before conducting any research. The researcher applied for ethical clearance from the Research office using the RIG (Research Information Gateway) and the approval was granted as attached in Annexure 6. All the potential participants were advised about the nature of the research to be conducted and were allowed at their discretion to decide where they were willing to participate in the study. This was done in the form of a written consent form as attached in Annexure 1 between the participants and the researcher.

3.13 Chapter Summary

The chapter dealt in detail with research methodology, data collection from various participants and highlighted how the data was analysed. The chapter highlighted how the interviews were conducted, and how the questionnaires were distributed as well as how the ethical clearance was taken into consideration.

The next chapter will present the results of the research.

CHAPTER FOUR: PRESENTATION OF RESULTS

4.1 Introduction

The chapter presents the findings from the interviews conducted and the qualitative method used and further findings from the quantitative method conducted using the questionnaires.

The interview questions and survey questionnaires were aligned in order to address the research objectives.

- To ascertain the transformation challenges faced by black South Africans in the construction sector within the KZN Department of Transport.
- To identify the barriers of entry within the construction sector.
- To understand the role of government in enhancing transformation in the construction sector.
- To identify the interest of black South Africans in participating in the construction sector.

4.2 Demographics of the research participants

The findings will be from 10 semi-structured interviews conducted which represent properly employees of the KZN Department of Transport who work within the construction sector, who are Senior managers, Middle managers, and projects managers across various districts of the province. The chapter will also further capture the data from the survey done through the questionnaires that were conducted with 26 participants who are contractors within the construction sector providing services to the KZN Department of Transport.

4.2.1 Qualitative approach

To protect their identity, the 10 interviews are referred to throughout as Respondents 1 to 10. Participants' quotations are taken straight from their transcripts, i.e., the same words, forms, and phrases are used. Each participant was expected to reply to all of the interview questions and was also given the option to add other relevant views to the discussion. The table below depicts the range of duties and positions held by the participants, as well as the years they have worked within the construction sector.

Table 4.1 Details of participants

	Years of experience (range)	Senior manager	Middle manager	Project manager
Respondent 1	More than 10 years	√		
Respondent 2	More than 10 years			√
Respondent 3	More than 10 years			√
Respondent 4	7-9 years		√	√
Respondent 5	More than 10 years			√
Respondent 6	More than 10 years		√	
Respondent 7	More than 10 years		√	
Respondent 8	More than 10 years	√		
Respondent 9	More than 10 years	√		
Respondent 10	More than 10 years		√	

Source: Constructed by the researcher

4.2.2 Analysis of the research data: Qualitative approach

The interviews were thoroughly transcribed, and the researcher then conducted a process of analysing and categorising data into meaningful themes.

Table 4.2 gives an overview of the topics that the researcher identified.

Table 4.2 Themes

Theme	Description
Theme 1	Mentorship
Theme 2	Training and development
Theme 3	Transformation
Theme 4	Lack of resources
Theme 5	Sub-contracting the alternative solution
Theme 6	Poor financial management skills
Theme 7	Weak pre-requisite requirements
Theme 8	Growth in number at entry level
Theme 9	Lack of experience

4.2.3 Mentorship

Lack of mentoring and development was mentioned by all the participants highlighting the challenge of a lack of proper contractor development programmes that encompass mentorship and development for contractors in the construction sector, more specifically black South Africans. The KZN Department of Transport has implemented an emerging contractor development programme with limited success to date. The respondents highlighted that as much as the programme was intended for contractor development, there are still minimal adequately developed emerging contractors that are fully black owned. One of the respondents cited that the challenge is that anyone can register on CIDB as a contractor without any educational pre-requisite requirement and when they are mentored there is nothing to show either.

“..... mentorship with the necessary NQF level because previously we used to mentor them without issuing any certificate, but we need to mentor them to get at least NQFL5 in order to proceed to the highest level” (R10).

Another respondent cited the necessity of providing mentorship and training to the emerging contractors as much as the Department has the training programme, but they are not adequately skilled to mentor the contractors.

“.....no, we do not have enough mentorship programme I think we are still lacking a bit the Department has tried to form programmes that develop black contractors, but we have not achieved that as yet” (R5).

One of the respondents cited that former contractors' development programmes must be re-instated, such as the former one which had a mentorship and development programme hence assisting in contractor development.

“.....create an avenue in the contractor mentorship and development programme that we had before since it was abolished and have stricter pre-requisite requirements to the industry and train the contractors as well” (R6).

4.2.4 Training and development

The respondents all agreed that there is a need for training and development for the contractors. Most of the respondents cited that adequate accredited training is a key requirement since the industry is critical and requires a certain level of technical skills.

One of the respondents highlighted that as much as the training is conducted, the challenge is that it is conducted on site only. Thus, sometimes when the training is done with the employees, they may in turn leave the contractor and the contractor will have to be re-train another employee all over again.

“.....at the moment we have consulting companies who go around throughout the various sites but the problem is that they are not training the owner of the company, but they train the site agent or the foreman only to find that maybe the owner will change the foreman and bring another it is like you are going back that is why previously I said mentorship at the NQF level to mentor the owner not the employee” (R10).

4.2.5 Transformation

The respondents stated that the transformation is critical in realising the meaning of true economic growth, they further highlighted that it is the responsibility of the government to enable transformation through policies and regulations.

“..... I do believe that transformation is the responsibility of the government because Black contractors were previously disadvantaged so for those that were previously disadvantaged they need to be developed by government there is no other sector that will assist them it’s government’s responsibility to transform those who were previously disadvantaged” (R9).

Another respondent emphasised that:

“.....all regulation and legislation are within the control of the government in order for transformation to happen or to be implemented or contractors to benefit the legislation and regulations has to support that and if it doesn’t than they wouldn’t be able to implement it” (R8).

Another respondent further stated that there has been a clear directive towards transformation however that had not fully materialised therefore transformation is still key in the sector, especially within the Department.

“... there was a point where the Department had a transformation agenda where it aimed at doing the total transformation for the contractors, however that did not fully materialise hence we are working on the new framework for transformation I would like to emphasise that we lack numbers of established black contractors” (R2).

4.2.6 Lack of resources

Poverty has been a major concern in South Africa, forming a distinct culture and way of life. The percentage of black South Africans living in poverty is steadily rising. Financial and physical resources, as well as support networks, connections, role models, and industry expertise, are all examples of resources.

One of the respondents stated that the resources are key in enhancing the growth of the contractors.

“.....experience they also lack capital as well in the construction industry you need money if you don’t have money and you cannot go to the bank and access loan then you cannot start the project, I can mention also resources like

in the construction industry you need machinery to implement or execute project all so that is the main barrier standing in their way of construction”(R1).

4.2.7 Sub-contracting the alternative solution

The construction sector contributes to employment, over the years there has been an extensive usage of sub-contracting agreements between an emerging contractor and a developed contractor. The workload in this business is extremely varied in terms of kind, size, purpose, shape and technique of manufacturing, and materials used. The works' completion necessitates the participation of a wide range of skills and professionals. Some of the respondents highlighted that there is a bigger need of sub-contracting in order to enhance growth in the emerging contractor.

The respondent stated that,

“..... previously I said no because most of our programmes were scrapped but in the meantime we have the grade 7 grade 8 the big construction companies at the moment we encourage them to use CPG sub-contracting the small ones they are mentoring them however as a Department we are in full participation in their agreement however we check the progress since it is deemed a responsibility of the big contractor to mentor these small ones” (R4).

4.2.8 Poor financial management skills

For any small business, financial management is a critical management function. For start-ups and established enterprises, short-term financial management is extremely important. Small business owners in South Africa frequently have to fulfil this role alone; yet, many lack the knowledge and habits necessary to do so efficiently (Kirsten 2018).

One of the respondents stated that lack of capital is the key contributor which hinders their growth,

“.....capital, they don't have finance to start their projects even if they form their construction companies but lack funding which can be their barriers, also they lack experience in financial management since they are not getting enough experience as you know the Department have tried to mentor from Grade1, grade2 and Grade 3 to give them experience but we haven't achieved that” (R6).

Another respondent raised a concern with regards to the inability of the contractor in managing their cash flow and lack of investment into the business as well.

“.....and some of them are there for money not for work that causes a barrier as well they are there to get money get flashy life buy cars, fancy this is standing in their way of growth” (R5).

4.2.9 Pre-requisite skills requirements

Most of the respondents stated that the number of participants at entry level is growing which is deemed as a positive indication of interest from previously marginalised groups.

One of the respondents stated that

“.....the number is growing remember on my first questions I said the minimum requirement is National diploma but because it is anyone even without matric even a criminal can register a company, so the number is growing each and every year right now if you check on CIDB because the register on CIDB the grade 1 is above 30000 in KZN alone and that number is growing every year” (R6).

One of the respondents raised a concern of the lack of technical background and non-requirement by the regulating board at entry level,

The respondent stated that,

“.....you need to have relevant technical background we are doing construction let us take for instance a bridge you need at least a diploma in Civil Engineering so that you can understand what is required, the skill, the construction, how you procure concrete. I can say the minimum required is ND civil engineering” (R7).

Another respondent further stated that,

“.....construction skills, the government or Public works made a problem by allowing contractors to say no skills required to register a company in fact we do need skills like from TVET colleges, artisan, technical skills, you

can't just award a tender to an electrical contractor without any skill you are not going to achieve what you are looking for; therefore, we do need skill which we are very lacking in the construction sector" (R3).

4.2.10 Growth in number at entry level

Clear procedure must be set to assist the contractors in achieving their growth and development at the entry level. Most of the respondents stated that there is a significant number of participation of contractors at entry level and this number is growing.

One of the respondents highlighted that,

"..... the number is growing remember on my first questions I said the minimum requirement is National diploma but because it is anyone even without matric even can register as a contractor" (R10).

Another respondent further stated that the number of contractors is growing at the entry level

".....yes as I mentioned before the number of Black contractors it is growing, I joined the Department in 2008 when I joined the Dept there were few female Black contractors in the Dept and today it is 13 years later I am seeing almost 50% are Black owned female companies so you can see the interest and the numbers growing up and the quality as well what I receive 13 years ago from companies is better now from Black owned there is a difference from previously and now" (R5).

4.2.11 Lack of experience

The participants indicated the lack of experience of the black contractors as a key challenge generally which poses a challenge in their growth.

The respondent commented as follows:

".....I would say as a person who has worked with the contractors, what I have experienced and what I have seen, that are disadvantages or causing the barriers is the lack of the experience we do have many contractor and black

contractors that are out there that have no experience and have no skills sometimes and somehow they are competing with the white contractors due to lack of training they end up producing work with less quality so I think that is main problem they have no”(R6).

4.3 Analysis of the research data: Quantitative approach

The quantitative data obtained through surveys is presented in the next section. A total of 45 surveys were sent out via WhatsApp messenger and email using a Google form, with the goal of receiving 32 replies. A total of 26 participants responded to the survey. A total 80% of replies were received.

Table 4.3 shows the relationship between the survey questions and the study goals.

Table 4.3.1 Survey question in line with the research objectives

Research objective	Survey question range
To ascertain the transformation challenges faced by black South Africans in the construction sector within the KZN Department of Transport.	Question 2.1 to 2.5
To identify the barriers of entry within the construction sector.	Question 2.6 to 2.12
To understand the role of government in enhancing transformation in the construction sector.	Question 3.1 to 3.4
To identify the interest of black South Africans in participating in the construction sector.	Question 4.1 to 4.3

4.4 Quantitative data

Section 1 of the questionnaire presents the demographics of the participants, where 73% of the 26 participants indicated that they had previously provided services to the Department wherein 27% had never had an opportunity to provide services to the Department. All participants were black South Africans. 39%, 27%, 27% and 8% of participants were CIDB grade 1, 2,3 and 4 respectively.

27% of respondents had been registered as contractors for the Department for a period of 3 to 5 years, another 27% of participants had been registered as contractors for a period of 5 to 7 years, another group of 23% had been registered for a period of 7 to 9 years and lastly only 19% had been registered for more than 10 years.

1.1 Have you previously provided services to the Department of Transport in the Construction sector?
26 responses

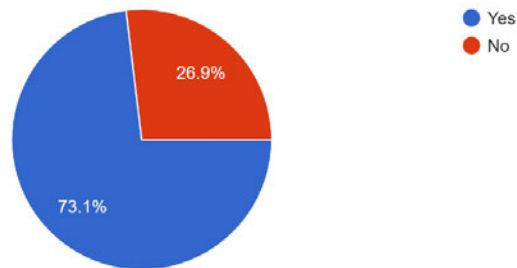


Figure 1

1.3 Race
26 responses



Figure 2

CIDB Grade
26 responses

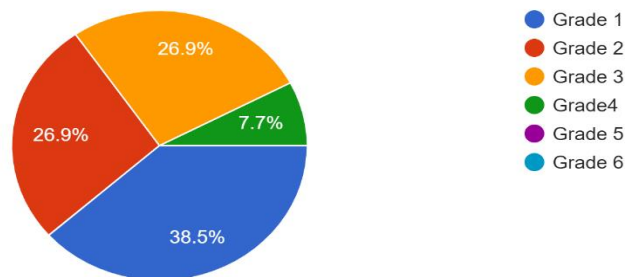


Figure 3

1.3 Number of years as Contractor with KZN Department of Transport

26 responses

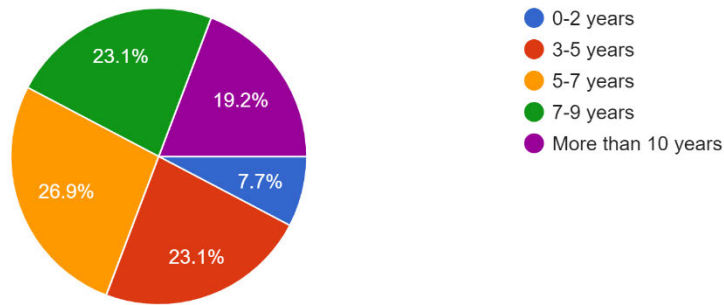


Figure 4

Transformation is a challenge in the construction sector especially for black South Africans

According to the results, 85% of the respondents strongly agreed and 12% agreed and 3% selected neutral as reflected in Figure 5 below

2.1					
Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
22	3	1	0	0	26

2.1 Transformation is a challenge in the construction sector especially for Black South Africans

26 responses

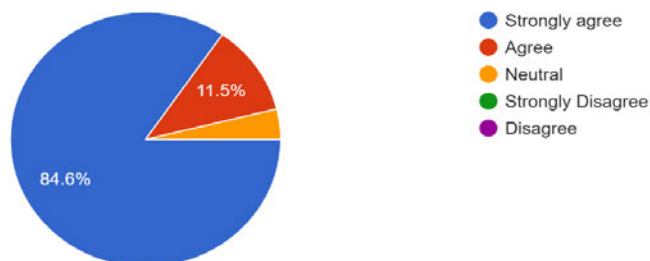


Figure 5

Lack of opportunities in the Department hinders my company’s growth.

According to the results, 42% of the respondents agreed and 35% strongly agreed and 23% strongly disagreed as reflected in Figure 6 below

2.2					
Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
9	11	0	6	0	26

2.2 Lack of opportunities in the Department to hinders my company’s growth.
26 responses

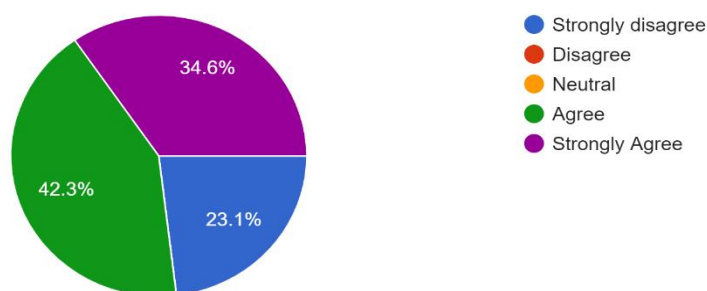


Figure 6

There are opportunities to enhance growth in the construction sector for black South Africans

According to the results, 58% of the respondents strongly disagreed and 19% disagreed meanwhile 19% agreed as reflected in Figure 7 below

2.3					
Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
1	5	0	15	5	26

2.3 There are opportunities to enhance growth in the construction sector for Black South Africans
26 responses

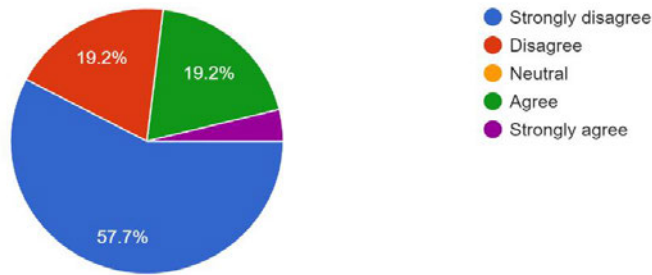


Figure 7

There are no opportunities for growth in the construction sector

According to the results, 34% of the respondents agreed and 31% strongly agreed and 15% disagreed as reflected in Figure 8 below

2.4					
Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
8	9	3	2	4	26

2.4 There are no opportunities for growth in the construction sector
26 responses

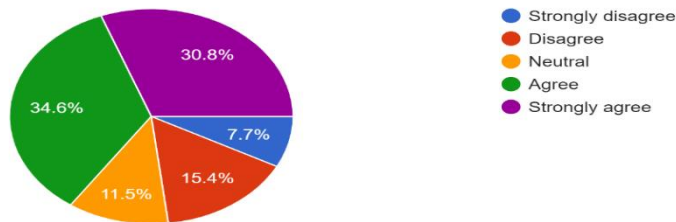


Figure 8

I found more black South African owned companies participating in the construction sector.

According to the results, 56% of the respondents agreed and 19% disagreed and 11% were neutral as reflected in Figure 9 below

2.5					
Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total

2	15	3	1	5	26
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2.5 I found more Black South African owned companies participating in the construction sector.
26 responses

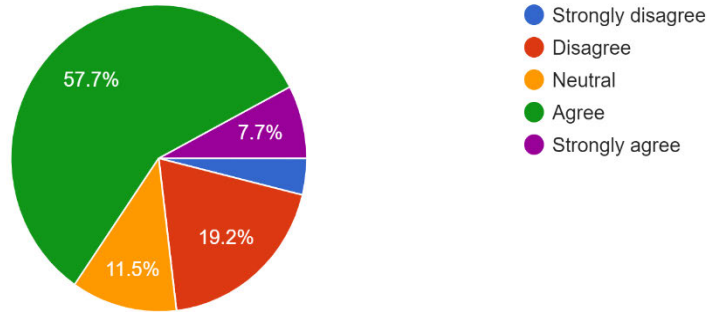


Figure 9

Barriers to entry hinder growth in the sector

According to the results, 50% of the respondents agreed and 27% strongly agreed and 11% strongly disagreed as reflected in Figure 10 below

2.6					
Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
7	13	1	3	2	26

2.6 Barriers to entry hinders growth in the sector
26 responses

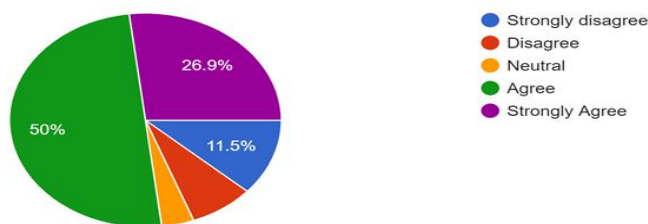


Figure 10

There is enough access to funding for the construction sector

According to the results, 66% of the respondents strongly disagreed and 23% disagreed and only 11% strongly agreed as reflected in Figure 11 below

2.7					
Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
3	1	0	16	6	26

2.7 There is enough access to funding for the construction sector
26 responses

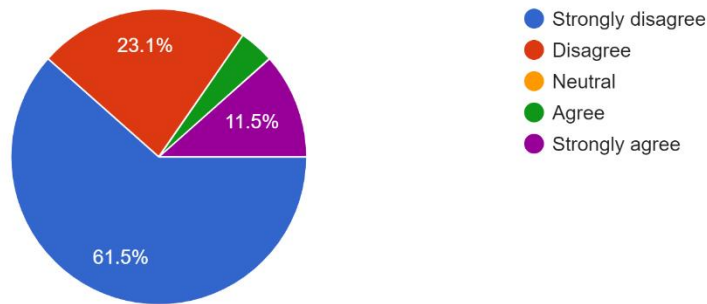


Figure 11

Registration in the construction sector is easily accessible.

According to the results, 65% of the respondents agreed and 23% strongly agreed and 11% strongly disagreed as reflected in Figure 12 below

2.8					
Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
6	17	2	0	1	26

2.8 Registration in the construction sector is easily accessible.
26 responses

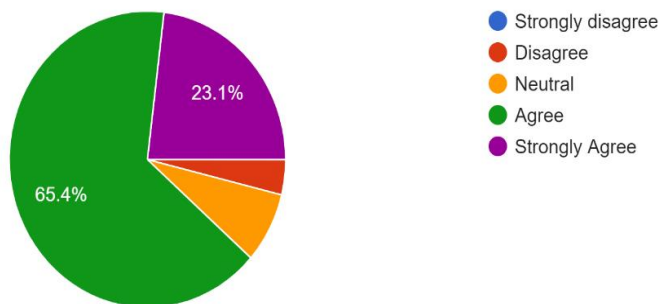


Figure 12

I had prior experience before participating in the sector within the Department

According to the results, 38% of the respondents disagreed and 39% agreed and 19% strongly disagreed as reflected in Figure 13 below

2.9					
Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
0	10	0	5	11	26

2.9 I had prior experience before participating in the sector within the Department

26 responses

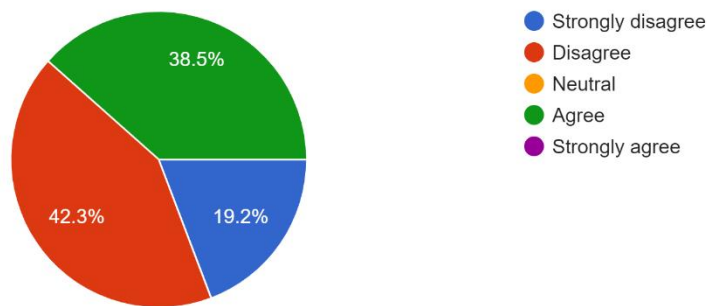


Figure 13

I have found registration of my company in required databases easy

According to the results, 51% of the respondents agreed and 19% disagreed and 8% strongly disagreed and strongly agreed respectively as reflected in Figure 14 below

2.10					
Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
2	16	1	2	5	26

2.10 I have found registration of my company in required databases easy
26 responses

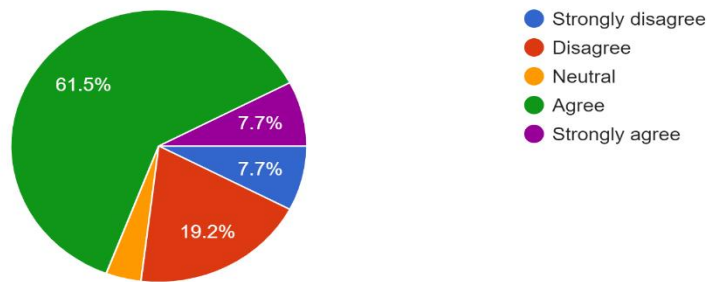


Figure 14

The supplies to perform construction work are accessible.

According to the results, 42% of the respondents disagreed and 31% strongly disagreed and 23% agreed as reflected in Figure 15 below

2.11					
Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
0	6	1	8	11	26

2.11 The supplies to perform construction work are accessible.
26 responses

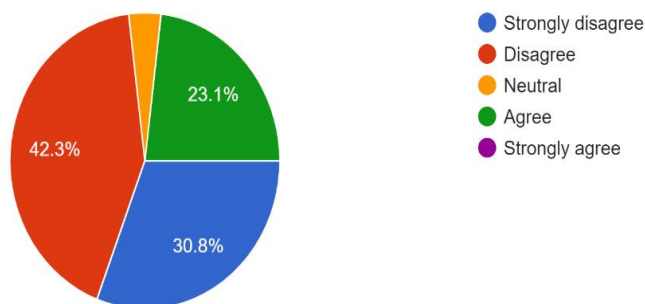


Figure 15

The resources required to perform in the sector are easily available

According to the results, 42% of the respondents disagreed and 23% strongly agreed and 19% agreed as reflected in Figure 16 below

2.12					
Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
3	5	1	6	11	26

2.12 The resources required to perform in the sector are easily available
26 responses

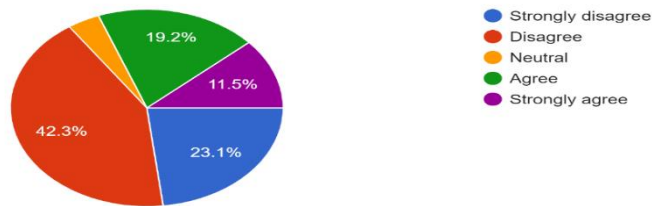


Figure 16

There are mentorship programmes for development of black owned construction companies.

According to the results, 50% of the respondents disagreed and 42% strongly disagreed as reflected in Figure 17 below

3.1					
Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
0	1	1	11	13	26

3.1 There are mentorship programmes for development of Black owned construction companies.
26 responses

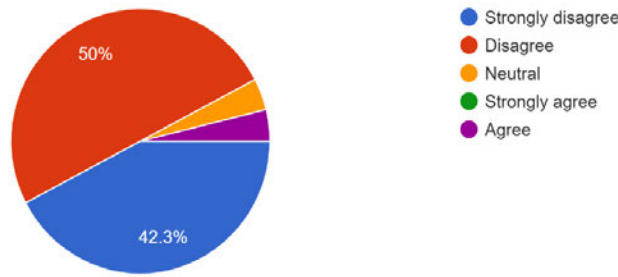


Figure 17

There are opportunities to enhance growth in the construction sector for black South Africans

According to the results, 42% of the respondents disagreed and 39% strongly disagreed as reflected in Figure 18 below

3.2					
Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
1	2	2	10	11	26

3.2 There are opportunities to enhance growth in the construction sector for Black South Africans
26 responses

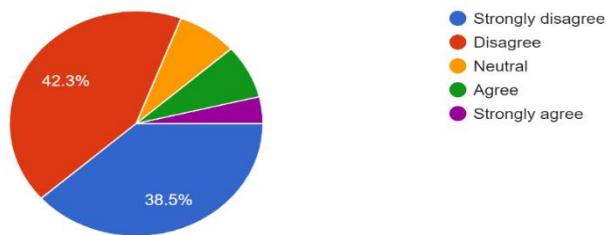


Figure 18

The Department of Transport is doing enough to develop service providers within the construction sector.

According to the results, 54% of the respondents disagreed and 33% strongly disagreed as reflected in Figure 19 below

3.3					
Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
0	0	3	9	14	26

3.3 The Department of Transport is doing enough to develop service providers within the construction sector.

26 responses

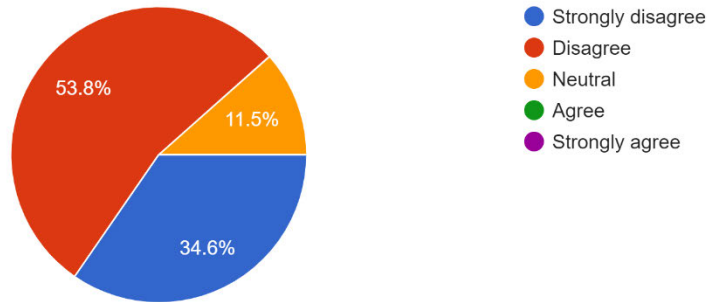


Figure 19

There are designated development programmes in place for the sector within the Department.

According to the results, 54% of the respondents disagreed and 31% strongly disagreed and 12% selected neutral as reflected in Figure 20 below

3.4					
Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
0	1	3	8	14	26

3.4 There are designated development programmes in place for in the sector within the Department.

26 responses

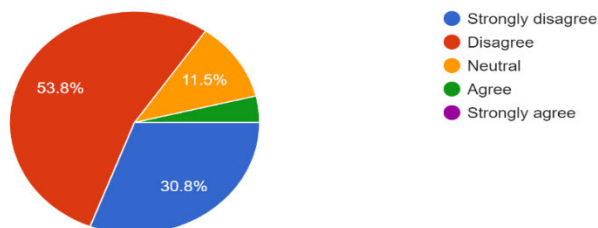


Figure 20

I have found less black South African owned companies participating in the construction sector

According to the results, 58% of the respondents agreed and 27% disagreed as reflected in Figure 21 below

4.1					
Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
1	15	2	1	7	26

4.1 I have found less Black South African owned companies participating in the Construction Sector
26 responses

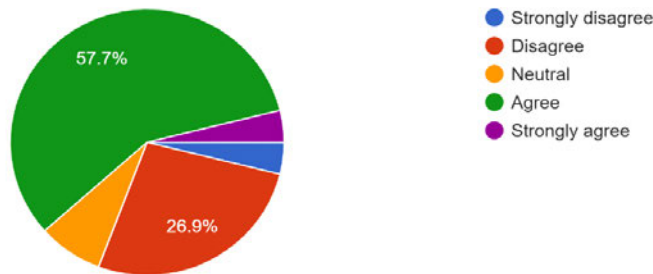


Figure 21

I have no interest in growing my company in the construction sector

According to the results, 80% of the respondents strongly disagreed and 15% disagreed as reflected in Figure 22 below

4.2					
Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
0	0	1	21	4	26

4.2 I have no interest in growing my company in the construction sector
26 responses

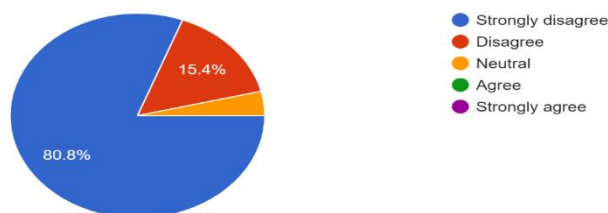


Figure 22

I would like to grow in the construction sector but barriers to entry hinder my growth

According to the results, 65% of the respondents strongly agreed and 27% agreed as reflected in Figure 23 below

4.3					
Strongly agree	Agree	Neutral	Strongly disagree	Disagree	Total
17	7	1	1	0	26

4.2 I would like to grow in the Construction sector but barriers to entry hinders my growth.
26 responses

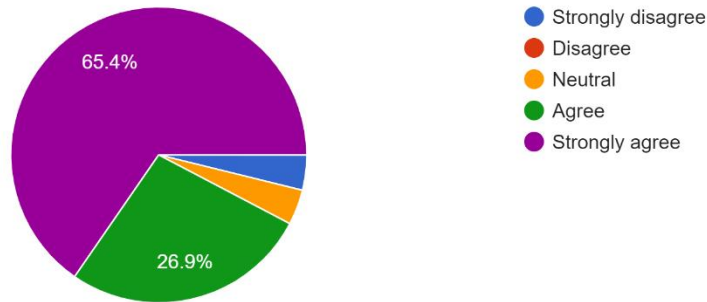


Figure 23

4.5 Summary

The responses from both qualitative and quantitative participants indicated challenges and possible solutions to the study. The responses highlighted the role of transformational leadership in government and society. The Department has the transformation programmes which seek to empower the historically disadvantaged to make a meaningful economic contribution.

The next chapter will state the key findings of the research and provide a proposal on how the Department can address the challenges faced by black South Africans in the construction sector.

CHAPTER FIVE: DISCUSSION AND INTERPRETATION OF STUDY RESULTS

5.1 Introduction

Chapter four focused on the presentation of results, this chapter examines the discussion and interpretation of the results in line with the literature review. The chapter will further explain the research objectives presented in chapter one. The data from the empirical study will be used to support the review of relevant literature.

5.2 Qualitative data

The research aims to ascertain whether there are transformation challenges faced by black South Africans in the construction sector within the KZN Department of Transport, identify the barriers of entry within the construction sector, understand the role of government in enhancing transformation in the construction sector, identify the interest of black South Africans in participating in the construction sector. Using the semi-structured interviews, the following various themes emerged.

The following themes emerged in Chapter 4; they will be further examined in light of the present literature on the research topic.

- Mentorship
- Training and development
- Transformation
- Lack of resources
- Poor financial management skills
- Pre-requisite requirements
- Growth in number at entry level
- Lack of experience

The major themes that arose from the qualitative approach in chapter four emerged with the objectives of this study.

The objective 1, “to ascertain the transformation challenges faced by black South Africans in the construction sector within the KZN Department of Transport”, the emerging themes indicated that indeed there is a lack of transformation. Another theme indicated that as much as there is a significant growth in the entry level of the

construction sector, however without radical development programmes this still hinders the sector from realising the desired transformation.

The objective 2, “to identify the barriers of entry within the construction sector”, the themes highlighted that there is a lack of experience from the emerging contractors which causes barrier to entry especially competitively and lack of resources to perform resources like funding or financial skills in the construction sector.

The objective 3, “to understand the role of government in enhancing transformation in the construction sector”, the theme sub-contracting as the alternative solution emerged from the qualitative respondents that the government must develop policies that will enhance economic transformation. Furthermore, it was highlighted that it is the role of government to train and develop the emerging businesses especially those sectors that were not open to the previously disadvantaged communities in the apartheid era. The theme pre-requisite requirements emerged as both advantage and disadvantage, the advantage is that there is no stringent requirement be it education or experience to register as a construction company in the database however the disadvantage is that the database has a high number of contractors at entry level who end up becoming dormant since they lack the critical skills for the sector.

The objective 4, “to identify the interest of black South Africans in participating in the construction sector”, the theme growth in number at entry level indicated that there is interest among the Black South African in participating in the construction sector

5.3 The themes versus the literature

The themes below emerged from chapter four; the themes are now required to be analysed according to the literature.

5.3.1 Mentorship

All of the respondents stated that mentorship of emerging contractors is vital in enhancing their growth. The mentorship can be provided by the Department through training intervention and coaching. Most of the respondents stated that the big scale contractors could also assist in mentoring emerging contractors.

Oke, Aigbavboa et al. (2017) state that as the need for sophisticated and creative innovations grows, the construction business has grown extremely competitive, and the importance of worker and professional training and development cannot be overstated. There are numerous methods for accomplishing this, one of which is by way of

mentorship. The relationship between the mentor and mentee is critical in order to achieve the desired results from mentoring.

Mentoring effectively has the ability to maintain consistency and improve overall development and progress of people as well as the company as a whole. The procedure is critical for professional advancement in the construction sector for construction experts and labour engaged in infrastructure delivery development and expansion (Oke, Aigbavboa et al. 2017).

5.3.2 Training and development

Most of the respondents highlighted the lack of adequate training and development as a key challenge for the contractors within the sector, specifically in the Department of Transport. Another respondent stated that this lack of stringent inherent requirements by the CIDB posed a challenge since there is no requirement of educational qualification to register and no experience is required.

According to Burhan Ismael, Jabbar Othman et al. (2021) training and development can help to reveal hidden abilities and make the most use of them to help the company become more productive. Training and development work together to improve the information, abilities, and style of thinking of employees in order to produce a result that can impact the company and encourage the employer to enter a competitive position.

It is key for emerging contractors to train and develop their employees in order to grow in the construction sector.

5.3.3 Transformation

Most of the respondents highlighted that there is lack of transformation in the construction sector. One respondent admitted that as much as there is a high number of black-owned construction companies registered flag it "on CIDB, they end up being dormant at the low-level grades due to a lack of work or contract opportunities. Another respondent highlighted that most of the South African black contractors remain predominantly under CIDB 4 which poses a challenge in their growth towards higher grades.

If the economy is to benefit all impoverished South Africans, the majority of whom are black, a fundamental and dramatic transformation is necessary (Notshulwana 2017).

5.3.4 Lack of resources

A significant number of respondents stated that because of the historical marginalisation of the targeted group, a number of them lack resources such as machinery and equipment, financial resources and even the skills from their human resources.

Due to the architecture of apartheid most of the black South African contractors lack resources and the need for survival becomes key rather than the desire for entrepreneurship and growth. According to Amoah and Bikitsha (2021) the socio-economic conditions of the marginalised looking towards entrepreneurship do not portray them as individuals capable of receiving the available support.

5.3.5 Sub-contracting the alternative solution

Sub-contracting in the construction sector is supposed to enhance the business network between established and emerging contractors, assist in mentoring and create employment in the communities.

Most of the respondents stated that sub-contracting could be the alternative solution to enhancing transformation in the industry however one respondent highlighted that it comes with its own challenges where some of the developed contractors are not interested in sub-contracting to the point that they sometimes do not even pay the emerging contractors.

On the other hand, Rullaud (2019) states that, in the construction sector, there has been a recurrence of late payment or in some cases, non-payment. It is further highlighted that this practice may hinder their development, however the solution must be derived amongst parties to help contractors or sub-contractors reduce the repetition of these problematic circumstances.

5.3.6 Poor financial management skills

One of the respondents stated the poor financial management is a main challenge that hinders growth in emerging contractors, the respondent sighted that they have observed that as soon as the contractor is paid they usually spend their money on luxurious items like expensive vehicles which may not add value to the business growth. This habit imposes a risk on their cash flow as they usually struggle to fund the following project or contract awarded. According to Abebe, Tekle et al. (2018) savings is a crucial financial instrument for small businesses with restricted access to borrowing.

Microbusiness owners, on the other hand, frequently under save, even if they have a surplus and the desire to save.

Emerging contractors confront several business risks that have a significant influence on project performance. Procurement management; financial management through efficient pricing of tender documents and ensuring materials are available as needed during the various stages of the project (Amoah and Bikitsha 2021).

5.3.7 Pre-requisite requirements

Most of the respondents highlighted that the non-requirement of an adequate qualification poses a risk in the construction industry. One respondent sighted that generally for one to practice as a medical practitioner one must have the pre-requisite qualification and skills. To register as a contractor on the CIDB database does not require any construction or engineering qualification. Chopra (2017) states that some of emerging contractors are already disadvantaged by their lack of education and literacy, it is possible that the marginalised desperation is hindering their cognitive ability, evident by their poor business management skills.

This lack of industrial expertise appears to be linked to the SME sector's poor survival rate in South Africa. This is a huge source of concern, as individuals who emerge without the necessary talents, resources, or managerial abilities are doomed to fail. In addition, emerging contractors' failure could be owing to a lack of required expertise. A contractor with little experience, for example, might get a tender before establishing themselves (Haupt, Hadebe et al. 2019).

5.3.8 Growth in number at entry level

Most of the respondents stated that there has been a significant growth of the black South African contractor's database over the last 10 years and the interest is growing amongst the historically disadvantaged in participating in the construction sector.

According to Kuju (2017) the CIDB registry is separated into job categories (civil, building, electrical, mechanical, and so on) and assigns contractors to one of nine grades based on project size and complexity indicated in Rand value. Because of CIDB's low entrance barrier to the business, the number of CIDB grade 1-2 registered contractors is significantly larger than for higher grades.

5.3.9 Lack of experience

The lack of technical knowledge and skills is a key impediment to the complete adoption of sustainability in the building sector. The adoption of sustainability in construction has been delayed by a lack of information about sustainable building, which has inhibited construction professionals' awareness of the need to use it in projects. As a result, educating and sensitising construction personnel becomes critical (Akinshipe, Oluleye et al. 2019).

In Haupt, Hadebe et al. (2019) view poor performance, a drop in market capitalisation, poor marketing tactics, a lack of possibilities, compliance, and, most significantly, a lack of required skills to compete more effectively in the construction industry are among the problems. In reality, the main issues confronting the South African construction sector have been recognised as a lack of expertise and poor business management.

All the respondents stated lack of experience and expertise as the key contributor to the emerging contractor challenges, however one highlighted that it should be the responsibility of the Department to provide work opportunities equally to bridge these gaps.

Targeted procurement and a range of approaches, all of which attempt to create opportunities for the emerging enterprises, are used to provide employment and business possibilities for previously marginalised persons and communities. Targeted procurement helps the government to achieve specific socio-economic goals via engineering, construction and procurement in a practical, realistic, and quantifiable manner (Haupt, Hadebe et al. 2019).

5.4 Quantitative data

The research aims to ascertain whether there are transformation challenges faced by black South Africans in the construction sector within the KZN Department of Transport, identify the barriers of entry within the construction sector, understand the role of government in enhancing transformation in the construction sector, identify the interest of black South Africans in participating in the construction sector.

Using the questionnaire, the questions drafted for the research aimed to identify the following:

In the question posed on whether transformation is a challenge in the construction sector especially for black South Africans 85% of the respondents strongly agreed and 12% agreed. 42% of the respondents agreed and 35% strongly agreed that lack of opportunities in the Department hinders their companies' growth however 23% strongly disagreed with this notion.

In another question on whether there are opportunities to enhance growth in the construction sector for black South Africans, 58% of the respondents strongly disagreed and 19% disagreed meanwhile 19% agreed that there are opportunities.

34% of the respondents agreed and 31% strongly agreed that there are no opportunities for growth in the construction sector and 15% disagreed that there are no opportunities. According to the results, 56 % of the respondents agreed that there are more black South African owned companies that are participating in the construction sector and 19% disagreed.

On the question posed as to whether barriers to entry hinder growth in the sector, 50% of the respondents agreed, 27% strongly agreed and 11% only strongly disagreed.

According to the results, 66% of the respondents strongly disagreed and 23% disagreed that there is enough access to funding for the construction sector and only 11% strongly agreed.

65% of the respondents agreed and 23% strongly agreed that they found registration in the construction sector easily accessible, however 11% strongly disagreed.

According to the results, 38% of the respondents disagreed and 19% strongly disagreed that they had prior experience before participating in the sector within the Department and meanwhile 39% agreed that they had prior experience.

According to the results, 51% of the respondents agreed that they found registration of their companies on the required databases easy and 19% disagreed and 8% strongly disagreed and strongly agreed respectively.

42% of the respondents disagreed and 31% strongly disagreed that the supplies to perform construction work are accessible and 23% agreed. According to the results, 42% of the respondents disagreed that the resources required to perform in the sector are easily available meanwhile 23% strongly agreed and 19% agreed that the resources are easily available.

According to the results, 50% of the respondents disagreed, 42% strongly disagreed that there are mentorship programmes for development of black-owned construction companies. According to the results, 42% of the respondents disagreed and 39% strongly disagreed that there are opportunities to enhance growth in the construction sector for black South Africans. The results indicated that 54% of the respondents disagreed and 33% strongly disagreed that the Department of Transport is doing enough to develop service providers within the construction sector. According to the results, 54% of the respondents disagreed and 31% strongly disagreed that there are designated development programmes in place for in the sector within the Department.

According to the results, 58% of the respondents agreed that they have found less black South African owned companies participating in the construction sector and 27% disagreed as reflected

80% of the respondents strongly disagreed that they have no interest in growing their company in the construction sector and only 15% disagreed. According to the results, 65% of the respondents strongly agreed and 27% agreed that they would like to grow in the construction sector but barriers to entry hinders my growth.

5.4 Summary

It is evident that from the results of the qualitative and quantitative approaches the majority of those who participated in the research agreed that there is a still a challenge in the economic transformation within the construction sector. The reasons that were highlighted are the lack of mentorship and coaching of the emerging contractors, lack of resources like funding and at some point due to the lack business opportunities some of the contractors are unable to access business loans from financial institutions. Another factor that was clear from the study was that there are limited barriers to entry

which could be advantageous to contractors however due to the complexity of the industry it does pose a great challenge since contractors get awarded by chance and yet they lack the know-how and skills.

The themes that arose from the analysis of the data were examined and addressed in light of the current literature in this chapter. These topics were also connected to the main research question which was to analyse the transformation challenges faced by black South Africans in the construction sector within the KZN Department of Transport.

The study's key findings will be presented in the next chapter, along with recommendations for bridging the transformation challenges that black South African contractors confront. There will also be recommendations for further study on this subject area.

CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS OF THE STUDY

6.1 Introduction

This chapter aims to present the recommendations and conclusions of this research. The aim of the research was to investigate the challenges` that are faced by Black South Africans in their attempts to enter, operate and grow as entrepreneurs in the construction sector within the KwaZulu-Natal Department of Transport, and proffer recommendations on how these challenges can be eliminated.

The literature review focused on academic textbooks, journals, and government articles. The researcher further looked at global trends in order to gain a full understanding of the impact of the construction sector and practises in other regions.

The study's objectives were clearly established and included in the research in a consistent manner. The study's objectives were as follows:

- To ascertain the transformation challenges faced by black South Africans in the construction sector within the KZN Department of Transport.
- To identify the barriers of entry within the construction sector.
- To understand the role of government in enhancing transformation in the construction sector.
- To identify the interest of black South Africans in participating in the construction sector.

For the Department to realise transformation the leadership influence plays a key role, the leadership styles were discussed at length in Chapter 2. Transformational leadership is an important influence on entrepreneurial intervention that results in societal change this will then bridge the gap between the poor and the rich.

The framework seeks to direct leadership to play a meaningful role in influencing the change that is desired in order to bridge the economic gap between racial demographics.

6.2 Key findings

The purpose of the research is to examine the areas of improvement necessary in order for the KZN Department of Transport to bridge transformation gaps while attaining inclusive participation in the construction sector specifically for black South Africans. The key findings of the research will be outlined with respect to the research objectives emerging from both quantitative and qualitative data.

Objective 1: To ascertain the transformation challenges faced by the black South Africans in the construction sector within the KZN Department of Transport.

The aim of the research was to uncover the obstacles that black South African contractors encounter when it comes to transformation in the construction sector. Challenges raised by the respondents in the interviews were the lack of proper mentorship programmes by the Department, and a lack of supplier or contractor development programmes. The responses to whether transformation is a challenge, indicated that the majority of the respondents strongly agreed that indeed transformation is a challenge in the construction sector. In the following questions it was evident that the Department does not have enough opportunities to enhance growth for the historically marginalised participants in the construction sector.

One of the respondents stated that the lack of alignment of policies and regulations that seek to address the implementation of transformation and monitoring thereafter, this is a gap in realising economic growth through this sector. Some of the interview responses indicated that it is both the responsibility of the government and contractors to transform the industry, the government must enable the sector by implementing policy which will consider the historically disadvantaged, and the contractor strives to capacitate its business through skills and other required resources.

Objective 2: To identify the barriers of entry within the construction sector.

Most of the interview respondents stated that generally there are no barriers of entry within the construction sector. The CIDB does not have strict inherent requirements to register as a contractor whether civil, electrical or any other trade. As this may pose a challenge to the quality of service delivered by the contractor it does help in allowing contractors to register allowing them to grow in the industry.

50% of survey respondents indicated that there are barriers to entry in the sector, some of the barriers may be funding, skills, and equipment to perform in the sector.

Contractors in South Africa enter the market at the low end and in the wide-ranging building contracting category, rendering the sector extremely competitive and unsustainable, and emerging contractor policies aimed job creation opportunities, contributing to the overcrowding of the emerging market.

Objective 3: To understand the role of government in enhancing transformation in the construction sector.

Most of the respondents stated that indeed it is the role of the government to enhance transformation in the construction sector by implementing the proper empowerment programmes. The policies must also intend to reverse the legacy of apartheid. NDP 2030 seeks to address the triple challenges of poverty, unemployment, and inequality. This can be achieved by the clear implementation of policies and programmes in government and also the private sector.

Objective 4: To identify the interest of Black South Africans in participating in the construction sector.

Most of the respondents indicated that black South Africans are interested in participating in the construction sector and one respondent indicated that there has been a significant increase in the number of black contractors and more specifically black female contractors.

6.3 Recommendations

The responses from both the qualitative and quantitative approaches lead the study to recommend a contractor development programme that includes a variety of interventions that will act as a nerve centre in bridging the gap of transformation challenges faced by black South Africans in the construction sector. The recommendation addresses the third objective which aims to understand the role of government in enhancing transformation in the construction sector

The majority of contractors desire to advance in the construction industry, but a lack of financial means, skills, and equal opportunities hinder their growth.

6.4.1 Development programme

Businesses are formed with the goal of generating a profit and achieving success, and the construction industry is no different. As a result, it is critical that the industry adopt an incubation business model through development programmes. The specialised skills

necessary in the construction sector are a major barrier to entrance and performance of developing contractors.

Some of the respondents stated that the Vukuzakhe development programme has since been cancelled which is a downfall in the development of emerging contractors. The letter of cancellation for this development programme is attached in Annexure 6.

Consideration must be taken into looking into a development programme because small business growth and development is facilitated through a tiered development programme. Each step of progression requires the contractor to demonstrate increasing levels of expertise and proficiency which is in line with CIDB grades.

Generally, the contractor development programmes (CDPs) are meant to provide an enabling environment for Small, Medium, and Micro Enterprise (SMME) contractors to survive and thrive. Despite their primary goal of assisting SMMEs in achieving long-term growth, CDPs have not been appropriately monitored and evaluated.

6.4.2 Cooperative development

The construction sector is one of the key drivers of the economy, through its capability of massive job creation. The sector itself forms various streams within one project or contract. It is therefore critical to ensure the value chain of the sector is properly streamlined. Cooperative development within the community is important, for example one contract may require equipment, various material supply, road furniture etc.

Cooperative development can allow the communities to participate in their infrastructure development, and maintenance thereafter. Cooperatives have an influence on economic development, such as increased employment and regional revenue growth. Cooperatives play an important role in the economy by promoting job creation, economic growth, and social development, all of which help to reduce poverty and increase employment creation.

The function of cooperatives in any sector is to create economies of scale and scope.

6.4.3 Sub-contracting

Most of the respondents stated that the Department has incorporated sub-contracting in some of their projects in order to enhance growth of the emerging contractors through mentorship and coaching. However, several respondents expressed worry about the sometimes-difficult connection between established and emerging contractors, in which

the relationship is reduced to a commercial transaction for compliance rather than a mentor-mentee relationship.

The recommendation in this regard is to conduct training and create an incentive for the main contractor towards developing emerging contractors and create monitoring tools in this programme as well as the Department. Basically, the relationship between the main contractor and sub-contractor must be strengthened.

The main contractor should supply the required specifications for the sub-contractor, the sub-contractor should be conversant with current management practices, and the main contractor should coordinate the work of sub-contractors.

6.4.4 Financial literacy

Many respondents cited inadequate financial management skills as a major impediment to emerging contractors' growth. Others expressed concern about emerging contractors' inability to invest in the business, such as purchasing construction equipment, and generally poor cash-flow management.

There should be vigorous business management skills for the emerging contractors. Funds should be set aside for developing contractors since it has been highlighted in the study that the contractors are unable secure business loans after they have been awarded with a tender.

One of the overarching issues from one of the respondents was the late payment issues by the government departments which has a ripple effect on the main contractor and sub-contractor relationship. It is recommended that the contractor must examine the options available to defend themselves when the payment is delayed or not paid.

6.4.5 Mentorship and coaching

Transfer of skills, whether by the internal employees to the emerging contractors or by other developed contractors, is critical in realising transformation in the sector.

Most of the respondents to the survey stated that they want to develop their businesses, but the barriers are preventing them from doing so. It is evident that the new contractors want to advance in the industry. Effective mentoring has the capacity to maintain continuity and improve individuals' and the organisation's overall development and progress. The procedure is critical for the career development and advancement of

construction professionals and workforce engaged in infrastructure delivery in the construction sector.

6.5 Recommendations for further research

Future research could focus on the improvement of development programmes for black South African contractors, their sustainability in the sector, and the growth of these contractors in the construction sector thereafter. The study must further aim to investigate whether there is a significant increase in numbers of black-owned contractors on CIDB from Grade 4 and above, this study must be conducted in line with the population ratio or the demographics generally of the country.

6.6 Implications of this research

The research intends to contribute to the body of knowledge on the transformation challenges faced by black South Africans within the construction sector. The research was focused only in one Department in the Province, the study established the impact of leadership styles on an organisation in order to enhance its goals and mandates. The outcome is focused on the Department however with the hope that it will inspire other Departments in the construction sector.

6.7 Summary

The aim of the of the research is to identify areas where the KZN Department of Transport may improve in order to close transformation gaps and achieve equitable involvement in the construction industry, particularly for black South Africans. Some of the challenges identified in the research were lack of mentorship and coaching for the developing contractors, a lack of transformation in the sector, a lack of funding, a lack of adequate skills, and poor business management skills in general.

Because it closely fits the research aims and findings, this study was founded on transformational leadership theory. Inclusive economy for the historically marginalised in the sector must be implemented radically in order to address unemployment, poverty, and inequality in the society. The government institution will need be transformed and find innovative ways to enhance transformation in various sectors of the economy. This can be realised through well-researched policies, implemented, monitored, and evaluated in order to assess the impact. It was evident that the legacy of apartheid still

has an impact on black South African contractors due to limited skills that were imposed through educational systems.

One of the respondents stated that until the drastic change is realised through transformation of policies and legislation spearheaded by leadership, the economic transformation will remain a challenge amongst society. The key themes identified in the previous chapters towards attaining a transformed sector are mentorship, training and development, transformation, lack of resources, sub-contracting as the alternative solution, poor financial management skills, pre-requisite requirements bridging, growth in numbers at entry level whilst remaining stagnant, and lack of experience.

While the government boasts about the number of jobs it has generated and maintained, the underlying issue is that there are insufficient incubation programmes or money to support all of the aspiring entrepreneurs to create meaningful work. The above also needs a streamlined value chain since it has been learned recently that it is critical to involve the communities benefiting or affected by the development through infrastructure development.

Recommendations on how the transformation gaps can be bridged in the construction sector were based on the responses from both the qualitative and quantitative approaches. Should these recommendations be implemented this could close the gap of transformation challenges faced by black South Africans in the construction sector.

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Annexures

Annexure 1: Informed consent

UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

INFORMED CONSENT

Information Sheet and Consent to Participate in Research

Date:

Dear Participant

My name is Simangele Mngomezulu from Pietermaritzburg, working in the KwaZulu Natal Department of Transport under Transport Infrastructure and Regional Services as a Director: Technology Transfer, my office number is 0333558609 or 0828884518, email address: simangele.mngomezulu@kzntransport.gov.za

You are being invited to consider participating in a study that involves research in the form of a questionnaire, for research titled "Transformation challenges faced by black South Africans in construction sector within KwaZulu Natal Department of Transport". The aim and purpose of this research is to understand challenges faced by Black South Africans in the construction sector and highlight areas of improvement necessary for the KZN Department of Transport to bridge transformation gaps while attaining inclusive participation within the sector. The study is expected to enroll 32 participants who are registered under CIDB from Grade 2 to 4 who are Black South Africans specifically providing Civil Engineering roads construction and maintenance services within KwaZulu Department of Transport in a form of a questionnaire. 10 more participants will be employees of KwaZulu Natal Department of Transport within the Transport Infrastructure, the data collection tool used will be interviews via teams or telephonically considering Covid19 regulations. The study will involve the following procedures, questionnaires for Black South African contractors rendering services to KwaZulu Natal Department of Transport and interviews with KwaZulu Natal Department of Transport employees working within Infrastructure Services. The duration of your participation if you choose to enroll and remain in the study is expected to be 15 minutes through the questionnaire that will be emailed to you with a link of the questionnaire. The study is not funded by any party.

The study does not involve any risk or any form of discomfort. We hope that the study will create the following benefits, developmental needs for emerging contractor, highlight transformation challenges faced by Black South Africans in the Construction Sector. The questionnaire can alternatively be email directly or faxed to the participant to complete and returned to the researcher in the details provided.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee approval number: HSSREC/00002184/2020.

In the event of any problems or concerns/questions you may contact the researcher at;

Physical address:

Inkosi Umhlabunzima Maphumulo House
172 Burger Street
Pietermaritzburg
3200

Phone number: 0333558054/0333558609

Fax number: 0333558045 or email address:
simangele.mngomezulu@kzntransport.gov.za

or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557- Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

The participation in this research is voluntary, the participants may withdraw participation at any point, in the event of refusal/withdrawal of participation the participants will not incur penalty or loss of treatment or other benefit to which they are normally entitled.

Although we would like you to help us, you do not have to take part in this survey and may withdraw from it at any time.

What you say in this questionnaire will remain private and confidential. No one will be able to trace your opinion back to you as a respondent.

Under no circumstances will the researcher terminate the participant from the study. No costs will be incurred by participants as a result of participation in the study.

The data will be produced through questionnaires and interviews. The data will then be transcribed, checked, validated cleaned and recorded accordingly. The data will be safely stored digitally in a protected USB Flash Drive and backed up in a secure cloud account which is going to be full managed by the researcher. In the case where hardcopies will be returned as a tool, these are going to be scanned, uploaded, saved in the protected USB Flash Drive and backed up in a protected cloud account. The hard copies will be stored at Department of Transport premises, lockable filing cabinets, and the be disposed using shredder during the disposal phase.

I have been informed about the study entitled “Transformation challenges faced by black South Africans in construction sector within KwaZulu Natal Department of Transport” by Simangele Mngomezulu

I understand the purpose and procedures of the study is to understand challenges faced by Black South Africans in the construction sector and highlight areas of improvement necessary for the KZN Department of Transport to bridge transformation gaps while attaining inclusive participation within the sector.

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

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

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at, email address: simangele.mngomezulu@kzntransport.gov.za, Phone number: 0333558054/0333558609

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

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus
Govan Mbeki Building

Private Bag X 54001
Durban
4000
KwaZulu-Natal, SOUTH AFRICA

Signature of Participant

Date

Annexure 2: Interview questions

Structured/ Semi-structured Interview/ Focus Group Questions



Survey/Interview on Transformation challenges faced by the Black South Africans in the construction sector within KwaZulu-Natal Department of Transport	No.
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Name of Researcher and Contact Details: Simangele Mngomezulu, L-Block, Inkosi Mhlabunzima Maphumulo House, KZN Department of Transport, 172 Burger Street, Contact Number: 0828884518, Email Address: Simangele.mngomezulu@kzntransport.gov.za

Supervisor , Contact Details: Dr. B. Yalezo, Westville Campus, UKZN, Durban, Tel. No. 031-260 7038

Research office:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION ,Research Office, Westville Campus, Govan Mbeki Building, Private Bag X 54001, Durban, 4000

Tel: 27 31 2604557- Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Note to the Respondent:

- **We need your help to understand the “Transformation challenges faced by Black South Africans in construction sector within KwaZulu Natal Department of Transport”.**
- **We will really appreciate it if you can please respond to the interview as honestly as possible.**
- **Although we would like you to help us, you do not have to take part in this survey and may withdraw from it at any time.**
- **If you do not want to take part, kindly indicate your unavailability to respond**
- **What you say in this interview will remain private and confidential. No one will be able to trace your opinion back to you as a respondent.**

Thank you for taking the time to participate in this study

Respondent I.D

--	--	--

Select the option that is most applicable to you

Section A: Demographics

1. Are you working for KwaZulu Natal Department of Transport?

Yes	
No	

(If the answer is No, please DO NOT complete this survey)

2. **Years of experience**

0-2 years	
3-5 years	
5-7 years	
7-9 years	
More than 10 years	

3. Are you working within the Construction sector or working within Contractor's Development?

Yes	
No	

4. **Job Designation**

Chief Director	
Director	
Deputy Director	
Project manager	

Thank you for your time

Section B: Questions

QRQ 1.1: In your experience working with the Department of Transport do you believe that there are enough developed Black South African contractors within the Construction sector?

QRQ 1.2: Do you believe that transformation is the responsibility of the Department/government? If yes how?

QRQ2.1: What are the common barriers in the sector specifically for the mentioned designated group?

QRQ2.2: What are the skills required in the construction sector within KwaZulu Natal Department of Transport?

QRQ2.3: What are the expertise required for construction sector specifically for the Department?

Thank you for your time

QRQ3.1: What can the Department do to assist in developing the contractors

QRQ3.2: What is the Department doing to develop Black African owned construction companies?

QRQ3.3: Are there any programmes within the Department in place for developing the emerging contractors within the construction sector?

QRQ3.4: If there are programmes what type of programmes are there -----

QRQ4.1: Are the Black South Africans interested in the construction sector?

QRQ 4.2: If there are is number of the interested participants growing? Please elaborate.

Thank you for your time

Additional Questions:

a) What are the transformation challenges faced by Black South Africans in construction sector within KZN Department of Transport?

b) What are the barriers of entry in this sector?

c) What is the role of the government in enhancing transformation for Black South Africans in the construction sector?

d) Is there interest in participating in the construction sector by the Black South Africans?

Thank you for your time

Annexure 3: Questionnaire

Transformation challenges faced by Black South Africans in construction sector within KwaZulu Natal Department of Transport

Note to the Respondent:

- We need your help to understand the “Transformation challenges faced by Black South Africans in construction sector within KwaZulu Natal Department of Transport”
- We will really appreciate it if you can please fill this questionnaire as honestly as possible.
- Although we would like you to help us, you do not have to take part in this survey and may withdraw from it at any time.
- What you say in this questionnaire will remain private and confidential. No one will be able to trace your opinion back to you as a respondent.
- Your participation is voluntary and there is no penalty if you do not participate in the study.

Section 1: Demographics

1.1 Have you previously provided services to the Department of Transport in the Construction sector?

Yes

No

1.2 Gender

Female

Male

1.3 Race

Black African

Coloured

Asian

White

1.4 CIDB Grade

Grade 1

Grader 2

Grade 3

Grade 4

Grade 5

Grade 6

1.5 Number of years as Contractor with KZN Department of Transport

0-2 years

3-5 years

5-7 years

7-9 years

More than 10 years

	Strongly agree	Some-what agree	Neither agree nor disagree	Some-what disagree	Strongly disagree
Transformation is a challenge in the construction sector for Black South Africans					
There are opportunities to enhance growth in the construction sector for Black South Africans					
There are opportunities in the Department to sustain your company.					
Barriers to entry hinders growth in the sector					
There is enough access to funding for the construction sector					
There are mentorship programmes for development of Black owned construction companies.					
Registration in the construction sector is easily accessible.					
The resources required to perform in the sector are easily available					
There are no opportunities for growth in the construction sector					
The supplies to perform are accessible.					
There are programmes that are designated development in the sector.					
I have relevant skills to perform in the sector.					
I have found registration of my company user friendly.					
I had prior experience before participating in the sector within the Department.					
The growth in the sector can be hindered by the lack of financial management skills?					
I have interest in growing my company in the construction sector.					
I found more Black South African owned companies participating in the construction sector.					

Annexure 4: Proposal outcome



Physical Address: GSB&L
Building,
UKZN Westville Campus,
Westville,
Durban, 3630
The 18th of May 2020

Presentation Outcome

Presenter: Simangele Mngomezulu (218075512)

Supervisor: Dr. Yalezo

Congratulations on successfully presenting your Master of Commerce research Proposal. The panel unanimously approved your research proposal presented on the 13th of May 2020. Before you can continue with the next step on your research schedule, the panel suggested that you work on the following with your supervisor:

- The panel members find the topic of the study interesting- however narrow down the topic.
Review the title of the study ensure that it relates to the research problem.
- Consider delimitations –to make the topic specific.
- Include the study context in objectives- the objectives are broad without mentioning the study site (RAF).
- reconsider the sampling technique-replace quota sampling with stratified sampling. Interstratum heterogeneity seems to be a defining character of the sample.

University of KwaZuluNatal

Postal Address Private Bag X54001,
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Physical Address GSB&L Building, UKZN Westville
Campus, Westville, Durban, 3630

Tel: +27(0)31 260 7147

email: mashaup@ukzn.ac.za

Website: www.gsbl.ukzn.ac.za

Founding Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville

Overall, The members of the panel find your study to be doable and wish you all the best.
Sincerely,

 [\[redacted\].ac.za](mailto: [redacted]@ukzn.ac.za)

University of KwaZuluNatal

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Founding Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville

Annexure 5: Gatekeeper's permission



transport

**Department:
Transport
Province of KwaZulu-Nat:**

Street Address:172 Burger Street,
Pietermaritzburg, 3200 Postal Address:
Private BagX9043,
Pietermaritzburg, 3200
Tel: 355 8600
Fax: 355 8049

25 May 2020

Mrs Simangele Mngomezulu (218075512)
Graduate School of Business
College of Law and Management Studies
Westville Campus
UKZN

RE: GATEKEEPER'S PERMISSION TO CONDUCT RESEARCH

Simangele Mngomezulu is a Master of Commerce in Leadership Studies student (Student No. 2018075512) at the University of KwaZulu Natal and an employee of KwaZulu Natal Department of Transport. Gatekeeper's permission has been granted to conduct a research in KwaZulu Natal Department of Transport towards the postgraduate degree, provided ethical clearance has been obtained. The title of the research project is:

"Transformation challenges faced by Black South Africans in the Construction sector within KwaZulu Natal Department of Transport".

It is noted that the study constitute sampling that will be conducted by sending electronic questionnaires to the service providers within the Construction sector and interviews conducted telephonically or through Microsoft team with the employees of KwaZulu Natal Department of Transport taking cognisance the current Covid-19 pandemic. The research approach is mixed method.

It is further my understanding that all information collected from service providers and employees will be done with duly informed consent from the participating individuals and that participants can refuse participation with no negative consequences and any input cannot be traced back to participants.

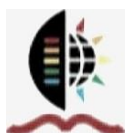
I confirm that I am aware of the methodology that will be used in her research and support the conduct of this research in this organization.

Yours Sincerely



Mr BS Gumbi
HOD Transport

Annexure 6: Ethical clearance



UNIVERSITY OF
KWAZULU-NATAL
INYUVESI
YAKWAZULU-NATALI

19 January 2021

Mrs Simangele Nozipho Mngomezulu (218075512)
Grad School Of Bus & Leadership
Westville Campus

Dear Mrs Mngomezulu,

Protocol reference number: HSSREC/00002184/2020

Project title: Transformation challenges faced by Black South Africans in construction sector within KwaZulu Natal
Department of Transport Degree:
Masters

Approval Notification — Expedited Application

This letter serves to notify you that your application received on 01 December 2020 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted FULL APPROVAL.

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

This approval is valid until 19 January 2022.

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

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

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

/dd

to be submitted when study is finished.

Annexure 7: Turnitin Report

Transformation challenges faced by Black South Africans in the construction sector within KwaZulu Natal Department of Transport

ORIGINALITY REPORT

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Annexure 8: Editor's report

Kim N Smit Editorial Services



Declaration of Professional Editing

30 July 2021

This letter serves to confirm that Simangele Mngomezulu submitted a dissertation to myself for editing. The dissertation is entitled, **'TRANSFORMATION CHALLENGES FACED BY BLACK SOUTH AFRICANS IN CONSTRUCTION SECTOR WITHIN KZN DEPARTMENT OF TRANSPORT'**.

The following aspects were edited:

- Spelling
- Grammar
- Consistency of layout
- Sentence structure
- Logical sequencing
- References (Reference checking involves proofreading and perhaps some editing with regards to the simple formatting of the references into the referencing style required i.e. changing the order of the elements - author, date, title, series, place, publisher, journal, volume, issue, pagination etc.)

My involvement was restricted to language use and spelling, completeness and consistency, referencing style (in-text), and formatting of headings and captions. I did no structural re-writing of the content and did not influence the academic content in any way. The content and formatting of the final document submitted for examination remains the responsibility of the student.

Should you have any further queries, please do not hesitate to contact me.

Kind regards,

Kim Smit

• Tel: +27 (0)78 493 6554

• Email: kimnsmit@gmail.com

Member of the Freelance panel for the University of South Africa

Member of the Freelance panel for the University of Pretoria