

***TOWARDS AN UNDERSTANDING OF AFFIRMATIVE  
ACTION***

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# ***TOWARDS AN UNDERSTANDING OF AFFIRMATIVE ACTION (AA)***

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## OPSOMMING

Die totstandkoming van die nuwe gedemokratiseerde Siud Afrika het kenmerkende veranderinge in die samelewing teweeggebring. Die intervensie strategie, regstellende aksie (RA), is tans aan die orde van die dag. Daar bestaan 'n groot mate van ontevredenheid en ontnugtering aangaande die wyse waarop RA prosesse geïmplimenteer word. Duidelike kennis van die begrip RA mag handig te pas kom in die daarstel en suksesvolle implimentering van RA prosesse in die toekoms. Die rede waarom die studie onderneem is, sluit die volgende in: onduidelikheid betreffende RA, gebrek aan 'n holistiese RA strategie, en 'n gebrek aan insig oor wat die bestuur se rol in die RA proses behoort te wees. Dit is nodig om te bepaal wat die behoeftes, gevoelens en probleme is wat deur die bestuur ondervind word ten opsigte van 'n RA proses. Aangesien die bestuur van 'n organisasie 'n belangrike rol vertolk by die suksesvolle implimentering van enige RA proses, is dit noodsaaklik om hierdie behoeftes, gevoelens en probleme wat

ondervind word aan te spreek, om sodoende die implimentering van RA prosesse te verbeter.

Ten einde die behoeftes, gevoelens en probleme wat die bestuur ondervind te bepaal, is 'n kwalitatiewe navorsingstudie onderneem. Die navorser het beoog om insig te verkry in die behoeftes, gevoelens en probleme wat die menslike hulpbronne bestuurder ondervind met die implimentering van RA.

In-diepte onderhoude is gevoer waartydens behoeftes, gevoelens en probleme wat ondervind word geïdentifiseer is. Sommige van hierdie behoeftes, gevoelens en probleme bevestig die mening wat mense oor RA huldig. Dit sluit in 'n gebrek aan ondersteuning van hoof uitvoerende beamptes, 'n gebrek aan ontwikkeling, uiterlike vertoon (window dressing), onwilligheid om te verander en 'n rigiede organisasie kultuur. Nuwe probleme wat psigologies van aard is, is ook geïdentifiseer. Dit sluit in: 'n gebrek aan selfagting/ self-waarde, rasse-stereotipering, intra- en interpersoonlike konflikte en stres. Die rasse-stereotipering is te wyte aan negatiewe gebeurtenisse en 'n gebrek aan kennis van

andere se kultuur. Die rasse-stereotipering word versterk deur selfvervullende profesieë en doelbewuste pogings om 'n persoon/ persone te ondermyn. Nuwe kwessies, soos selfwaarde by Swart bestuurders, vertrouens-verhoudinge en die bestaande rasse-houdings en persepsies, kan moontlik die RA proses kortwiek. Hierdie kwessies is 'n realiteit waarvoor die meeste organisasies te staan kom en daar word van hulle verwag om hierdie kwessies op 'n professionele wyse aan te spreek.

Aanbevelings betreffende die hantering van rasse-stereotipering en negatiewe houdings en persepsies word gemaak. Die bestuur van diversiteit in 'n organisasie en die daarstelling van kultuur-werkswinkels kan moontlik help om hierdie kwessies aan te spreek. Die meeste organisasies het nie 'n program in plek waardeur dit moontlik gemaak word vir kollegas om op 'n professionele wyse te kan kommunikeer oor waardes, houdings en persepsies nie. Alhoewel hierdie kultuur-werkswinkels 'n omgewing skep wat die sosialisering van persone van verskillende kulturele agtergrond moontlik maak en aanmoedig, moet

genoemde werksinkels nie op 'n geforseerde wyse aangebied word nie. Daar bestaan 'n behoefte om 'n omgewing te skep wat onderlinge waardering en respek vir die verskillende kulture binne die organisasie aanmoedig. Die bestuur van diversiteit blyk ook 'n nuwe uitdaging te wees. Dit sal 'n werksomgewing skep waarin struikelblokke van die verlede, wat mense verhoed het om hulle volle potensiaal te bereik, uit die weg te ruim.

Aanbevelings is gemaak aangaande die wyse waarop menslike hulpbronne bestuurders RA behoort aan te spreek. Daar word aan die hand gedoen dat 'n holistiese benadering nodig is vir die suksesvolle ontwikkeling en implimentering van regstellende aksie.

## **SUMMARY**

The emergence of the newly democratised South Africa has brought about significant changes to society. Presently, the intervention strategy, AA, has become the order of the day. There exists major dissatisfaction and disillusion with the current AA processes. An understanding of the phenomenon AA would be useful in the consideration and successful implementation of future AA processes. The reasons for the study include: a lack of clarity with regard to AA issues, lack of a holistic AA strategy, and a lack of understanding management's role in the AA process. It is deemed necessary to determine the needs, feelings and problems experienced by management with an AA process. Because of their significant role to ensure the success of any AA program being implemented in an organisation, addressing these needs, feelings and problems experienced can enhance future AA processes.

To establish what the needs, feelings and problems experienced by management may be, a qualitative research study was conducted. The researcher sought to understand HR

managers' needs, feelings and problems they experience with AA.

In-depth interviews were conducted. A number of needs, feelings and problems experienced were identified. Some of the needs, problems and feelings experienced confirm the views people hold of AA. These include lack of senior executive officers' support, lack of development, window dressing, resistance to change, rigid organization culture, etc. New problems were also identified which are psychological in nature. These include lack of self-esteem/ self-worth, racial stereotyping, intra- and interpersonal conflict and stress. The racial stereotyping is due to negative experiences and lack of knowledge of each other's cultures. The racial stereotyping is reinforced by selffulfilling prophecies and setting people up for failure. New issues, such as self-worth of Black managers, trust relationship, and the existing racial attitudes and perceptions may hamper the AA process. These issues are a reality that most organizations are faced with and which they are required to address in a professional manner.

Recommendations are made with regards to dealing with

racial stereotyping and negative attitudes and perceptions. Managing diversity and setting up cultural workshops can assist in addressing these issues. Most organizations do not have a program through which it could be made possible to communicate on matters such as values, attitudes and perceptions on a professional level amongst colleagues. Although these cultural workshops create an environment that could facilitate and encourage cross-cultural socialisation, it should be done in a less than forcefull manner. There is a need to create an environment that could enhance an appreciation and respect for the different cultures in the organisation. Managing diversity also seems to be a new challenge. Managing diversity will create a working environment, in which the barriers that stopped people in the past from developing their fullest potential will have been removed.

The results have recommendations on how to address the needs, feelings of, and problems experienced by HR managers and for the development of holistic AA programs, which could lead to the implimentation of successful AA processes.



## **CHAPTER 1**

### **INTRODUCTION**

The emergence of the New South Africa (RSA) and Government of National Unity has brought about significant changes to society. The extent of this change is in the eyes of the beholder. The debate regarding the extent and rate of this change could continue for a substantial amount of time.

Presently, the intervention strategy AA is the order of the day. In the literature review one can see that AA is a hotly debated topic worldwide. What is affirmative action (AA)? There are various definitions of AA. AA is a phenomenon that causes gross misunderstanding and confusion to all ranging from top management to bottom line workers. It is evident in the literature that there are many different interpretations and reactions to AA. The debate concerning the definition, justification, impact and consequences of AA is ongoing. The phenomenon AA remains open to a multiplicity of interpretations. Human (1995) defines AA as the process of creating greater equality of opportunity. She also

argues that AA is temporary and flexible and not in accordance with rigid quotas. Furthermore it is seen as compatible with the concept "qualification" and does not unnecessarily trample on the reasonable expectations of competent White men. She also believes that AA encompasses, and is encompassed by, the concept of managing diversity. It is Roodt's (1992) opinion that AA has to be dealt with as an issue of organisational development. Albertyn (1994) also highlights the belief some people have that AA leads to lowering of standards. The opinion of Ben Ngubane (1998) is that AA reinforces racial classification. It is also his opinion that Blacks perceive AA as a chance to develop, while Whites perceive AA as threatening. The argument is that AA is still an open concept. It depends very much on the "people" as to how it functions and whom it favours.

All these different interpretations of AA cause a tense relationship between management and workers. The problem that most companies face is due to diverse implementations and perceptions of AA. These perceptions seem to be indicated as the

following: job insecurity; decreased motivation and morale; and losing highly qualified, experienced and valuable personnel at a stage that they can least afford it, especially in the new RSA where business is competing internationally. Roodt (1992) stated that the conventional Black management approach that prepares Blacks to fit into a 'White' business environment is bound to fail. According to him AA will fail in an organisational climate where Whites feel threatened. He states that most Whites occupy key management positions and will thus not be keen to implement AA policies that they deem to be against their self-interests. He is of the opinion that all these contribute to decreased productivity and decreased quality of work. It is clear from the above that there is a need to explore these diverse implementations and perceptions of AA.

### **1.1 Reasons for the study**

- There is a lack of clarity with regard to AA issues.
- Lack of systems perspective (e.g. integrated and holistic) when developing an AA strategy. Generally, AA is regarded from a narrow perspective (For instance, AA to

some managers means advancing a few Black individuals into the organisation).

- Role ambiguity may exist with regard to the role which management should play in implementing and maintaining an AA strategy. For example, managers may be required to cut costs in rightsizing initiatives. However, these same managers are also required to support the training and development of an AA strategy. The two strategies may not be viewed as complementary or supportive. In fact, they may be seen to be in conflict. The views of managers on this issue need to be explored.
- The roles that management should play in an AA strategy (For example: motivation, leadership, role models, and many others) are unclear.

Finally there may be a number of differences of opinions within management structures. For instance, the marketing division may be more likely to accept AA because it sells to and services a Black

marketplace. On the other hand, the administrative division may be less likely to support AA, as it does not see the direct benefits.

The study is aimed at understanding management's view about AA as well as their commitment to AA. The study will attempt to find a better understanding of the problems of AA, and will make some suggestions on how to deal with these problems as well as make recommendations for improvements in the implementation of AA strategies. An attempt will be made to discover the general experiences and solutions to problems associated with AA at present and beyond.

### **1.2 Aims of the study**

- To gain knowledge and understanding of the term AA
- To accomplish this by doing a qualitative study.
- To try and establish possible future successful implementation of AA.
- To present the data in such a format that it will contribute to possible successful AA practices which, in turn, will be

useful to management professions and to the social sciences.

To understand AA, the present study proposes an investigation into the phenomenon, AA. The results of this study could be useful in the consideration and implementation of future AA programs, which could render AA programs to be more successful and more acceptable to all.

It would especially be useful to determine the feeling and attitudes of management toward AA because of their significant role to ensure the success of any AA program to be implemented in the organisation.

Numerous quantitative studies on AA have been done before. Because this study wants to identify the attitudes and views of management toward AA, a qualitative research study was performed. A grounded theory approach was thus adopted to study the AA phenomenon.

The focus of a qualitative study is directed towards the investigation of experiences and perceptions. Spinelli (1989)

argues that our judgement is influenced, to a great extent, by the consensus viewpoints agreed upon by a group of individuals or a whole culture. A qualitative study (grounded theory approach ) will thus be applied for the principle purpose of identifying and clarifying the variables of experiences with AA so that it may be more adequately controlled. In order to understand AA in a South African context, there is a need for a background sketch of AA in the Republic of South Africa (RSA).

## **CHAPTER 2**

### **BACKGROUND SKETCH TO THE PROBLEM**

The political system in the RSA, since 1948, went through a sequence of events namely apartheid, resistance, and eventually negotiations. The history of the RSA's political system will be briefly discussed to give an understanding of the problems the RSA is faced with now. The social and political environment in the RSA has always been based on racial discrimination. Policies such as the Masters and Servants Act, which dominated the 1948s (pre-industrial era), caused racial divisions and discriminatory social attitudes among races. The apartheid policies that followed during industrialisation intensified racial discrimination. A White minority ruled over a Black majority until 1994.

During that time apartheid policies were transferred onto the industrial relations system. Separate conflict resolution mechanisms were established to deal with White and Black labour matters respectively. Escalation of labour unrest and sanctions against the RSA were an indication that the separate negotiating



structures that were put in place to deal with labour issues failed to bring about industrial peace and, hence, caused a slow down in the South African economy. This was a clear indication that apartheid has failed. Increased uprising, international pressure to change, disinvestment, among other factors, forced the RSA to transform from political domination by a White minority to full citizenship of all its communities. The nationalist government implemented a formal initiative to accommodate Blacks, in particular, in a democratic political order through negotiation and constitutional adjustments.

Hand in hand with the apartheid policies was the poor education particularly Blacks had to endure throughout the years. In a segregated school system science and mathematics teaching to Blacks was almost non-existent. Few students were equipped to study these subjects at tertiary level. Blacks were also not allowed to get apprenticeships and subsequently to do trade tests in order to get technical skills qualifications. They were thus legally forced out of technically skilled jobs. The poor Bantu Education caused a huge backlog in the education level of Blacks that rendered them

ill-equipped to compete for skilled and managerial positions with other races.

This is clearly indicated by past educational statistics, such as:

- Thirty percent of persons over 20 years of age can be regarded as functionally illiterate (Baker & Becker, 1992).
- In 1988 only 0.4% of all Black matric pupils took a technical subject. Only 17.1% took physical science. Few students passed physical science and mathematics (Engelbrecht, 1990).

The needs of industry were not met.

Black people, women and people with disabilities face significant disadvantages in employment. These include occupational segregation, inequalities in pay, lack of access to training and development opportunities, and high levels of unemployment. Inequalities also exist outside the labour market and have a direct effect on the quality and nature of labour that is supplied to the labour market. Factors like disparities in ownership of productive assets and geographic distribution of population groups under apartheid, all contributed to the reinforcement of these inequalities.

- Whereas RSA is not a poor country by international standards, it is infamous for having the most unequal distribution of income in the world.

This inequality is also reflected in respect of unemployment in the country.

The Green Paper on Employment and Occupational Equity (1996) indicated the following unemployment figures:

- Among Blacks unemployment stands at roughly 41%;
- Among Coloureds it is 23%;
- Among Asians it is 24%;
- Among Whites it is 6.4%.

The Green Paper (1996) also pointed out that amongst the employed:

- 33% of the employed Africans earn below R500.00 p.m.;
- Less than 5% of employed Whites earn under R500.00 p.m.
- It was also noted that a White male South African was more likely than a Black woman to be in a top management position.

These apartheid-induced inequalities are reflected in the current

distortions within the occupational and professional structures of the labour force. The labour force demographics displayed in table 1 are comparisons of race, gender and disability as per the 1996 Census Statistics of RSA.

Table1

Comparisons of race, gender and disability demographics :

South African Census in 1996

	Race		Gender		Disability		
	Black	White	Male	Female	Abled	Disabled	Total
No.	35.8m	4.4m	19.5m	21m	38m	266000	39.4m
%	89	11	48	52	93.4	6.6	100

Source: Statistics RSA Census, 1996

Bruniquel (1991) is of the opinion that human resources matters still feature far too low on the list of management priorities. He states that very few businesses (especially small-medium sized businesses) have an overall human resources strategy integrated into their business plans. He notices that they would rather occupy themselves with confrontational strategies, which drive employees to unions. Human (1995) states that AA is part and parcel of a holistic system of people management and development and

impacts on all the processes, policies and procedures relating to the selection, recruitment, development and promotion of people. She insists that employee development should be a strategic issue (managers should get rewarded for and measured on their performance in this area).

Clearly the new RSA must introduce measures to effectively address this situation. Measures to outlaw discrimination and to encourage companies to develop a more diverse and representative work force are necessary not only to promote equity and justice, but also in the interest of economic growth. The government has decided to legislate AA. The AA legislation seeks to eliminate unfair discrimination in employment. According to Vettori (1998) AA legislation provides for redressing the imbalances of the past to establish equality in employment. There is a great resistance to quotas and coercive AA policies in the RSA. However, according to the AA legislation, it will not be unfair for employers to discriminate for the purpose of AA in order to advance disadvantaged groups.

Helene de Villiers (1996) made a clear distinction between AA and employment equity (EE). She is of the opinion that AA is a means to an end whereas EE is about dealing with current discrimination in order to prevent future discrimination. Stand-alone, AA legislation nurtures a climate of number crunching, which has a negative impact on sustainable growth and development as well as the long-term credibility of the entire process. The environment in which affirmed individuals have to operate should also change. Because past discrimination (apartheid) was entrenched in the statutes, Munetsi (1999) strongly supports AA legislation. He is of the opinion that the introduction of discriminatory legislation through apartheid afforded racial privileges and provided a foundation for the policy of job reservation on the basis of skin colour. Current AA legislation is thus a conscious effort to bring the disadvantaged back into the mainstream economic activities.

Blacks see political power as the key to the improvement of their quality of life. Political factors in the RSA provide a powerful

argument for restitution to sectors of the population that has been disadvantaged in the past. The political system of apartheid left the RSA with a skewed social system based on race. Recent ongoing changes in the RSA have increased the level of expectations of the disadvantaged communities to such an extent that they expect almost revolutionary changes to take place in the country. Political changes already in place have created an upward spiral of expectations among the underprivileged. Rhodie (1988) states that when there is a rapid rise in the expectations of the disadvantaged persons, they usually evaluate their own position with the more privileged sector. The usual result is that the "have-nots" blame their position on the political systems and dominance by the privileged classes.

Smith (1992) argues that AA policy implementation may result in the following:

- improvement of Black self esteem if Black people see that members of their group are doing well in desirable professions (role models);

- decrease in Black self esteem because some Blacks will feel that they got the job because of their colour;
- careless application of the AA programs may cause inefficiency;
- resistance to AA;
- an integrated workforce that may be more responsive to the needs of different sections in the community.

With the upward spiral of expectations it becomes necessary to look at ways and means of how business should address these issues. Due to historical reasons there is not a sufficient pool of educated Blacks to be appointed as managers. On the other hand a program of equal opportunities is not enough to turn the position around. Some other program needs to be introduced to enhance the career prospects of Blacks with potential for upward mobility.

To rectify the state of affairs, AA programs are suggested as the method to use. Various interpretations can be attached to the term, AA. However, Hofmeyer (1992) stated that, in its simplest form, AA refers to positive action which an organisation or



institution can take to provide development and job opportunities for people who have not had equal access to these opportunities in the past. Affirmative action tries to correct imbalances, which have resulted from historical or other factors.

Affirmative action in the private and public sectors can thus play an important role in meeting the expectations of the Black community in the future. As Luhabe (1992) points out, for AA to succeed management must drive it, publicly endorse it and demonstrate their commitment towards its implementation. From the latter it is clear that the views of management play a significant role to ensure the success of any AA program to be implemented in the enterprise, especially during the transitional period. Management thus needs a clear picture of what AA really entails. There is thus a need to explore what AA in reality entails.

## **CHAPTER 3**

### **DEFINITION AND MANAGEMENT VIEWS OF AA**

#### **3.1 What is AA?**

AA definitions are flaunted with misconceptions and contradictory terms. The literature on AA is bound with terms such as "equal employment opportunity", "equity", "Black advancement", "diversity" and "AA" and usually describes more than defines AA. Human (1991) describes AA as the process by which the disadvantaged (which include White women) are provided with the opportunity to participate fully in the organisation in which they are employed.

Firstly it is not clear what is meant by Black. Many Coloured and Asian South Africans claim that they are Black and refuse to accept the term non-white. Furthermore Black, Coloured and Asian women and not only White women were disadvantaged. There are also Blacks that have not been disadvantaged in the past. In general AA needs to aim at disadvantaged groups and this

would include Blacks, Coloureds and Asians, as well as women (irrespective of race). Glueck (1982: 220) sees AA as 'that set of activities employers used to assure that current decisions and practices enhance the employment, upgrading and retention of members of protected groups. Such actions are distinguished from merely refraining from practices that discriminate'.

This definition appears to place the emphasis on the "preferential treatment" of protected groups. However, the impression of "preference" (favouritism) as opposed to "putting right" is an unfortunate concept.

Hays and Reeves (1984:358) defines AA as "special measures ... to assure that groups previously excluded from employment opportunities be included to overcome past discrimination". The problem here is that it refers more to EE than to AA. The definition also does not make mention of development or upgrading. Considering the above and many other so-called definitions it is clear that AA is not an easy concept to define.

For Hofmeyer (1992), AA goes beyond the principle of equal opportunities. According to him, because of the historical inequalities in the RSA, AA seeks to redress the disadvantages experienced by a larger segment of the population, and to compensate for these disadvantages. In the South African context, the disadvantaged groups are Black men and women, and to a lesser extent, Coloureds, Asians, White women and the disabled. Redressing disadvantages implies active training, re-training and other programs directed at disadvantaged groups so that they can compete on an equal footing with their privileged counterparts. Compensating for disadvantages refers to the active employment of Blacks and women, and programs to accelerate their advancement within corporations - the objective being to reach a stage where the composition of the workforce reflects the demographics of the society.

AA normally includes the setting of company targets aimed at integrating the organisation at all levels over a specified time. The strategies associated with AA in companies include ensuring

that all discrimination is eradicated, that professional standards are maintained, and that the company is socially committed to the wider community. To summarise, AA should thus entails the following: AA should seek to redress and compensate for past disadvantages; and the disadvantaged should be actively trained, developed and supported to ensure success. Management is the important role player to effectively implement the above outcomes through AA strategies within the context of the RSA.

### **3.2 AA in the RSA**

The advancement of Blacks and women into skilled and management positions in the RSA has been a slow process. Reasons, which are often advanced for this lack of progress are: the education backlog, inappropriate experience, cultural lag and in the case of women, not being career minded.

The Green Paper on EE (1996) made reference to a recent survey of 107 organisations that indicated that in the top managerial ranks of companies:

- Blacks constitute 2.99%;

- Coloureds constitute 0.43%;
- Asians constitute 0.21%;
- Whites constitute 96.38%

The same study found that for the lowest grades:

- Whites constitute 1.85%;
- Blacks constitute 89.01%;
- Coloureds constitute 7.94%
- Asians constitute 1.20%.

Unfortunately the occupational structure of companies in the RSA mirrors the distortions that apartheid was so successful in creating and reinforcing. The South African economy is under-performing dramatically and is over-reliant upon a diminishing and limited pool of White people for skills and leadership to improve the situation.

The Government Gazette (1997) points out that 52% of the South African population are female and in 1996 they occupied only 12.2% of senior management positions. It also shows that 100% of senior female managers were White women. In middle management 88.7% were White females. This situation is not

going to redress itself automatically. Indeed a recent survey published in the Government Gazette of 1997 points that, in respect of AA progress, the commitment to AA programs by Chief Executive Officers (CEOs) and senior and middle management dropped.

The same survey found that in the 3-year period to 1996, the number of Black senior managers increased by only 2.3% with a mere 1.65 increase among middle managers. An alarming fact pointed out by the survey is that not only have Blacks and other non-whites been chronically under-represented in managerial positions, but also Whites have been artificially eased into management without the requisite qualifications.

Doctor Ben Ngubane (Sunday Tribune, 1998) pointed out that the reason why Black advancement is not progressing more rapidly is not because of racism but because of a shortage of trained and skilled Black recruits. He stated that there is a need to focus on training and development of human resources.

Hofmeyer (1988) also did research into the reasons for the slow rate of Black advancement. In his investigation a sample of 150 managers ranked a list of possible reasons for the slow rate of Black advancement in the following order:

- Black workers regarded as not capable.
- Poor education of Black employees.
- Fear of reaction of White employees.
- Management not convinced of need for Black managers.
- Reactions of customers and public.
- Legislation, e.g. Group Areas Act (which has since been re-appealed).

Hofmeyer (1989) highlighted the following ten most important reasons why many of the advancement programs fail:

- Inadequate clarification of values and corporate philosophy.
- Lack of commitment by top management.
- No strategic human resource planning.
- Lack of line management ownership and accountability.
- No targets for AA.



- Negative attitudes.
- No two-way communication.
- Reliance on formal training.
- Discriminatory practices.
- No monitoring and following up.

The ANC has argued that there will have to be rapid advancement particularly in the middle and senior ranks in the public sector. According to Hofmeyer the rapid replacement of Whites is difficult for the following reasons:

- Pensions and buy-outs are unlikely to be provided on a large scale.
- Large sums are unlikely to be invested in skills upgrading and retraining for Whites who have lost their jobs.
- Mass emigration is unlikely to occur.
- It is unlikely that the private sector can accommodate large numbers of Whites.
- It is unlikely that a future government will incur the wrath of Whites and of the international community.

Sachs (1992) pointed out that the merit principle could not be disregarded. The concept of qualifications and standards could not be opposed as a matter of principle. However, in practice everybody knows that there is massive under-utilisation of the skills and energies of Blacks and of women. Sachs further points out that it is evident that conscious and unconscious discrimination continues to play a major role, both in the public and the private sectors.

Despite the current interest and research in AA, it is the opinion that there are notable problems. There appears to be a lack of research done in the RSA to assess the range of roles that management can play in the implementation of an AA strategy. The need to implement an AA program in the current South African environment seems to be related to the fear of legislation enforcing the advancement of Blacks and of women. There is a need for AA to be directly associated with the achievement of strategic business objectives. Clearly the views and role of management are critical

and need to be investigated fully. The views of management can be used to propose a model for AA, which could be very useful.

The history of the RSA has always been one where separation has existed between the various races. Whites who occupy management posts and benefitted from apartheid policies can hardly be expected to implement AA policies. Affirmative action in the South African organisations is in its embryonic phase and management needs to carefully analyse the planning and implementation thereof in organisations. The views of management about AA are important as it influences the implementation of AA.

### **3.3 The Importance of Management Views**

Management plays an important role in AA programs. The key areas challenging South African Business are: Managing the perceptions of management and employees, both Black and White; managing relationships based upon mutual trust and respect; eliminating past perceptions, mistrust and apprehensions to build trustworthy relationships.

Charlton, (1992) shows that perceptions are based upon past experiences which can be accurate, inaccurate, negative, or positive. People's needs, beliefs, emotions and expectations all affect perception. He further states that rules, conventions, norms, stereotypes and attitudes all govern the way perceptions are formed. Where change is necessary but guidelines unclear and supposedly threatening, people tend to retreat into their comfort zones. Furthermore he points out that organisational leaders have failed because they are themselves out of touch with the people they serve. Many South African leaders still have an authoritarian management style and are not comfortable with, nor have the skills for, participation, transparency and empowerment. Good, sound and modern management practices that support business goals need to be implemented. Success normally depends upon followers observing their leaders' behaviours adapt to demands. Steers and Porter (1979) show that it is widely recognised that supervisors, albeit in a limited fashion, can influence the behaviour

of their subordinates positively or negatively by facilitating or blocking subordinates' value attainment.

Luhabe (1992) also points out that management is a key component in the success of AA. For AA to gain acceptance management must drive it. He further states that business leaders must publicly endorse it and demonstrate their commitment towards its implementation. He also indicates how AA could evoke perceptions of reverse discrimination among White males. These perceptions lead to a resistance to change and fear of the unknown. There is also the perception that preferential treatment of Blacks, who are less capable than their White peers, leads to a lowering of business standards. White males believe that AA in the workplace is becoming both a political tool and a threat to organisational efficiency.

Research has constantly shown that management support is a critical factor determining the effectiveness of AA programs. For example: Morrison (1992) ranked senior management's personal intervention as the single factor managers consider to be most

important for effective diversity management; Konrad and Linnehan (1992) found that when top management embrace AA objectives, significantly more programs and practices could be implemented successfully. The attitudes of line managers at all levels of the organisation are important for the effectiveness of AA as well (Cox & Blake, 1991). Similarly, Hoffman (1986) argues that line managers comprise a crucial link between the employee and the company because they heavily influence the training, evaluation, and rewards the employee receives. The actions of line managers who do not embrace AA goals can disrupt the implementation of the most thoughtfully developed AA program. Coate and Glen (1993) state that AA sometimes failed because employers continue to hold onto negative views. There is the fear that, if employers were to comply with the AA mandate, they must lower the standards used for assigning these workers to the better jobs within the firm. Makwana (People Dynamics, 1994) is of the opinion that there is still an entrenched belief, among some top executives and

middle managers alike, that Black people are inferior to their White counterparts. Such persons argue that:

- AA leads to lowering of standards and the subversion of the merit principle;
- AA entails a departure from the normal process of appointment and promotion according to merit;
- People “advantaged” by AA suffer from diminished self esteem knowing that they have been appointed at best by waiving the normal standard of merit, at worst as tokens.

Albertyn (1994), Ferndale (1993), and Makwana (1994) maintain that a well conceived AA program requires consultation with the work force and the unions. A proper audit of skills and capacities of the work force, a serious examination of existing processes for promotion and an audit of who is to be trained and why it is needed. He further maintains that AA programs must be motivated and led by company executives (CEOs). He also states that there is a need for a national policy to guide AA implementation in companies.

Ferndale (1993) also states that commitment from CEOs to AA, are essential. He is of the opinion that it is imperative that a senior member of staff should be appointed to especially co-ordinate AA programs. He argued that the following guidelines should be followed for successful implementation of AA programs:

- Line managers, and not Human Resources, should take the responsibility for the implementation of AA;
- Human Resources Departments should play a consultative and supportive role;
- The business culture should be supportive of AA;
- AA should be based on sound manpower planning and succession planning. Targets should be linked to these manpower and succession plans;
- Detailed career plans for Black employees with potential are essential for their development. Appropriate training should be provided to bring potential candidates up to standard;
- Mentorship programs are necessary to render



- Targets are necessary to address the racial imbalances in the organisational structures;
- Line managers should be trained to manage diversity;

Albertyn (1994) also believes that AA legislation should contain rules for tendering and purchasing by organisations. This means that companies should adopt a policy to give out tenders and to purchase goods only from those companies who have an AA program in place. In order to facilitate this process legislation should be adopted that will enforce organisations to develop small businesses within disadvantaged communities.

The BMF (Black Management Forum) guidelines for successful implementation of AA also stress CEO involvement and commitment to AA implementation (Makwana, 1994). The guidelines state that the CEO should be held accountable for the implementation of an AA strategy and should be properly sensitised to what AA entails. Makwana (1994) also proposes a training program for managers on AA. For Makwana, support

programs such as mentorships and coaching should form an integral part of the AA implementation.

From the foregoing it is clear that management's views are important in the success or failure of any AA initiatives. Because of the crucial link that management forms between employees and the company, their commitment to implement and drive AA could positively influence the AA process. The next paragraph will show why commitment to AA should be part of a strategic plan.

### **3.4 Strategic Management and AA**

The fact that AA as part of a strategic plan should be coordinated by management is illustrated by having a look at the following strategic management functions (Noe, Hollenbeck, Gerhart & Wright, 1994):

- Responsible for business strategy formulation and implementation. This comprises the development of a mission, strategy and goals, the drafting of a strategic plan and an organisational structure, the transfer and execution of important

decisions and control by means of various methods, such as reports;

- Top management, who are also the major shareholders in most cases, has the power to direct the business as they see fit;
- Managers balance competing goals and set priorities;
- Managers make complex decisions;
- Managing a diverse workforce.

Thus AA processes should form part of the strategic process to be successful. This will ensure top management's commitment to drive the process. According to Human (1995), AA in RSA is part of the process of managing the country's diversity. She also states that at the same time, as part of an organisation's AA strategy, employees in general and line managers in particular are required to be competent in managing diversity.

### **3.5 Managing Diversity**

Managing diversity incorporates AA on the one hand and, on the other hand, it is one of the competencies required to effectively implement AA programs. According to Human (1995), managing

diversity is crucial for the effective utilization and development of people. Prejudice against the disadvantaged leads to ineffective management of those people as well as failure to recognise and encourage their potential strengths and talents.

Fuhr (People Dynamics, 1993) argues that business managers are being bombarded with a range of concepts, all aimed at managing a diverse workforce in a new RSA:

- AA is aimed at creating a diverse workforce which, at all levels, reflects the society in which it operates;
- Moral, business and political pressures are aimed at redressing past injustices;
- Valuing diversity is to understand, respect and accept differences;
- Managing diversity deals with creating a working environment, which removes the barriers that have hindered the fulfillment of human potential.

There is no question that, through AA, one needs to institute more diversity at the middle and upper levels of the organisation.

'Managing diversity', 'multiculturalism', 'AA' and 'equal employment opportunity' are terms in a common currency in a newly democratic RSA as they are in most democratic countries of the world (Human, 1995). Human further states that the RSA, unlike some other countries of the world, has no choice but to manage workforce diversity and to manage it effectively because the future prosperity and stability of the country will depend upon it. In table 1 (chapter2, p.22) an indication is given of the diversity of the South African population as per census 1996. It confirms that the managing of diversity is an absolute prerequisite for the success of any AA program.

Fuhr (People Dynamics, 1993) gives some critical pointers for managing racial diversity, namely:

- Find out what people want and then act upon their responses in a manner that displays fairness, consistency and a genuine concern for their wellbeing.

- Go to great lengths to understand, through a process of open and honest communication at all levels, the political, social and ideological complexities that exist in the organisation.
- Foster a sense of awareness and acceptance of individual differences and a greater understanding of one's own feelings and attitudes about people who are different. One should also explore how differences might be tapped as assets.
- Do not be consumed by the search for shared values and a common vision, but rather establish a "multi-vision" approach which recognises the diverse needs and aspirations of the people in the organisation and caters for the variety of conflicting priorities and goals.
- Do not sidestep the issue of racism, which lies at the heart of many problems. Racism and racial stereotyping should be tackled head on. Avoidance of this sensitive issue will lead to a superficial and unsustainable process of relationship building.

- Do not attempt to sweep history under the carpet; do not wipe the slate clean and act as if nothing ever happened.
- One's request should not be for "brotherhood" through forced integration and assimilation. It should rather be for the respect and acceptance of the diversity of others.
- It is not the mindset of the fearful White manager that needs to be shifted. The mindset of the Black worker is also at stake. He or she needs to develop a belief in himself or herself, a feeling of competence, of self-esteem and self-worth.

According to Fuhr(1993) characteristics of efficient diversity management thus include: creating a diverse workforce that reflects society; redressing past injustices; removing barriers such as racism and racial stereotyping; creating a sense of awareness of and respect for diverse needs and aspirations; showing a genuine concern for everyone's wellbeing and avoiding forced integration and assimilations.

He is of the opinion that many authors and practitioners often still confuse concepts such as AA and managing diversity as if the one could be undertaken at the exclusion of the other.

### **3.6 Lessons from other countries**

AA takes place in several countries for example the United States of America (USA), Malaysia, India, Zimbabwe, Namibia, and Australia. Lessons from these countries are as follows:

#### **3.6.1 United States of America (USA)**

Human (1991) found that AA and EE programs in USA have benefited White women more than Blacks. The fragmented AA and EE programs cater for large numbers of racial groupings, gender, the disabled, war veterans, and the ageing. This fragmentation has caused the USA to lose sight of the basic issue of Afro-Americans and Hispanics. Affirmative action programs represent a social political response to problems arising from perceived injustices against the disadvantaged. According to Matheson et al. (1994), AA programs are designed to remove barriers that have blocked disadvantaged group members' access



to opportunities, and to facilitate their advancement through a system previously closed to them by virtue of their classified identity. They further argued that the manner in which AA responses are operationalised and implemented could have an impact on whether they are welcomed or rejected by members of the targeted disadvantaged groups. According to Human (1991), the RSA can learn the following from the USA experiences:

- The lack of education and social development can affect the opportunities for many Black people to obtain meaningful work. A feeling of inferiority can exist which could cause persons to withdraw from competitive situations thus reinforcing the prejudices of many White managers;
- Although training and development are important issues in the progress of Blacks, one can not simply supply knowledge and skills to Blacks and expect them to function efficiently in a prejudiced White-dominated world;
- The expectations and prejudices of White managers will have to be addressed before AA programs can be implemented

successfully. Programs can also strengthen the stereotype that Blacks are inferior if the programs are based upon the premise that Blacks as a group have deficiencies that must be overcome before they can function in a business environment.

- Legislation does not necessarily ensure the advancement of previously disadvantaged groups. Companies must be committed to policies and standards that will enhance change and upliftment.

Smith (1992) argues that although many countries share a similar past of racial and gender discrimination, one can not apply the same AA practice in all countries as situations differ. He further states that a necessary prerequisite for the development of a satisfactory AA program is the identification and analysis of problem areas inherent in minority/majority employment. It calls for an evaluation of opportunities for the efficient utilisation of disadvantaged personnel. The history of AA in the USA is one of political struggle over the meaning of discrimination and methods of dealing with it. Affirmative action in the various countries is in

different contexts e.g. in some countries like the USA, AA is for the minority and in other countries like the RSA, AA is for the majority.

Smith (1992) further suggests that while the American techniques of social engineering is not necessarily the only, or appropriate, method in every situation in every country, AA can be used to achieve a more just society in those countries with a history of race and gender discrimination.

### **3.6.2 Namibia**

Namibia does not yet have a long exposure to AA. However, according to research conducted by Swanepoel (1992:23-26), the RSA could still learn the following lessons from the short AA experience of Namibia:

- Tokenism should be avoided;
- AA strategies need to be integrated with business needs and not simply be a numerical exercise;
- AA should not be at the expense of business effectiveness and efficiency, but rather support it;

- Employee empowerment can provide a framework for AA and other human resources issues.

### **3.6.3 Zimbabwe**

Hofmeyer & Whata (1991:13-21) identified the following lessons that can be learned from the Zimbabwean experience:

- Blacks who succeed ascribe their success to their own personal attributes, achievement and experience. Blacks can succeed in an environment free from racism;
- Positive attitudes of CEOs are decisive for the advancement of Blacks in the organisation. If there is no support for Black advancement no progress will be made;
- Window dressing appointments only contribute to stagnation and administrative problems in the organisation to which the individuals have been appointed and does not serve the cause;
- A defined strategy and a principled approach is necessary for the Africanisation of employment. Undefined strategies can cause as many problems as the stalling tactics by top management;

- AA legislation is needed. Companies can preempt legislation by acting now and not wait for legislation.

#### **3.6.4 Malaysia/ Australia/ Canada**

Malaysians are afforded special protection by the 1963 constitution of the Federation of Malaysia. This protection includes the reservation of positions in the public service, certain educational facilities for those groups, and the preferential granting of business licenses. The measures in the Malaysian constitution favour members of the majority population. These measures represent phenomena quite different from that which the USA calls AA. Smith (1992) states that AA, as it is used, means different things in different contexts and times.

Canada and Australia opted for AA legislation where employers are required to:

- Commit themselves to employment equity or equal employment opportunity programs;

- Conduct research to identify the numbers and distribution of members of disadvantaged groups in the enterprise and to identify artificial barriers and discriminatory practices;
- Devise plans and programs, together with time tables and goals to overcome these; and
- Prepare annual reports on conditions and progress.

Successes with AA approaches in other countries do not necessarily mean that it will be successful in the RSA. What the RSA needs is its own approach to AA that is consistent with the cultural changes in South African organisations.

### **3.6.5 Lessons for the RSA**

Lessons for South African organisations in terms of positive and negative actions are listed below.

#### ***Positive Actions***

- Legislation could compel AA implementation;
- Organisations must be proactive to lessen constraints upon them;

- Accelerated education, upliftment and development are necessary;
- Upward mobility of capable Blacks into higher posts is needed;
- Attitudes, prejudices and stereotyping must be changed;
- Roles, real jobs, and mentoring are important;
- Standards must be maintained;
- Employees must be empowered and enabled;
- AA must make business sense;
- Identify artificial barriers and discriminatory practices;
- Devise plans to overcome discriminatory barriers;
- Address expectations and prejudices of previously privileged groups;
- Conduct research to identify demographics of the disadvantaged group so that AA plans can be demographically representative;
- Prepare annual reports on progress of the AA process;
- Management commitment to ensure a successful AA process;
- Managers should drive the AA process.

***Negative Actions***

- Avoid window dressing as it contributes to stagnation and lowering of standards;
- Do not encourage racial stereotyping;
- Avoid situations that will reinforce racial prejudices;
- Do not deny diversity by enforcing integration;
- AA should not be at the expense of business effectiveness;
- AA should not be a simple numerical exercise;
- AA should not be about changing numbers; it is about changing people and practises;
- Do not adopt uncritically AA practices of other countries as each country has its own unique experiences with AA;
- Avoid tokenism;
- Do not address AA just to comply with legislation;
- Top management should not stall the AA process;

South African organisations should take these actions into account when developing AA plans and programs.



### 3.7 Conclusion

To develop an integrated and holistic AA strategy, one has to ensure top management's commitment to the program, hence definite measures need to be in place to assess progress in this regard. Behaviour and role modeling is a critical success factor in launching the AA strategy. Behaviour may need to be defined by executives at this level so that they render subordinates true and active support. Senior executives play a crucial role in ensuring that negative perceptions about the process of AA do not perpetuate and should be challenged.

It is also important to prepare the environment for the change. It is still a long way to go before racism would be removed from the covert practices of organisations. By bringing different groups together and workshopping actual workplace experiences, people could begin to learn how perceptions of other people could differ. This provides the opportunity for people to amend their current frames of reference. Managers should be the drivers of the AA process. While pursuing production targets and profits, businesses

are lagging when it comes to transformation. Business leaders have to find a balance between transformation and making profits. According to Taylor (1994), the challenge for government, business and labour is to strike a balance between both equity and efficacy in South Africa's distorted economy. He further states that business and labour need to develop realistic expectations about the racial composition of the work place. A major problem is the shortage of Blacks with managerial skills. Because skilled Blacks are in demand, they change jobs frequently. This situation is caused by businesses that poach skilled Blacks from other businesses by offering huge salaries Instead of developing their own pool of skilled Blacks through training and empowerment. Blacks being accused of job-hopping is one of the factors that negatively influence White managers' attitudes and perceptions. Most of the South African managers are White. These White managers are the ones who have to confront the impact of AA. The following chapter deals with the research that was conducted with regards to the views of managers on AA.

## **CHAPTER 4**

### **RESEARCH DESIGN AND METHODOLOGY**

South Africa needs to address particular focus areas of research surrounding AA if she is to successfully implement AA.

One such area is to identify management needs, feelings and problems experienced with AA.

#### **4.1. Research Objective**

The question that has to be answered is how management needs, feelings and problems experienced will succeed in addressing the need for AA practices to be implemented successfully in organisations. The present research has aimed at exploring management needs, feelings and problems experienced with AA across cultures. It is envisaged that a multi-cultural perspective could assist in a better understanding of the issues that influence management needs, feelings and problems experienced with AA.

This study is exploratory in nature. Gathering data descriptively by exploring management needs, feelings and problems experienced with AA in a specific setting means that such data could not necessarily be generalised mainly because of a lack of experimental control of variables.

The specific aim of the study was:

- to gain knowledge and understanding about the principles of AA;
- to determine managements' needs, feelings and problems they experience with AA in order to identify obstacles to AA implementation;
- to make suggestions on how programs could be developed to promote a smooth transition within the managerial ranks and within the broader community.

#### **4.2 Qualitative Research**

Gudmundsdottir (1996:293) posited that researchers are becoming more qualitative, "conducting open-ended explorative and phenomenological studies" in their attempt to understand feelings, attitudes and values as well as personal and group views about

social situations. He further stated that when people are in an interview situation and they are faced with a question, the memories and experiences become real. They have to explain reality in words that carry meaning to someone who has not had the same experience. Qualitative research in essence then deals with meanings and the discovery of the self and other.

According to Mouton and Marais (1990) and Poggenpoel and Myburgh (1995), qualitative research has the following aims:

- to provide new insight into the domain under investigation;
- to explore the range of experiences within the conceptual framework that was applied;
- to be as a pilot study for a similar research in the future.

Qualitative approaches permit the evaluator to study selected issues and events in depth and detail. According to Valle and Halling (1989:112), qualitative approaches are especially useful in understanding human phenomena "and the investigation of the interpretation and meaning that people give to the events that they experience". For Patton (1987), qualitative approaches make use

of inductive analysis which means that the patterns, themes, and categories of analysis come from the data rather than being decided prior to data collection and analysis. He describes deductive analysis, as opposed to inductive analysis, as allowing standardised measures to fit diverse and various opinions and experiences into predetermined responses or categories.

Poggenpoel and Myburgh (1995) are of the opinion that the qualitative approach is aimed at obtaining a thorough description within a given context. The qualitative strategy could use the data to contribute to further knowledge resulting from the research. Several researchers are of the opinion that the use of qualitative research is aimed at generating new theories (Huysamen, 1997; Mason & Bramble, 1989; McMillan & Schumacher, 1993; Miles & Huberman, 1984; Morgan, 1988; Poggenpoel & Myburgh, 1995; Patton, 1987; Philliber, Schwab & Sloss, 1980). Huysamen (1997:5) stated that qualitative designs allow the hypothesis to emerge from patterns of recurring events, by beginning with a tentative "informal hypothesis" and aiming at "sequentially developing more hypotheses".

Poggenpoel and Myburgh (1995) posit that a fundamental criticism of the application of qualitative strategies is that after the theory has been developed, it must be tested in practice. The result may be easily misjudged because of the researcher's agenda with the research and the central difficulty of being able to moderate qualitative data. The advantages, however, outweigh the critique against this method of research.

#### **4.2.1 Research Design**

The grounded theory approach is a qualitative research method based upon the use of a systematic set of procedures to develop an inductively derived theory about a phenomenon (Neuman, 1997), which in this case is AA. Neuman confirms that the purpose is to build a theory that is faithful to the evidence. Patton (1987) states that the grounded theory approach can provide relevant information, which is useful to decision-makers in their efforts to understand and improve their programs. This qualitative study of AA attempts to uncover what lies behind the phenomenon in order to get a fresh understanding of this AA

phenomenon.

According to Taylor & Bogdan (1984), qualitative methodology refers to research that produces descriptive data such as people's own written or spoken words and observable behaviour. With philosophical roots in phenomenology, grounded theory approach searches to identify the core social psychological and/or social structural process within a given social context. The goal is to develop classifications and theory grounded in a particular social context as investigated. Grounded theory approach is thus based on and connected to context dependent observations and perceptions of social phenomena (Crabtree & Miller, 1992). They called this method the constant comparative method because the researcher constantly and recursively compares research interpretations in the form of 'memos' against the data. Qualitative research relies largely upon the interpretive and critical approaches to phenomena.

Qualitative research implies that the data is in the form of words as opposed to numbers. In this study the researcher used



nine in-depth interviews to gather the data. Human Resources Managers from organisations that employ 800-1500 employees in the Richards Bay/ Empangeni industrial areas were interviewed.

All the interviewees were asked to describe their needs, feelings, and problems experienced with AA. All the interviewees had experience of the phenomenon under study. For this reason relevant data could be gathered in order to contribute towards a fair assessment on views about AA. The needs, feelings and problems experienced by managers with AA were interpreted to identify possible needs, feelings and problems experienced that will hamper the successful implementation of AA. The interpretive stance aims to understand the phenomenon from the viewpoint of the participants as is revealed by their descriptions (Cavaye, 1996; Miles & Huberman, 1984). It is upon these descriptions that the researcher attempted to give meaning in the form of psychological interpretation.

According to Patton (1987), the emphasis of research is on obtaining information within a given context. This context is the

Human Resources Managers in the Richards Bay/ Empangeni industrial area, irrespective of race, that were interviewed to explore their needs, feelings and problems experienced with AA. The phenomenon was allowed to 'speak for itself' (Dey, 1993). The main goal was to describe the needs, feelings and problems experienced with the phenomenon AA, using these in-depth-interviews (qualitative research).

#### **4.2.2 In-depth Interviews**

The researcher made use of in-depth semi-structured interviews where each respondent was asked a set of questions that were carefully worded and arranged (Appendix J). According to Patton (1987), when standardising and controlling the open-ended interview the interviewer obtains data that are systematic and thorough for each respondent, which make data analysis easier as well as minimising variations in the questions posed to interviewees. Patton (1987) regarded in-depth interviews as a highly efficient qualitative data collection technique. Patton also states that the fundamental principle of qualitative interviewing is to

provide a framework within which respondents can express their own understanding in their own terms.

#### **4.2.3 Participants**

A non-probability, purposive sampling method was used. The sample was homogenous in that the researcher was seeking to understand Human Resources Managers' perceptions of AA. Participants were chosen on account of their experience or position related to this phenomenon. All participants had at least a tertiary education in human resource management. Although race and gender was not taken into account, the researcher was aware that these variables could have an influence on the views that may be expressed. The different backgrounds of the respondents in terms of their experiences with AA, however, may yield a broader spectrum of needs, feelings and problems experienced with AA. Nine respondents were interviewed. The nature and composition of the sample was incidental (See table 2 for a demographic representation of the sample). The cultural composition consisted

of 5 Black, and 4 White managers. The sample consisted totally of males. The average age of the selected group was 40 years.

Table 2: Sample of HR Managers

Racial group	
Black	5
White	4

### 4.3 Procedure

This section deals with practical issues of obtaining permission from managers to be used as subjects for the research, and the role of the researcher. The respondents were contacted telephonically and requested to participate in the research on AA. The aims of the research were discussed briefly as a motivation for the interview request. After permission was granted the researcher and the respondent set a time and place for the interview. The criterion used to identify the subjects was that the person had to be a HR Manager in a company that employed more than 800 employees. The cultural composition was incidental. Prior to the

start of the interview, the respondents were asked for permission to tape record the interview. The participants were assured that the information would be used for research purposes only. No objections were received from the participants once confidentiality was guaranteed. The invasion of privacy and the right to choose to participate or not was discussed with the participants. After initial fears (for example, who will listen to the tapes) and the assurance of confidentiality, all participants agreed to take part in the research. Once the interview had been completed, it was transcribed and analysed.

#### **4.3.1 Data Collection**

The researcher made use of recording equipment to enhance data collection. The use of recording equipment can be inhibiting, distracting and sometimes awkward. However, this provides more comprehensive data. The researcher can thus concentrate more on the interview process. A disadvantage in the use of tape recorders is that they can malfunction or they can be a distracting factor when the researcher has to ensure that the

instrument is working well or when the researcher has to remind the respondent to speak up. The transcribing of the taped responses can be a difficult and time-consuming process. The questions on the interview guide (Appendix J) were semi-structured and open-ended and focused on themes (Mason & Bramble, 1989).

As the focus was on needs, feelings and problems experienced, qualitative research in the form of in-depth interviewing helped to discover what subjects experienced, how they interpreted their experiences, and how they themselves structured the social world in which they lived.

#### **4.3.2 The Process**

The interviews were held in the respondents' offices. The interviews ran for one hour. Disturbances were kept to a minimum. The tape recorder was placed in the center of the table to make it easy to control. To enhance the credibility of the research, the researcher paid attention to aspects such as the rephrasing of questions, repetition, and expansion of the questions. By constant

monitoring of these aspects during the interviewing process, the researcher tried to gain information on all the possible aspects of the phenomenon. The semi-structured interview questions ensured that the researcher worked according to the broad parameters set by the present research.

#### **4.3.3 Measure**

Semi-structured questions were used to generate discussions around the topical questions set by the researcher. Tapes were transcribed. The data was analysed. The data of the interviews were coded (open coding) into units of meaning and the key ideas that emerged were tabled. These key ideas were categorised and presented in a table with frequencies.

#### **4.4 Data Analysis**

It is important that a verbatim transcription of each interview is produced for detailed analysis. Morgan (1988) has indicated that there are two approaches to analyse in-depth interview data. The first approach is the qualitative summary and the second approach refers to the systematic coding through content analysis.

The second approach, namely, the systematic coding through content analysis was chosen because a) the researcher believed it would yield more specific clarity and b) the researcher has used the method before and, therefore, was more familiar with the procedure. Philliber et al. (1980:115) has defined content analysis as "a research technique for the objective, systematic, and quantitative description of the manifest content of communication". They also state that a necessary prerequisite is that the medium of communication must be adequately sampled, a unit of analysis chosen, and variables organised into quantitative categories to answer questions of interest.

The choice of a unit of analysis depends on the nature of the research question. The categorisation of these units allows for statistical manipulation. To explicate meaning, key ideas were extracted and specific ground of ideas were clustered into themes. The coded themes or items extracted were systematically counted. Dey (1993) viewed coding as the general term for conceptualising data. Coding includes raising questions and giving provisional



answers about categories and their relations. Such an approach enables the identifying of key themes that emerge from the differing perspectives of the managers. McMillan and Shumacher (1993:479) described coding as “the process of dividing data into parts by a classification system”. According to them “a classification system is developed by segmenting data into units of meaning by starting with predetermined categories or by combining the strategies, using predetermined categories and adding new categories that may emerge”. This process of analysing is inductive according to McMillan and Shumacher (1993). Neuman (1997) viewed coding as the process of assigning units of meaning to the descriptive or inferential information compiled during the study.

The qualitative data was reduced to themes or categories in order to attach meaning. The researcher identifies the categories for sorting and organising the data into a meaningful, individualised framework (Burns & Grove, 1993; Miles & Huberman, 1984; Patton, 1987). Gudmundsdottir (1996) posited four levels of

listening in order to extricate meaning from the responses: (a) context, (b) the words selected, (c) the meaning attached to them, and (d) the researcher's explicit and implicit understanding of the material. Understanding is an important aspect, as this comes before interpretation. Without understanding there can be no interpretation.

Dey (1995) and Walsh (1996) argued that there are practical problems common to the conceptualising of meaning. Dey viewed the approach of Patton (1987), which refers to the conceptualising of meaning, as interpretative in that he emphasises the role of patterns, categories, and descriptive units. He saw the approach of Miles and Huberman (1984) as quasi-statistical with the emphasis on pattern coding.

To make sense of the data obtained, processing was done through inductive analysis. This process has two sub-processes, namely 'unitising', which refers to a coding operation that identifies units of meaning isolated from the text, and 'categorising', which refers to information units derived from the unitising phase which

are organised into categories on the basis of similarity in meaning. McMillan and Schumacher (1993) identified the same processes but do not divide them into sub-processes. Strauss & Corbin (1990) identified the same processes but divided them into three sub-processes namely open coding, axial coding, and selective coding. According to Strauss & Corbin, during open coding, the data are broken down into discrete parts, closely examined and compared for similarities and differences. They identified axial coding as a set of procedures whereby data are put back together in new ways after open coding, by making connections between categories. Here the focus is more on initial coded themes rather than on the data. Strauss & Corbin's selective coding refers to scanning data and codes in search of identifying major themes.

The inductive process that was used in the present study served to relate the specific topic to a broader context and helped toward forming a conclusion. The researcher also made use of descriptive statistics. According to Krefting (1991:192), descriptive statistics, as used in qualitative data, "transforms these numbers or

observations into indices that describe or characterise the data".

Descriptive statistics, in the form of frequencies, are used to summarise, organise, and to reduce large numbers of observations.

#### **4.5 Coding the interview data**

The coding of the interview data were done as follows:

- The first step in the process was to sequentially search for units of meaning. Each unit of meaning was then coded (e.g. Au6, where A represents respondent A and u6 is the sixth coding unit – see appendix A1.1).
- In the second step words or phrases were then written down in a table (see appendix A1.2). These are described as key ideas. The key ideas were recorded with all their coding units
- For the third step a search was done through the table for key ideas that cluster together to form themes or categories.

- The final step was to record each key idea with its frequency of occurrence (see table 4).

The two sub-processes used were 'unitising' and 'categorising'. Although the qualitative approach does not lend itself to generalisability, the findings of this study could meaningfully contribute to an increased understanding of AA.

The next chapter will focus on the analysis of the responses. The responses will be discussed as they were identified per interviewee.

## **CHAPTER 5**

### **ANALYSIS OF RESULTS**

The interviewees reported a wide variety of needs, feelings and problems experienced with AA. These needs ranged from worries about being accepted, difficulty in understanding difference in culture, isolation and rejection. These results will now be analysed as expressed by the different interviewees.

#### **5.1 Respondent A**

Appendix A (1.2) indicates the key ideas that emerged when the transcribed interview of respondent A was unitized. The key themes that were identified are presented in Table 3. Three broad categories were identified, namely feelings, needs and problems experienced.

##### **5.1.1 Feelings Experienced**

Whites feel victimized and resent the fact that White skills are no longer considered in the RSA. (Au17) Affirmative action and its implications, therefore, seem to be a real threat to the respondent.

There is an overall feeling of sadness and helplessness. (Au14/ Au22) Sadness develops because of broken family ties. The respondent has to send his children abroad because he feels they have no future in the RSA. Their aspirations are stifled. The respondent feels helpless because he has no choice about the future of his offspring.

#### **5.1.2 Needs Experienced**

The respondent is of the opinion that politicians should not interfere in the AA process. Companies need to promote those Blacks with potential to senior positions. Industry should drive the AA process: "The real decision maker is not the government, it is the economic power that turns the country and that makes things happen". (Au101/ Au102)

#### **5.1.3 Problems Experienced**

Many companies, because of political pressure, appoint Black managers that are socially acceptable instead of appointing Blacks with potential in their management positions. This ultimately leads to failure and hence the blame that the AA process is failing.

Table 3: Key Themes for Respondent A

Key	Themes	Frequency (f)
<b>A.</b>	<b>Feelings experienced</b>	
1.	Sadness	2
2.	Whites feel victimized	1
3.	Company suffers	1
4.	Whites suffer	1
5.	Companies feel pressurized	1
6.	Family ties broken	4
7.	Aspirations are stifled	1
8.	Helpless – no choice about the future of White youth	2
9.	Resentment	3
10.	Whites do not accept new political system	3
11.	Intolerance toward politician's interference in the AA process	5
<b>B.</b>	<b>Needs Experienced</b>	
1.	Need for exposure	1
2.	AA candidate need to comply with set standards	4
3.	Need to select people for success	4
4.	Need AA	1
5.	Need skills and formal qualifications	1
6.	Company should drive AA process	6
7.	AA appointees should have potential	3
8.	AA Blacks needs to be socially acceptable by Whites	1
9.	Coloureds and Indians should also be part of AA.	4
10.	AA needs to be for the right reasons	5
11.	Need development opportunities	1
<b>C.</b>	<b>Problems experienced</b>	
1.	White skills are no longer considered in RSA	1
2.	Blacks with potential are scarce	3
3.	Current corps of Black managers were never really disadvantaged	4
4.	AA is more difficult in established companies	2
5.	Incorrect AA practices led to failure	6



## **5.2 Respondent B**

Appendix B (1.2) indicates the key ideas that emerged when the transcribed interview of respondent B was unitized. The key themes that were identified are presented in Table 4. This respondent experienced a number of needs that impacted upon his performance in his current management position. Three broad categories were identified, namely: feelings, needs and problems experienced.

### **5.2.1 Feelings Experienced**

The respondent reported a feeling of isolation and rejection whilst amongst a White crowd of managers. Whites, Indians and Coloureds do not support a Black manager. A Black manager is basically on his own. The respondent indicated that Black managers are viewed with suspicion, especially when they have graduated at Black universities, which are generally regarded as being of inferior quality: "Anybody in the Black community with a degree will always have a legacy behind it, especially when they are from Black universities." (Bu45/ Bu46)

There is also a feeling that whenever a Black person is in a senior position, people immediately become suspicious of his abilities. Hatred and a lack of trust exist between the races due to past sufferings. The respondent had to become resilient in order to survive. The impact of his past sufferings is still entrenched in his thought processes. There is still a feeling of strong resentment that will never go away and which can be detected in the following phrases: " I have been taught never to trust a White man ever." (Bu92); " I can never unteach that for myself." (Bu93); "...accept it as a norm for a Black man to suffer." (Bu94)

### **5.2.2 Needs Experienced**

The respondent felt that AA legislation is needed in the RSA. There is a strong need for selecting the right AA candidates with potential for management positions. The respondent also expressed the need for development, support and coaching of Black managers. The respondent felt that most current predetermined criteria for management selection purposes automatically exclude Blacks. He strongly felt that what was done

in the past for Whites in terms of 'job reservation', should also be done for Blacks in this current situation. Job reservation was successful in the past and can be successful now.

### **5.2.3 Problems Experienced**

The respondent indicated that he finds it difficult to socialize with Whites: " I have to ask myself if I trust the White man enough to socialize with him." (Bu94) One of the biggest problems is that of random placement of AA candidates in managerial positions, which leads to failure and hence ultimately blame the individual for the failure. The stigma of tagging degrees from Black universities as inferior is also one of the many problems.

Having no support system in place for developing Black managers also leads to failure. The respondent is of the opinion that past history does not allow the current generation to act as sincere mentors and supporters of the Black managers. Due to fear of losing their jobs to the same future Black managers, they hold back. It is the opinion of the respondent that the next generation

will be more successful with the AA process and will produce many successful Black managers.

Table 4: Key Themes for Respondent B

Key Themes		Frequency (f)
<b>A. Feelings Experienced</b>		
1.	Rejection	2
2.	Isolation	1
3.	Suspicion	2
4.	Company suffers	2
5.	Resilience	4
6.	Resentment	4
7.	Lack of trust between races	5
8.	Hurt	3
9.	Hatred between Blacks & Whites	3
10.	Haunted by past sufferings	3
<b>B. Needs Experienced</b>		
1.	Need AA legislation	1
2.	AA candidates need development and support	6
3.	AA is a must	2
4.	Need to select for potential and attitude	4
5.	Need to develop a pool of AA candidates with potential	12
6.	Need correct AA selection criteria	2
<b>C. Problems Experienced</b>		
1.	AA candidates were set up for failure	7
2.	Emphasis is on qualification and experience	6
3.	Qualifications from Black universities seen as inferior	7
4.	Biased assessments	2
5.	Bad experiences with AA practices	4
6.	Blacks are deliberately excluded	2
7.	Losing skills at senior levels	2
8.	Random placement of AA candidates failed	2
9.	Emphasis is still on production	5
10.	AA differs from country to country	2
11.	Indians and Coloureds not seen as part of AA	3
12.	AA will not succeed	3
13.	Affirming Whites were successful in the past	4
14.	The next generation will have success with AA	3
15.	Difficulty in socializing with Whites	2

### **5.3 Respondent C**

Appendix C (1.2) indicates the key ideas that emerged when the transcribed interview of respondent C was unitized. The key themes that were identified are presented in Table 5. This respondent experienced needs and feelings, which clearly indicate his desire for Business to drive AA without the interference of politicians. Three broad categories were identified, namely feelings, needs and problems experienced.

#### **5.3.1 Feelings Experienced**

The respondent feels that there is a lack of trust between newly appointed AA managers and their seniors. They view senior management with a great deal of suspicion: "The disadvantaged people that have been promoted are as suspicious as we would think. They wonder sometimes what management's plan is. They are also wondering why they are suddenly getting these senior posts." (Cu81/Cu82/Cu83) Two of the biggest fears of the Black manager are fear of failure and fear of being neglected and ignored in his newly appointed position.

The respondent resents the fact that companies are poaching skilled Blacks from each other instead of building up their own Black skills pool. The respondent strongly disagrees with the involvement of politicians in the AA process. Pressure from these politicians leads to companies randomly appointing Black managers without assessing whether they have potential, and hence it ultimately leads to failure. He is of the opinion that one should not feel intimidated by the lack of buy-in of the AA process. The whole country will never be in total agreement on the AA process. There will always be some resistance, resentment, suspicion, etc.

### **5.3.2 Needs Experienced**

There is a need for transparency and honesty with the whole AA process. Business needs to drive AA. Top management support and commitment of the AA process is a necessity. Black managers need, together with empowerment, an environment that will enable them to perform optimally. It is the opinion of the respondent that AA should only be for the disadvantaged Blacks.

Females and disabled need to be dealt with on a separate forum. He also sees the need for developing small business and Black entrepreneurs as part of the AA process.

### **5.3.3 Problems Experienced**

The respondent is of the opinion that AA is used as a political tool. Companies appoint Blacks with no potential in key positions to make a political statement and to be in line with AA legislation. The universal rules enforced by politicians are not practical and are bound to fail, because it leads to problems such as 'window dressing' and 'poaching' of skilled Blacks instead of developing their own Black manager skills pool. Politicians should not try to compare or impose AA practices of other countries on the RSA. This situation in this country is unique and should be treated on its own merit.



Table 5: Key Themes for Respondent C

Key Themes		Frequencies (f)
<b>A.</b>	<b>Feelings Experienced</b>	
1.	Lack of trust	2
2.	Fear of failure	1
3.	Disagreement	1
4.	Feel pressure	2
5.	Sensitive	1
6.	Fear of being neglected	1
7.	Intimidation	3
8.	Suspicion	1
9.	Resistance	1
10.	Resentment	7
<b>B.</b>	<b>Needs Experienced</b>	
1.	Honesty and transparency	4
2.	Commitment to AA	1
3.	Development of life-earning skills	2
4.	Need AA for the disadvantaged	2
5.	Business needs to drive AA programs	5
6.	Need CEO support and commitment	4
7.	Females and Disabled need to be dealt with outside the realm of AA	3
8.	Demographic AA representation	3
9.	AA objectives need to differ across companies and countries	7
10.	Small business development needs to be part of AA strategies	7
11.	Blacks need empowerment and enablement	7
12.	Train and develop the disadvantaged	1
<b>C.</b>	<b>Problems Experienced</b>	
1.	AA seen as a failure by some	3
2.	AA used as political tool	2
3.	AA success will only be experienced by next generation	3
4.	Window dressing	2
5.	Shortage of skilled Black managers	4
6.	High turnover of key staff	4
7.	Poaching of skilled Black	3

## **5.4 Respondent D**

Appendix D (1.2) indicates the key ideas that emerged when the transcribed interview of respondent A was unitized. The key themes that were identified are presented in Table 6. Three broad categories were identified, namely feelings, needs and problems experienced.

### **5.4.1 Feelings Experienced**

There is an indication that the respondent fears losing his identity. Affirmative action and its implications seem to be a real threat to Whites. He felt that once AA is implemented, Whites would no longer be able to survive in organisations. Whites would disappear as they were in the minority: "The White male is the endangered specie..." (Du97/Du98)

The respondent resents the fact that Whites have to emmigrate to make themselves a better future. He feels that everyone has a right to a better future within one's own country. He fears for the future of his children in the RSA. He strongly believes that Whites are suffering under the AA legislation. Also companies suffer as

more and more White people in key positions leave the country. There is an indication that the White unions (Afrikaners) prefer the old 'apartheid' ways and thus resist AA.

#### **5.4.2 Needs Experienced**

The biggest need experienced by the respondent is the need for top management's involvement in the AA process. There is also a need to limit politician involvement in the AA process. There is a strong need to train, develop and support the disadvantaged for senior positions. The AA process should have a financial backing.

#### **5.4.3 Problems Experienced**

One of the biggest concerns voiced by the respondent was the lowering of standards: "Our standards are dropping. We are becoming more and more like a third world country." (Du147/Du148) His opinion is that Blacks can not think strategically. He seems to resent the fact that Blacks that are currently in strategic positions lack the potential and capabilities necessary for those positions: "...Blacks are critical hands-on

people. They do not have the cognitive skills to stand away and observe. They can not think strategically." (Du127/Du128/Du129)

Table 6: Key Themes for Respondent D

Key Themes		Frequencies (f)
<b>A.</b>	<b>Feelings Experienced</b>	
1.	Business feels pressure	2
2.	Fear of losing identity	7
3.	Feel threatened	1
4.	Discouraged	5
5.	Resentment	6
6.	Resistance	10
7.	Whites suffer	7
8.	Business suffers	4
9.	Hope	2
10.	White unions do not accept AA.	2
<b>B.</b>	<b>Needs Experienced</b>	
1.	Need support	7
2.	AA to be done on merit	1
3.	AA legislation	2
4.	Need financial backing	3
5.	Train and develop the disadvantaged	7
6.	Need CEO commitment	1
7.	Need AA	4
8.	Demographic AA representation	3
9.	AA objectives need to differ across companies and countries	7
10.	Business to drive AA	4
11.	No politician involvement	8
12.	Need development programs	1
13.	Need to identify change agents	5
<b>C.</b>	<b>Problems Experienced</b>	
1.	Few Blacks in corporate positions	2
2.	Lowering standards	3
3.	Blacks do not think strategically	3
4.	Companies not sincere with AA implementation	4

## **5.5 Respondent E**

Appendix E (1.2) indicates the key ideas that emerged when the transcribed interview of respondent E was unitized. The key themes that were identified are presented in Table 7. Three broad categories were identified, namely feelings, needs and problems experienced.

### **5.5.1 Feelings Experienced**

There is an overall positive feeling of hope with regards to the success of the AA process. However the respondent is also aware of the cynicism and scepticism of others that negatively influence the AA process. There is an indication that Whites are negative towards the AA process. Their negativity stems from feeling threatened and fearing for their jobs: "People are negative towards AA because they feel threatened. They feel that they are now going to be subservient to the people who were their servants previously." (Eu73/Eu74/Eu75) There is also negativity amongst Blacks that get promoted into senior positions. Blacks take on the

management positions with scepticism. If the job turns out to be 'window dressing' or not what they expected, or there is a lack of support and development, they become disillusioned and negative. The respondent feels that the way companies treat the AA process, White resistance and negative attitudes of Blacks all contribute to the failure of the AA process.

#### **5.5.2 Needs Experienced**

The respondent experienced a need for support and development of Black managers. The AA process needs commitment from both the company and the individuals. The respondent has the opinion that the social environment and developing Black entrepreneurs should form part of the AA process. He feels the need for politician involvement in the AA process. AA needs to be done on merit.

#### **5.5.3 Problems Experienced**

There is a general problem of 'window dressing'. There are no support systems in place for Black managers and hence the large failure rates: "In most cases there are no supportive systems.

People are just thrown into a position with no mentoring and are expected to perform." (Eu30/Eu31/Eu32)



Table 7: Key Themes for Respondent E

Key Themes		Frequencies (f)
<b>A.</b>	<b>Feelings Experienced</b>	
1.	Cynicism	1
2.	Negativity	1
3.	Whites feel threatened	4
4.	Disillusioned	3
5.	Sceptism	1
6.	Resistance	3
7.	Fear of job loss	2
8.	Hope	2
<b>B.</b>	<b>Needs Experienced</b>	
1.	Need support and development	4
2.	AA to be done on merit	1
3.	Need politician involvement	5
4.	Need commitment from both company and individual	1
5.	AA a must for the disadvantaged	1
6.	Need CEO commitment	4
7.	Need to include the social environment and small business development in the AA process	4
<b>C.</b>	<b>Problems Experienced</b>	
1.	Window dressing	1
2.	No support and development	1
3.	Incorrect AA implementation	1
4.	AA in SA are compared to other countries	10

## **5.6 Respondent F**

Appendix F (1.2) indicates the key ideas that emerged when the transcribed interview of respondent F was unitized. The key themes that were identified are presented in Table 8. Three broad categories were identified, namely feelings, needs and problems experienced.

### **5.6.1 Feelings Experienced**

The respondent fear rejection and failure as a Black manager: "Failure is our biggest fear..." (Eu74). There is no total trust between the Black managers and his White peers or rapportees. White rapportees always have a feeling of resentment toward their Black manager, especially when they feel that they can perform better in the management position. Hence the Black manager can not totally rely on support from his White peers. He feels more comfortable with Black rapportees because of mutual understanding. The respondent feels like an outsider amongst his White peers. The fact that they do not share common goals makes it uncomfortable for him to socialise with his White peers. There is

a sense of pride: "It is sometimes not easy to all the time ask your boss things that might look easy for him but is difficult for you."

(Fu60)

The feeling of inferiority that the respondent experience has a negative impact on his confidence level: "We look down upon ourselves as well. There is also a language problem that makes us feel less confident. The more you do not achieve your goals, the more you lose confidence." (Fu108/Fu109/Fu75) There is a feeling of selfishness and jealousy amongst Black managers themselves: "We as Black managers do not even talk to each other or meet with each other. We do not make an effort to go out there and meet Black people on the same level socially, There are lots of others that suffer the same fate with AA, but we do not get together and discuss these common problems to see how we can deal with our frustrations and stresses." (Fu68/Fu70 – 73)

### **5.6.2 Needs Experienced**

The government needs to be involved in the training and development of Blacks. Affirmative action needs to be legislated.

The respondent feels a need to be accepted by Whites. The respondent feels a need to socialise with other Black managers on the same level to discuss common frustrations and problems. A Black manager needs support from both White and Black peers.

### **5.6.3 Problems Experienced**

The respondent is of the opinion that Blacks were trained to listen and do what they were told. This impacts heavily on their progress in management positions because they lack the ability to generate ideas. The general practice of reducing staff reduces AA opportunities and hence the slow progress of the AA process.

Table 8: Key Themes for Respondent F.

Key Themes		Frequency (f)
<b>A. Feelings Experienced</b>		
1.	Fear rejection	2
2.	Loneliness	2
3.	Lack of trust	1
4.	Confidence suffers	2
5.	Inferiority	1
6.	Resentment	2
7.	Fear of failure	1
8.	Pride	5
9.	Jealousy among Blacks	1
10.	Selfish attitude	2
11.	Resistance	1
12.	Whites feel threatened	1
<b>B. Needs Experienced</b>		
1.	Need AA legislation	4
2.	Government needs to train and develop Blacks	10
3.	AA is a must	4
4.	Need for togetherness in own cultural group	24
5.	Need support	2
6.	Need international exposure	1
7.	Need incentives to motivate top management commitment	2
8.	Need management support	6
9.	Need acceptance by Whites	1
<b>C. Problems Experienced</b>		
1.	Blacks not trained to generate ideas	6
2.	Loss of skills	5
3.	Slow progress of AA	1
4.	No common interest	2
5.	External expertise chosen above internal development	2
6.	Cutting staff reduces AA opportunities	13
7.	Privatisation leads to less access into industry for the disadvantaged	1

## **5.7 Respondent G**

Appendix G (1.2) indicates the key ideas that emerged when the transcribed interview of respondent G was unitized. The key themes that were identified are presented in Table 9. Three broad categories were identified, namely feelings, needs and problems experienced.

### **5.7.1 Feelings Experienced**

The respondent expressed a feeling of hurt and rejection. Afrikaner White managers feel insecure and fear losing their jobs or identity. White managers are forced to accept Black managers and take on the responsibility of mentoring, coaching and training them. Lack of experience in coaching and mentoring, as well as feeling insecure, has a negative impact on the development of Black managers. According to the respondent Whites have very little regard for Blacks irrespective of their position, which contributes to tension and frustrations between the Black and White managers. Hence the negative influence on the AA process.

### **5.7.2 Needs Experienced**

There is a need for proper AA legislation. Peers and subordinates need to support and respect their Black manager. Both the company and the Black manager need to show acceptance and commitment to the AA process. Training and developing Black managers form an essential part of the AA process.

### **5.7.3 Problems Experienced**

Affirmative action should only be for the disadvantaged. Women and the disabled should be dealt with on a different forum. One of the big problems is that companies are deliberately affirming Indians and Coloureds in order to get away with not appointing Black managers. Companies should take into account the demographic distribution of Black managers.

Table 9: Key Themes for Respondent G

[illegible]



## **5.8 Respondent H**

Appendix H (1.2) indicates the key ideas that emerged when the transcribed interview of respondent H was unitized. The key themes that were identified are presented in Table 10. Three broad categories were identified, namely feelings, needs and problems experienced.

### **5.8.1 Feelings Experienced**

The respondent feel frustrated and dissatisfied with companies that appoint Black directors for the wrong reasons and give them no real responsibilities. White employees do not readily accept the fact that they need to report to a Black manager. This causes Black managers to feel discouraged and rejected. The respondent feels that the lack of support from his peers, subordinates and top management negatively impacts on his confidence level. The feeling of rejection and frustration together with the lack of confidence lead to poor performance and hence the company ultimately suffers.

### **5.8.2 Needs Experienced**

The biggest need is one of acceptance. Black managers need coaching, mentoring and support from both peers and subordinates. Their relationship with peers and subordinates needs to be based on mutual trust and respect. Companies need to be honest and transparent with their AA process and their intentions. Black managers should also drive their own development.

### **5.8.3 Problems Experienced**

Black managers will fail if the culture of the organisation is not favourable. There is still the age-old problem of 'window dressing'. The respondent is of the opinion that those Blacks that are happy with their 'window dressing' positions are mostly those Blacks who are incompetent. The competent Black manager tends to move between jobs frequently because of his dissatisfaction of not having real responsibilities. Companies are quick to accuse highly educated and competent Blacks of job-hopping instead of addressing the reasons behind the frequent moves. Attitudes of

White directors and peers also seem to hamper the appointment of Black managers and directors.

Table 10: Key Themes for Respondent H

<b>Key Themes</b>		<b>Frequency (f)</b>
<b>A.</b>	<b>Feelings Experienced</b>	
1.	Feel rejection.	3
2.	Discouraged.	4
3.	Afrikaners do not accept their Black managers.	2
4.	Lack of confidence.	2
5.	Frustration.	4
6.	Company suffers.	3
<b>B.</b>	<b>Needs Experienced</b>	
1.	Need AA for the disadvantaged.	10
2.	Need coaching and mentoring.	2
3.	Need mutual respect.	3
4.	Need support.	1
5.	Need internal development for management positions.	8
6.	Need honesty and transparency.	3
7.	Need for acceptance.	1
8.	Need union involvement.	1
9.	Need to drive own development.	2
10.	Communicate advantages of AA.	2
<b>C.</b>	<b>Problems Experienced</b>	
1.	Organisational culture stays unchanged.	2
2.	Window dressing.	4
3.	Job hopping.	1
4.	Attitudes of CEOs and White managers.	1
6.	Inadequate Black education.	3

## **5.9 Respondent I**

Appendix I (1.2) indicates the key ideas that emerged when the transcribed interview of respondent I was unitized. The key themes that were identified are presented in Table 11. Three broad categories were identified, namely feelings, needs and problems experienced.

### **5.9.1 Feelings Experienced**

The respondent expressed a feeling of hope that the RSA will produce the best Black managers in a decade. Black managers feel discomfort when they are not accepted by others. There is a feeling of disillusionment stemming from the fact that some White managers who he believed are competent, are not very competent after all, especially the current corps of White managers who were recruited in a non-competitive environment. According to the respondent one can not accept these incompetent White managers to train, develop and support Black managers.

### **5.9.2 Needs Experienced**

The company culture needs to change. There is a need for acceptance by others. Black managers need to be more confident and take ownership of their own development.

There should be a balance between developing Black managers versus profit making.

### **5.9.3 Problems Experienced**

There is a shortage of skilled Black managers. The lack of planning with regards to developing Black managers is a major problem.

From the analysis of results it is evident that all the respondents seem to agree on most aspects. What may initially seem exaggerated with one respondent, was confirmed with the other respondents. The respondents voiced similar ideas and concerns. The discussion of these results and implications for future research will feature in chapter 6.

**Table 11: Key Themes for Respondent I**

[illegible]

## **CHAPTER 6**

### **DISCUSSION AND IMPLICATIONS OF RESULTS**

The primary aim of this research was to determine whether there were specific needs, feelings and problems experienced by the HR managers in the sample who are confronted with the impact of AA. This knowledge can serve as a guideline in the development and implementation of successful AA practices. In establishing what these needs, feelings and problems may be, a qualitative study was undertaken. Semi-structured in-depth interviews were conducted with nine human resource managers of large companies in the Richards Bay and Empangeni areas. Open-ended questions were used which focused on needs. The respondents were allowed to explore around the topical questions that were presented. The data that was collected by means of a tape recorder, was transcribed, coded, unitised and grouped into three broad categories namely feelings, problems and needs.



The theoretical focus of the study was based on the definition, justification, impact and consequences of AA. The phenomenon AA remains open to a multiplicity of interpretations.

These diverse interpretations cause gross misunderstanding and confusion from top management down to the bottom line.

This research was done with nine human resource managers that have extensive knowledge of the phenomenon AA. These managers' needs, feelings and problems were considered because of their role to ensure the success of any AA process to be implemented in an organisation. Addressing these needs, feelings and problems experienced may facilitate a successful AA process implementation. This study was done in an attempt to find a better understanding of the problems of AA so that the great potential organisations undoubtedly have could be realised.

The managers in the sample all have to confront the impact of AA. Both the White and the Black managers in the sample were negative toward AA. The negativity towards AA of the White managers that were interviewed influences their ability to motivate

and lead their teams. Their negativity will spill over to their employees and eventually leads to decreased productivity and decreased quality of work. The negativity experienced by the Black managers that were interviewed indicates a feeling of mistrust.

In general, most of the needs, feelings and problems experienced of all the respondents were more or less the same. The reaction of each respondent to experiences with AA is largely determined by culture. The number of respondents used for the study were, however, not large enough to make generalised statements. Further research is necessary.

### **6.1 Needs related to human resource managers**

The results indicate that the experiences with regards to AA influence the needs experienced by the human resource managers in the sample. The Black respondents perceived a lack of support from peers, subordinates and superiors. They identified the need for support and development from their superiors. Ben Ngubane (1988) pointed out that Black advancement would progress if more emphasis is on training and development of Black managers.

Further more, they are of the opinion that top management seems not to be interested in the progress of Black managers or to attend to their needs.

If the premise is accepted that AA is part of holistic system of people management and development, and impact on all processes, policies and procedures, then employee development should be a strategic issue. (Human, 1995) It is, however, evident from responses that support and development structures do not exist in most of the current organisations.

The Black respondents indicate that the negative attitudes of their White subordinates, peers and superiors cause them to be ignored. The Black respondents feel isolated most of the time. As Black managers they feel they are ignored, especially by those White subordinates who feel that they would have been more suited for that position. (Fu43) The Black respondents feel the need to be accepted and supported by their White peers, superiors and subordinates.

The most important needs that were identified were those of acceptance, understanding, selfworth, and equality. The research has found that the Black and White respondents have difficulty adjusting to their Black and White peers. The White respondents indicated that they will only socialise with Blacks if the Blacks are socially acceptable. The Black respondents indicated that they find it uncomfortable to socialise with Whites because of different interests, lack of understanding and mistrust. The Black respondents also have the perception that Coloured and Indian managers are more likely to socialise with Whites than with Blacks because they seem to have no problem adjusting to Whites. Both Black and White respondents expressed the need to understand each other. Mutual understanding and respect for each other could help to overcome the needs experienced. There is a uniform agreement among all respondents that AA is a necessity.

The best way to deal with these needs is to encourage companies to develop a more diverse workforce that will change their dominant White organizational cultures. This lack of diversity

does not afford one the opportunity to learn about and respect different cultures. Hence the lack of understanding.

The White dominant culture remains unchanged in all the organisations from which the sample group was taken, although the focus is on development. The company culture should also change to enable affirmed individuals to operate to their full potential.

## **6.2 Problems Experienced**

The reliance on formal education by the current corps of senior management poses to be a big problem. No coaching and mentoring are taking place. Coaching and mentoring form an essential part of a Black manager's development. Having a support structure and relevant training and development programs could contribute to the success of the AA process. The Black respondents indicate that, being appointed as managers, they are expected to perform without any form of support. If they were to fail, the failure would be attributed to the incapability and incompetence of the person irrespective of the factors that gave rise to this failure.

It is hard to get rid of the stigma that Blacks hold their positions in virtue of AA and not because of their own efforts and abilities. The Black respondents feel that they are constantly viewed with suspicion. (Bu139) This is particularly unfair to the Black managers of outstanding ability in that they are assumed to be incompetent whilst they are not. The suspicion of undeserved status results in undue scrutiny being placed on them in the expectation of them failing. The Black respondents feel that if they fail as managers, it will always be attributed to AA irrespective of the particular factors giving rise to the failure. This perceived stigma makes it difficult for their White colleagues to accept them. They feel that their White colleagues are practically forced, through AA legislation, into a situation where they have to accept them as managers.

Being White is generally associated with access to economic resources and being Black with being poor and subjected to poor education and to the social ills of past discrimination. It is therefore difficult for the White respondents to immediately accept their Black

colleagues or socialise with them. Some of the White respondents find it uncomfortable being called by name and being ordered around whereas at home they could order Black people around. Both the White and the Black respondents experience their respective languages as a problem. The language problem seems to act as barrier between them. The Afrikaans speaking Whites in the sample seem to be the ones that are strongly against AA and against accepting Blacks as their seniors. All the Black respondents have a problem with the Afrikaans language. This contributes to the difficulty they experience to socialise or be accepted by their White colleagues. One of the reasons indicated by the White respondents for not accepting their Black colleagues is their negative perception that Blacks are lowering the standards and efficiency of the organisation. Their perception is that hiring affirmatives results in less than the best-qualified applicant being appointed. This, they belief, will result in decreased productivity and lowering of standards.

The White respondents do not accept AA and hence the non-acceptance of Blacks being promoted in managerial positions. This non-acceptance is born out of a fear of losing their identity and of losing their jobs and promotional opportunities to Blacks. (Du143) The White respondents strongly believe that they also have a right to a better future and acceptance in the new RSA and thus also need to be taken into account for promotional positions. One of them clearly stated that he felt like an endangered specie. (Du142) From their past experiences with AA, the White respondents feel that they are better equipped to be in management positions than Blacks.

The Black respondents indicated that the negative attitudes and non-acceptance of Blacks of their White colleagues cause a decrease in their self-esteem. The negative attitudes of Whites create the perception amongst Black respondents that Whites are looking down on them, which cause a further decrease in self-esteem. These negative attitudes and stereotypes need to be addressed.



All the respondents indicated a need to be accepted. The respondents are of the opinion that the main problem obstructing mutual acceptance of both Blacks and Whites are cultural differences, distrust and negative stereotyping. Unity from diversity can be built if differences are taken seriously and negative stereotyping is addressed. Most organisations still do not have a diverse workforce. Mutual trust and respect between Blacks and Whites needs to be nurtured. However most of the Black respondents are constantly haunted by the feeling of past sufferings. The Black respondents echoed the following statements: "The history of AA is always at the back of my mind. That is what rules me. I have been taught never to trust a White man ever." (Bu82/Bu84/Bu92)

Black respondents expressed a need for Black managers with similar experiences and problems to support each other and strategize together on how to overcome these AA problems and negative stereotyping.

Currently organisations seem to fail in creating a safe and multi-culturally responsive environment that fosters mutual respect and trust and that caters for all cultural group needs.

### **6.3 Feelings experienced**

A strong feeling of isolation (loneliness) as a Black manager was reflected in explicit statements such as: " When you are the only Black among White managers, you feel alone. I would not take the Indian and Coloured crowd in that management as being Black. I never really considered them as someone that will support me in anything I say there." (Bu92/ Bu103/ Bu105) This is an indication that Black respondents feel that they can not trust their Indian and Coloured counter-parts to support them. They feel alone.

The Black respondents feel that, as managers, they sometimes do not get support for their brilliant ideas because the way it comes across does not sound very bright. One of the Black respondents indicated that he feels ashamed to continuously request assistance from his boss for things that might be easy for

his boss but are difficult for him. The reason is that he fears the boss will see him as being incompetent. This negatively affects his self-esteem and hence his performance suffers. The Black respondents feel that ideas from their White colleagues are easily accepted because of the following: they are the majority, they are well au fait with the language, and they can lobby for support while busy socialising with their peers and superiors with whom they share a common interest. They do not necessarily want special treatment, but they do want the same support and attention their White peers receive. They felt, however, that they are facing an uphill battle against negative attitudes and stereotyping from White peers and superiors. Some Black respondents have become resilient in order to survive in the managerial ranks.

The national approach to restore equality was to introduce AA legislation. Organisations have to set their own guidelines as to how to approach the implementation of AA. The White respondents do not accept this AA legislation because it favours only Blacks. They feel threatened and victimised. They see it as

discrimination in reverse. It is undoubtedly time that some people would be 'victims of reverse discrimination', however, it is best to be honest about it. It is suggested that this objection to AA should be managed carefully by developing an AA program, which does not reinforce the perception that it operates to the absolute exclusion of any group.

Some of the respondents feel that there is a need for politician involvement in the AA process, while some feel the politicians should stay out. Politician involvement via AA legislation forces organisations that have not taken development of Blacks seriously to address the problem of Black advancement. On the other hand it causes organisations to poach Black skills rather than developing Blacks internally. Because of the shortage of Black managerial skills, some organisations will go as far as to randomly appoint Black managers without assessing whether they have the potential. Hence organisations resort to 'window-dressing' just to comply with legislation. The ultimate aim of developing Blacks gets defeated. For this reason some respondents do not agree with the

pressure from politicians on business. This pressure results in desperate measures as indicated, which cause failure of the AA process eventually. The general feeling amongst the respondents is that AA is used as a political tool and that it will become a threat to organisational efficiency. The Black respondents believe that affirmed individuals get unnecessarily blamed for the failure of the AA process. The overall feeling is that business should drive the AA process.

Black respondents feel that Whites were successfully affirmed through past apartheid laws. They believe it is rightfully their turn to be affirmed. White respondents feel that AA should be for the truly disadvantaged. They feel that the current corps of Black managers, who gained most from AA, was least prejudiced by discrimination. They argue that the top-end of the social scale within Black society is benefiting from AA. They are of the opinion that AA should concentrate on the bottom-end of the social scale of the protected group. The top-end of the scale should be treated the same as the Whites at that level. The Black respondents feel

that AA affords them the promotional opportunities, which they never had access to.

There is the feeling that the White managers who were party to the 'apartheid' policies, will be reluctant to change the culture of the organisations. This view supports the argument of Hofmann (1986) that managers comprise a crucial link between the employee and the organisation because they heavily influence the training and rewards the employee receives. To enable Black managers to perform to their optimum, the organisational culture needs to change to a culture of participation, transparency, and empowerment. (Charlton, 1992)

The Black respondents argued that they would feel important and self confident to know that they were promoted on the basis of merit. The fact that their White peers perceived the appointments of Blacks as due to AA rather than capability, decreases their self-esteem. The Black respondents are of the opinion that as long as Whites see them as incapable, they will not be accepted whole-heartedly in the managerial ranks. They feel

that Whites need to change their perceptions of Blacks and learn to deal with the change. The challenge is to eliminate past perceptions, mistrust and apprehensions to build trustworthy relationships.

Some of the Black respondents find it difficult to openly speak about their feelings and needs within the business arena. This makes it difficult to assess and address all their needs. They resort to becoming resilient in order to survive and block out the attitudes of their White peers. They isolate themselves from their White peers. Both the White and the Black respondents use their language as a way of excluding their peers from their respective groups. The Black respondents have to learn to speak Afrikaans in order to fit in. The Black respondents feel more at ease having Black subordinates because of common interests and language.

From the different inputs of respondents it was clear that the White managers and directors are creating unnecessary tension around AA in their respective organisations. Senior management seem to be the ones that find it difficult to understand and manage

diversity. The Black respondents and some of the White respondents are of the opinion that senior management, particularly from the Afrikaner ranks, still has not accepted the need for AA or the need to change the organisational culture.

The recommendations and conclusions of this research are put forward in chapter 7.



## **CHAPTER 7**

### **RECOMMENDATIONS AND CONCLUSIONS**

The needs that managers experience with AA were analysed and discussed in chapters 5 & 6. The identified needs may have implications for senior management with regards to managing AA successfully in their organisations and the future of creating and managing a diverse work force within the South African context.

#### **7.1 Recommendations**

The research conducted confirms the many views people hold of the phenomenon, AA. Albertyn (1994), Ferndale (1993), and Makwana (1994) views of a well-conceived AA program are confirmed. They maintain that a well conceived program includes: consultation with the work force and the unions; a proper audit of skills and capacities of the work force; a serious examination of existing processes for promotion; an audit of who is to be trained and why it is needed; support and motivation from company executives (CEOs). They also, similar to the respondents, identify

a need for a national policy to guide AA implementation in companies.

A lack of these requirements, as experienced by respondents, was the reason for failure of the AA programs in their companies. The research not only confirms the problems associated with failure of AA but also identified new problems. These problems, which are psychological in nature, include stress, lack of self-esteem, lack of self-worth, intra- and interpersonal conflict and racial stereotyping. Racial stereotyping seems to be a result of attitudes, perception and self-fulfilling prophecies from Blacks and Whites. These attitudes and perceptions are shaped by negative experiences and lack of knowledge of each other's cultures.

The companies from which the respondents were drawn do not have programs through which values and attitudes could be shared on a professional level between colleagues. Workshops on stereotype reduction, for example, are recognised as important tools to address cultural differences in organisations. These workshops, however, do not address all the needs that Black

managers experience. This research focused on much broader needs that managers experience with AA. The following key areas come to the forefront: Managing the perceptions of management and employees; Managing relationships based on both trust and respect; Eliminating past perceptions, mistrust and apprehensions to build trustworthy relationships. According to Charlton (1992), people's needs, beliefs, emotions and expectations all affect the way things are viewed. Addressing needs holistically and not fragmentally (like cultural workshops) could help resolve conflict within the different races as well as the conflicts within the individual. Programs should be developed to address these needs within the organisation.

Black managers need coaching and mentoring. Their mentors should be role models to which they can aspire. These coaches and mentors should be experienced coaches and free of racial prejudices. Organisations should employ more Black managers especially successful Black directors. The advantages are that successful Blacks in senior positions could serve as role

models for Black managers. White managers would also be able to see that Black directors can be successful. Thus the employment of successful Black senior managers could ensure positive cross-cultural interaction in the organisation. This practice could enhance mutual understanding between Blacks and Whites.

The culture and climate of organisations should change to enable Black managers to perform to their optimum. Senior management should drive the process of integration in their companies. Senior management could attend workshops on the needs experienced by managers that are confronted with AA. Senior managers should be aware that all managers need to receive support equally irrespective of their race. The positive attitudes and acceptance of Black managers by senior management (especially White Afrikaner CEOs) could assist White Afrikaner managers to work through their resentments and misunderstandings of Blacks.

Senior management should learn to recognise and effectively manage diversity. Their personal intervention and support is a

very important factor in effective diversity management. Opportunities need to be created for Black managers to maximise their potential. Senior management needs to be helped to work through their own biases, attitudes and stereotyping and be guided to accept all their employees. They need to work through resentments and misunderstandings that they may have of Black managers. It is only when they have worked through their own fears that they will be able assist Black and White managers to work through their fears. The same held for the Black and White managers. Once they have worked through their own fears, the positive attitudes will filter down to the bottom-line.

Opportunities should be developed for positive inter-racial contact. However, people should not be forced to socialise. Conditions should be fostered to facilitate and encourage cross-cultural socialisation in a less than forcefull manner. An environment could be created that supports an appreciation and respect for the different cultures in the organisation.

## **7.2 Problems and Limitations**

When considering the conclusions of the study it is also prudent to consider the limitations of the investigation. A few problems were experienced during the research study. In some cases the respondents experience difficulty in really expressing their feelings. Some, who strongly felt that they were not affirmed, opted to talk about their views and experiences with AA in general terms. Others were happy to talk about their unique experiences and feelings in the hope that their problems could be addressed. Because of the small number of respondents, the findings can not be generalised.

The transcription of the interviews and the coding process was a long and tedious task. Although efforts were made to limit researcher bias, content analysis could never be completely objective.

### **7.3 Conclusion**

All employees experience needs irrespective of their level of seniority. This research found that managers experience particular needs in their experiences with AA. These needs are important in maximising performance in organisations. More research is needed around the following issues: The link between not reaching objectives and reduction in self-esteem of Black managers and the relationship between Black managers and staff especially insofar as the challenge of managing a diverse labour force is concerned.

This research may also generate further discussions around the issues that were identified. These issues include:

- The existing racial attitudes that may cloud the AA process
- The role of self-esteem of Black managers
- Issues about favouritism and trust
- Senior management's involvement
- Language barriers
- Follow-up studies that will indicate the degree of success and acceptance of the programs.

These discussions could contribute meaningfully towards the further development and refinement of well-conceived programs.



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## APPENDICES

### APPENDIX A

#### 1.1 CODED INTERVIEW: Respondent A

There are sufficient people in the country with skills available. //Au1 But if they are properly trained //Au2 we should have the correct mix of people in the country. //Au3 There is more than enough brainpower available in South Africa. //Au4 I have seen it over many years with bursary students, but you have to go and look for them. //Au5 They are hidden in the sense that they are in an education system in which you could not see them. //Au6 Even if you send them to university they were not successful //Au8 because they did not have the exposure in their school system. //Au9 At the same time you see people, of the same group, who have been to private or catholic school. They go straight to university and make a success of it. //Au10 No bridging course is needed. //Au11 You can predict the success of that immediately. //Au12 There are sufficient people with skill. //Au13

Yes one does feel unhappy and sad about AA. //Au14 Your kids must go overseas, //Au15 where they can have a competitive environment. //Au16 In South Africa, whether they are good or not, //Au17 they will suffer because of the wrongs of the past. //Au18 I do not like sending my kids away, //Au19 but they must go into a world where they can compete on a free and open basis //Au20 and if it means leaving South Africa then they must leave. //Au21 It is sad but that is the situation. //Au22 Whether it is good for South Africa, I would say yes politically it must happen. //Au23 If you can not fulfil the aspirations of the people //Au24 in South Africa you will have a political unstable country. //Au25 Let those who can not accept the political system then leave the country. //Au26 It is the minority group that is leaving //Au27 and thus they will not upset the political system. //Au28 You unfortunately lose a lot of brainpower, //Au29 but you can develop it again. //Au30 It will however take you some time. //Au31 Is there really so much harm done? You can live without them. //Au32 What is it in our lifetime? Our lifetime is one or two generations, but it will take longer than that. //Au33 Yes it is painful for one or two generations, //Au34 but if you want to stay in South Africa there is a future. //Au35 Although it is not a future of your choice, //Au36 you have to be the entrepreneurial type. There is no-more safe landing/outlet because you have a degree. //Au37 Eighty percent of the people will have to work in small business to be able to be

successful in this country. We go into a future of big corporations. //Au38

Feelings are mutual. I geared my kids for success //Au39 so they can maintain themselves anywhere in the world. //Au40 They are qualified to do that. //Au41 They do not need SA to do that, //Au42 because of the way they were brought up. //Au43 Dedicated mothers bring up successful kids. //Au44 They can survive anywhere. //Au45 It is sad not to have all your family around you. //Au46 You are jealous to see that people in Europe can live for generations surrounded by their families. //Au47 In South Africa you can not do it. //Au48

My experience is limited to what I have done such as providing bursaries to AA people. //Au49 If you do not select right you can select for failure //Au50 and then you can blame it on AA. //Au51 There is enough potential available to select the right person. //Au52 Selection for the sake of reaching the AA quota //Au53 and not because you want a successful man in that position you are heading for failure. //Au54 You will then not necessary get the right man for the job. //Au55 You choose the person because of his colour. //Au56 I went once out of my way where I had to recruit a HR Manager. I did not compromise the selection process. //Au57

The HR Manager appointed was an AA candidate, //Au58 but he complied with the standards //Au59 and the profile that were set for that position. It proves to be successful. //Au60 If you did not follow this route, you would be compromising on standards, //Au61 compromising on people not fitting their profile. //Au62 I do not mind people not fitting the profile, //Au63 but they must show potential for development //Au64 so that they can be developed to fit the future profile of that position. //Au65 If the potential is lacking there is nothing that you can do. //Au66 When you put the right systems in place, AA will work. //Au67 Where you do not, it is bound to fail. //Au68 I know of companies that were under pressure to appoint AA candidates //Au69 and are now paying a price. //Au70 I know of people who knew the process at this particular company long before they were appointed as affirmatives. They know their jobs and they are socially acceptable. //Au71 The fact that they are no strangers to the job makes a big difference. //Au72 There are enough people with sufficient skills, //Au73 which they can train up to fill senior positions, //Au74 especially in the technical field. You have fewer problems in the technical field than you have in the softer traits. //Au75 If you view Coloureds and Indians as part of AA, than looking at this company you could say yes we are in line

with AA. //Au76 But that is not necessarily what the politicians views are //Au77 because the majority are not Coloureds and Indians, they are those who were disadvantaged. //Au78 If they have to look at our company they would argue that we are not in line with AA. //Au79 But I do not think we should be put off by politicians //Au80 and how they think we should do it. //Au81 They will put pressure on. //Au82 They are also aware that they can not kill the process. //Au83 If they insist in AA for the sake of AA then they are heading for problems. //Au84

They have to allow the industry to set its own pace. //Au85 We will not have a problem here to turn it around //Au86 because our ratios are not that bad. //Au87 It will not be that easy in an organisation that is stable, //Au88 but in a new organisation you can set your ratios right from the beginning. //Au89 It will be difficult now to find management material. //Au90 Although the people might be there, they are young and inexperienced. //Au91 It is just that they are not ready for promotion yet. //Au92 If they have done it just for the sake of putting a face there they will be unsuccessful. //Au93 Our one company has put two Black managers and it proves to be very successful. //Au94 The people that is coming through now are those who had things good for them anyhow. //Au95 They are not true affirmatives in my view. //Au96 They did not go through the sufferings. //Au97 I do not agree with the politicians. //Au98 I never liked them. //Au99 The business must determine the pace of AA eventually. //Au100 The real decision-maker is not the government; //Au101 it is the economic power that turns the country and that makes things happen. //Au102

Our AA ratios are not bad compared with the rest of the country. //Au103 Every time there become a position available we try our best first to get an AA person. //Au104 You have to take the person that fits that job profile. //Au105 If not, it can be very costly for the company. //Au106 We have recently appointed a Black guy in a senior position. //Au107 He had all the dispositions, which made him acceptable to everyone. //Au108 He is successful. //Au109 Our company gives people that opportunity to develop themselves. //Au110

### 1.2 Key Ideas: Respondent A

1.	Enough skills available.	Au1/ Au13/ Au52/ Au73
2.	Should be trained.	Au2/ Au74/
3.	Correct mix of people.	Au3
4.	Enough brainpower in South Africa.	Au4
5.	Look for brainpower.	Au5
6.	Talent is hidden.	Au6/ Au7
7.	Bursary students are not successful.	Au8
8.	No exposure for students.	Au9
9.	Private students are better off.	Au10/ Au12
10.	No bridging courses needed.	Au11
11.	Feel unhappy and sad about AA.	Au14/ Au22
12.	Have to send children overseas.	Au15/ Au19
13.	Competitive environment.	Au16/ Au20/ Au21
14.	Skills of Whites not considered in South Africa.	Au17
15.	Feeling victimized because of past .	Au18
16.	AA should happen.	Au23
17.	Have to fulfill the aspirations of people.	Au24
18.	Have to accept political system.	Au26
19.	Minority group is leavig.	Au27
20.	Minority will not upset the system.	Au28
21.	A lot of brainpower is lost.	Au29
22.	Brainpower can be developed.	Au30
23.	Development will take time.	Au31/ Au33/ Au34
24.	Can live without brainpower.	Au32
25.	There is a future in South Africa.	Au35
26.	Not a future of choice.	Au36
27.	Big corporations can accommodate people .	Au37/ Au38
28.	Prepare children for success.	Au39/ Au43/ Au44
29.	Children should maintain themselves anywhere.	Au40/ Au42/ Au45
30.	Should be qualified.	Au41
31.	Need family around.	Au46/ Au47/ Au48

32.	Gave few bursaries for AA.	Au49
33.	Correct selection is important.	Au50/ Au55/ Au96/ Au105/ Au106
34.	Blame failure on AA.	Au51
35.	Select people for success.	Au53/ Au57/ Au60/ Au67
36.	Selected on basis of colour.	Au56/ Au58
37.	AA should comply with standards.	Au59/ Au62/ Au63
38.	Should not compromise standards.	Au61
39.	People should show potential for development.	Au64/ Au65
40.	Selection on basis of colour will fail.	Au68
41.	Companies are pressured to appoint AA.	Au69
42.	Companies suffer because of AA .	Au70
43.	Socially acceptable candidates appointed.	Au71
44.	AA candidates should know the job.	Au72
45.	No problems in technical field.	Au75
46.	Coloureds and Indians should be part of AA.	Au76/ Au79
47.	Politicians see only Blacks for AA.	Au77/ Au78
48.	AA to those left behind/ disadvantaged.	Au111
49.	Politicians should not direct AA.	Au80/ Au81/ Au98
50.	Politicians pressurise companies.	Au82
51.	Politicians can kill the process.	Au83
52.	Industry should drive the AA process.	Au85/ Au100/ Au101/ Au103
53.	AA difficult for established companies.	Au88
54.	AA easy for growing companies.	Au89
55.	New management material difficult to find.	Au90
56.	Human potential inexperienced.	Au91/ Au92
57.	AA not just for the sake of AA.	Au84/ Au93
58.	AA appointees can be successful.	Au94/ Au95/ Au108/ Au109
59.	Successful AA candidates studied overseas.	Au96/ Au97
60.	AA candidates given preference.	Au104
61.	Create opportunities for development.	Au110

## APPENDIX B

### 1.1 Coded Interview: Respondent B

AA is about building a pool of candidates //Bu1 that should be ready for appointment if and when jobs are available. //Bu2 When my first company started AA they hand-picked a few high flyers. //Bu3 They were seen as candidates with potential for senior positions. //Bu4 They were treated like blue-eyed boys. //Bu5 We do not want to see favoritism. //Bu6 They sent people overseas to study with the hope they will gain access into the industry //Bu7 but the rest of their documentation and procedures were not in place to accommodate this process. //Bu8 The company also tried to affirm the community by outsourcing their trucking business to the community, //Bu9 but that also failed. //Bu10 You have to plan your process. //Bu11 You have to define the entire program first. //Bu12 Basically I see AA as a process of getting a pool of people with potential. //Bu13 Identify what type of person you want first, //Bu14 set up an development program for the pool of candidates, //Bu15 and plan how that pool will be selected and developed. //Bu16

My second company developed a pool of candidates without looking at the AA policy. //Bu17 They looked at the prospective managers. //Bu18 The pool was not for AA candidates, //Bu19 but looked at developing a few whites into a waiting pool for managerial positions. //Bu20 This principle work very well. //Bu21 The same principle can be adopted for AA candidates. //Bu22 Bring a pool of AA candidates together, //Bu23 develop them to be appointed in senior positions //Bu24 and at the same time have mentors or respective managers assessing their performance. //Bu25 They should go through all the production areas. The managers assess them as they go through the production areas. //Bu26 Those people that have enough potential for future senior positions can be identified. //Bu27 It was done for the White engineers before and thus could just as well be done for the AA candidates. //Bu28 They should have an open forum to discuss their progress. //Bu29 Their appointment should depend on the strengths that they have showed as they moved around the production areas in the plant. //Bu30

I do not have a good history of AA. //Bu31 AA is a must. //Bu32 It needs to be given a window. //Bu33 How bad should it be before we say it is really bad. //Bu34 I am saying that it is already bad. //Bu35 We are losing people. //Bu36 We are

losing all the essential people at the top. //Bu37 We have to start building capacity to replace those people. //Bu38 We should use the local talent //Bu39 which we are deliberately neglecting, //Bu40 and the reason for that is that we are still holding on to past beliefs that a certificate qualifies a person to do a senior job. //Bu41 I feel that it is personal achievement that enable a person to do a senior job //Bu42 and not a piece of paper they are holding behind them. //Bu43 A degree as a prerequisite for senior positions tells me that we are still going to see White candidates. //Bu44 Anybody in the Black community with a degree will always have a legacy behind it, //Bu45 especially when they are from Black universities. //Bu46 There is still a generation of Blacks that has to come out of those White universities. //Bu47 We have to decide what we want. //Bu48 Do we want a piece of paper (degree) or potential? //Bu49 We have to be clear on what we want. //Bu50 A piece of paper to me is a supporting document. //Bu51 Potential is what is a prerequisite for AA. //Bu52

AA action fails because we do not set our criteria correctly. //Bu53 We have always predetermined what kind of animal we looking for. //Bu54 That animal does not exist in the Black community. //Bu55 There is only a chosen few. //Bu56 The criteria is based on qualification. //Bu57 I still maintain that qualifications should be ignored when dealing with AA. //Bu58 The qualifications of the few Blacks are seen as dubious, //Bu59 and questionable. //Bu60 The certificate or degree does not depict potential. //Bu61 One should be able to measure the potential. //Bu62 One should also look at attitude. //Bu63 Potential and attitude go together. //Bu64 When selecting candidates, potential an attitude were never looked at. //Bu65 Selectors were people who never meant for them to succeed. //Bu66 There were never any Blacks among these assessors. //Bu67 Out of the assessments that were done for selecting AA people, I would not have chosen halve of the candidates that were chosen. //Bu68 They were meant for failure. //Bu69 Even the assessments themselves were meant for failure. //Bu70 That is why they will never succeed. //Bu71 The assessments were done by White people with no feelings. //Bu72 Programs were followed as a job requirement rather than an internalised activity. //Bu73 It was seen as just another job. //Bu74 In every sphere they are bound to fail. //Bu75 There is nothing positive about their actions. //Bu76 They wanted to proof that Blacks are failures. //Bu77

My personal experience has been very unfortunate. My school of thought is

"A Black man will suffer down to the grave". //Bu78 That gets drummed into your head repeatedly. //Bu79 Blacks have to fight for what they want. //Bu80 My experience is that it is bad. //Bu81 I am always out there to fight some adversity. //Bu82 The history of AA is always at the back of my mind. //Bu83 That is what rules me. //Bu84 I can see racism like a technical person sees an instrument. //Bu85 With my mentality and background, I will always be fighting adversity. //Bu86 To me the situation is bad. //Bu87 Emotionally it never really affected me. //Bu88 I built enough shields around myself to know that, if you look at a White man, you are looking at adversity. //Bu89 If you listen to the White man you are listening to adversity. //Bu90 Never go to sleep while the White man is still around. //Bu91 That is my school of thought. I have been taught never to trust a White man ever. //Bu92 I can never un-teach that for myself. //Bu93 I have to ask myself if I trust the White man enough to socialise with him. There is no total trust. I have to take it as it is and accept it as a norm for a Black man to suffer. //Bu94 You have to create a wall and become resilient. //Bu95 All I know is that I have survived. //Bu96 I have been resilient enough to survive. //Bu97 How much impact it had on me is more historical than a matter of sitting down and measure. //Bu98

In 1987 AA was a buzzword in South Africa. //Bu99 Looking at its structure made me realise that it is never going to work. //Bu100 A few industries started with AA. //Bu101

When you are the only Black among White managers, you feel alone. //Bu102 I would not take the Indian and the Coloured crowd in that management as being Black. //Bu103 I doubt it if they know what we mean by Black. //Bu104 I never really considered them as someone that will support me in anything I say there. //Bu105 For them it is production and more production. //Bu106 They do not sometimes sit back and look at reasons for non-productivity. //Bu107 They just assume that you are lazy if you do not produce. //Bu108 A classical example is the two AA people in senior positions that were asked to resign because of poor work performance. //Bu109 They have been employed for four years in those positions with no development or support //Bu110 They used their poor performance to get rid of them because they were a cost burden to the company. //Bu111 That is management's mentality. //Bu112 The generation we have now is the wrong generation to address AA. //Bu113 Whether its White or Black, it is the wrong generation. //Bu114 We have the wrong attitudes //Bu115 It would be difficult to introduce the humanness in this company. //Bu116 They do not care about their



workers. //Bu117 We have to get rid of a lot of structures to show a humane face.  
 //Bu118 (Irrelevant Discussion)

If you want AA to work, you must embrace it. //Bu119 People must be willing to support AA. //Bu120 AA will never work. //Bu121 We need another generation to clear us from the system. //Bu122 Those that were teenagers in 1976 will never have an agreement or understanding of AA. //Bu123 No matter whether they are Black or White. //Bu124 It will always be a one-sided thing. //Bu125 There is a lot of mistrust. //Bu126 That is the way we are. //Bu127 Whites were taught to hate Blacks and you are not going to remove that mentality. //Bu128 That is the same with the Blacks. //Bu129 I can not see any Black or White of this generation that can think positively about one another. //Bu130 That is the crowd we try to put into AA programs, //Bu131 especially to act as mentors. //Bu132 It will never work. //Bu133 We had to capitalise on the young ones that could not be jailed in the past. //Bu134 They are the ones who are coming through now. //Bu135 They are full of mistrust. //Bu136 We either need an old dedicated person or the up and coming generation to run AA. //Bu137 If you take politics and the present generation out of it, then it will work. //Bu138

When we see a Black face in a senior position we immediately become suspicious. //Bu139 That is a halo effect. //Bu140

South Africa's AA get measured against United States of America where AA has been unsuccessful. //Bu141 Blacks are the minority in the States. //Bu142 In South Africa Blacks are the majority. //Bu143 We are not comparable. //Bu144 Whites were affirmed in South Africa. //Bu145 Jobs were reserved for Whites. //Bu146 Protection was given to poor Whites. //Bu147 AA is not new. //Bu148 There was always White AA. //Bu149 That was a success because the White government enforced it. //Bu150 We have lost some very good Black people that had a lot of potential //Bu151 They were visibly doing a good job, but could not be promoted into senior positions because they do not have the qualifications. //Bu152 AA is never going to work if you do not look past the qualification to the actual potential. //Bu153 (Irrelevant Discussion)

### 1.2 Key Ideas: Respondent B

1.	Need to build a pool of AA candidates with potential.	Bu1/ Bu2/ Bu13/ Bu22/ Bu23/ Bu28/ Bu38
2.	White candidates with potential were hand-picked and developed to build a managerial pool.	Bu3/ Bu4/ Bu5/Bu17/ Bu18/ Bu20
3.	AA candidates should not be treated differently.	Bu6/ Bu22
4.	Random placement of AA candidates does not work	Bu11/ Bu26
5.	Identify the type of person needed for AA.	Bu14
6.	A development program is needed for AA.	Bu15/ Bu16
7.	Pooling potential worked well.	Bu21
8.	Forum for discussions must be created.	Bu29
9.	Appointment on shown abilities.	Bu30
10.	History of AA practices is bad.	Bu31/ Bu35/ Bu82/ Bu87
11.	AA is a necessity.	Bu32/ Bu33
12.	Losing essential people at senior levels.	Bu36/ Bu37
13.	Local talent is neglected.	Bu39/ Bu40
14.	Tendency is to concentrate on qualification oppose to personal achievement.	Bu41/ Bu42/ Bu43/ Bu61/ Bu62/
15.	Degrees from Black universities are inferior	Bu45/ Bu46/ Bu59/ Bu60
16.	Degree requirement for a senior position automatically excludes Blacks with degrees from Black universities.	Bu44/ Bu57
17.	Degrees from White universities are preferred.	Bu47
18.	Personal achievement and potential should be a prerequisite for AA.	Bu49/ Bu52
19.	Formal qualification should be seen as a supporting document.	Bu51
20.	Correct criteria should be set for AA to succeed.	Bu53
21.	Predetermined criteria exclude most Blacks.	Bu55/ Bu56/
22.	Potential and attitude are important selection	Bu63/ Bu64/ Bu65

	criteria.	
23.	Selected AA candidates for failure.	Bu66/ Bu68/ Bu69/ Bu71/ Bu75
24.	Assessments are biased.	BuBu70/ Bu72
25.	Blacks were set up for failure.	Bu77
26.	AA programs centered around basic job requirements.	Bu73
27.	Blacks are always out fighting adversity.	Bu80/ Bu82/ Bu89/ Bu90
28.	Past experience of suffering constantly rules the minds of Blacks.	Bu78/ Bu79/ Bu83
29.	There is no total trust between Black and White.	Bu91/ Bu92/ Bu94/ Bu126/ Bu136
30.	To survive Blacks need to be resilient.	Bu95/ Bu96/ Bu97/ Bu98
31.	Presently AA is just a buzz-word in South Africa.	Bu99
32.	AA will not succeed.	Bu100/ Bu121/ Bu133
33.	A Black manager feel lost amongst a White crowd.	Bu102
34.	Do not see Indian and Coloureds as Blacks.	Bu103/Bu104
35.	Do not expect support from Coloured and Indian managers.	Bu105
36.	Production is more important then people.	Bu106/ Bu107/ Bu116/ Bu117/ Bu118
37.	AA appointees in management positions receive no development or support.	Bu110
38.	No development and support lead to poor work performance, which becomes costly for company to maintain and ultimately leads to dismissal.	Bu111/ Bu112
39.	Today's generation with their background and mentality (Black or White) is not the right generation to successfully address AA.	Bu113/ Bu114/ Bu122/ Bu124/ Bu125/ Bu128/ Bu129/ / Bu130/ Bu131

40.	AA should be embraced and supported.	Bu119/ Bu120/
41.	History does not allow this generation to act as sincere mentors and supporters of AA.	Bu132
42.	A dedicated person or the next generation will be able to run AA successfully.	Bu135/ Bu137/ Bu138
43.	Black managers are always viewed with suspicion.	Bu139/ Bu140
44.	AA in South Africa is unique and should not be compared to America.	Bu141/ Bu144
45.	Whites were successfully affirmed in South Africa	Bu145/ Bu146/ Bu147/ Bu149
46.	Blacks should be legally affirmed as well.	Bu150

## APPENDIX C

### 1.1 Coded Interview: Respondent C

There is a big and very significant difference between the two terms of AA, //Cu1 which is empowering somebody and enabling somebody. //Cu2 They go together. //Cu3 In America AA was used for empowerment because the Black people were not empowered. //Cu4 The politicians took over AA. //Cu5 Enablement therefore came second. //Cu6 It is one thing to empower people to get promoted, //Cu7 but it is an entirely different process to enable a person to do that. //Cu8 For these reasons AA has not worked in most states. //Cu9 They concentrated too much on empowerment. //Cu10 It is no good appointing people in senior positions and not enabling them. //Cu11 Politicians in America made sure that people get empowered because they needed political power. //Cu12 We should not model ourselves against the American AA system. //Cu13

I firmly believe that politicians should not control AA. //Cu14 The workers, union representatives, and management should control AA. //Cu15 Government may lay down the basic ground rules. //Cu16 It can then measure every two to four years. //Cu17 No two companies that are the same. This tries to make all the companies the same and therefore you get a lot of negative reaction and a lot of positive reaction and not always for the correct reasons. //Cu18 We in SA are miles behind with AA. //Cu19 Even to this day America is miles behind with AA. //Cu20 Because we are an export company, America put pressure on us to develop our poor Black communities. //Cu21 We were dealing with AA issues long before it was fashionable to do that. //Cu22

When you start your AA program, you must be very honest. //Cu23 A lot of companies are not honest about it. //Cu24 That also applies to America, England and Germany. //Cu25 You find racism is still rife in America. //Cu26 (Explanation discussion).

You must have an open transparent program. //Cu27 You need a program that is agreed upon between the unions and management. //Cu28 All must know clearly what the roles are in AA. //Cu29 There must be no secrets or hidden agendas. //Cu30 Things have to be faced head-on. //Cu31 Affirmative action is a very

sensitive one in a society such as ours. //Cu32 In South Africa one needs to say that from now on people of colour and disadvantaged people will now occupy positions which were previously held away from them. //Cu33 Developing a program is one of the very difficult issues. //Cu34 It has to be done sensibly and systematically. //Cu35 The program is never static. //Cu36 The managing director of a company is the only person that will make AA work. //Cu37 If he does not support and enforce the program, it would never work. //Cu38 He must be totally committed to the program. //Cu39 If there is good enough reason to change the program, change it. //Cu40 The managing director has to be fair and totally unbiased in the execution of this program. //Cu41 You will lose staff as a result of AA, //Cu42 which most people are complaining about. //Cu43 If AA is done fairly, then you are going to have to lose staff. //Cu44 Your turnover will go up //Cu45 because there is certain people that will simply not buy into it initially. //Cu46 But not in any way must you be intimidated by it. //Cu47 You simply have to decide that this is the program we agreed upon and this is the program that will go forward. //Cu48

There are exceptions with people with disabilities and women. //Cu49 There are some qualified women, who were never given a chance, that should come into the program. //Cu50 I refer to all women and not only the women of colour. //Cu51 There are a lot of debates on whether the program's objectives should follow the population mix in your area. //Cu52 In America they had to give statistical figures of population groups in their areas e.g. Hispanics, Blacks, Whites, etc. and these statistics are then compared to the population mix in their companies. //Cu53 The same statistics must be reflected. //Cu54 To reach these statistics is not easy. //Cu55 It depends entirely on the degree of sophistication, the level of expertise and the level of education in the company. //Cu56 A warehousing company opposed to a highly technical company will take quicker to reach statistics. //Cu57 In highly technical companies you need people with technical skills which are not easy to obtain. //Cu58

At our company every 6 months the forecast has to be given by the personnel manager as to how the numbers are changing. //Cu59 If there are no change, we had to give reasons. //Cu60

Problems arising out of the program should hopefully be dealt with before they get to top management level. //Cu61 Problems should be dealt with by union and line

management. //Cu62 Ideally top management should only be told what the results are and various programs that can not be dealt with at lower levels. //Cu63 (Irrelevant discussion)

One of the companies' reasons for not meeting AA objectives is that there are not enough skills available in their area. //Cu64 When you do business in a rural area like Richards Bay, you have to attract people away from the city, //Cu65 give them homes, //Cu66 but you can not give them the infrastructure, the entertainment, and the facilities that they are used to in the city. //Cu67 Therefore they often refuse offers no matter how attractive you make them. //Cu68 There are problems that have to be addressed in rural places. //Cu69 These problems can be overcome. //Cu70 At the moment unfortunately firms are poaching from each other. //Cu71 If you train a guy for two to three years, he is in the market; //Cu72 you can not meet what he is been offered elsewhere //Cu73 because they are buying a ready-made product. //Cu74 This is what is also mitigating against a lot of the people's attitude, //Cu75 in the sense that they find it difficult under the new Labour Laws to sign contracts with the people to bind them for a few years //Cu76 in order to at least get some of the skills back that they learnt the guys. //Cu77 There is a lot of competition at the moment for management trained or professional skills trained persons of colour //Cu78 because they are in short supply at the moment. //Cu79 Firms have to start training their people rather than to go around and poach. //Cu80 The disadvantaged people that have been promoted are as suspicious as what we would think. //Cu81 They wonder some times what management's plan is. //Cu82 They are also wondering why they are suddenly getting these senior posts. //Cu83 What most of them fear is failure, //Cu84 and that they will not get the proper training. //Cu85 The chap that took over from me as manager was trained for about 5-8 years. //Cu86 In no way was his appointment an AA appointment. //Cu87 There is a very good spirit between him and the guys he worked with on the same level. //Cu88

We are 30 years behind in time with AA. //Cu89 We should have started many years ago. //Cu90 There is a tremendous catch-up that we must do. //Cu91 We will obviously make more mistakes. //Cu92 Malaysia are doing quite well with AA. //Cu93 They have so many positive facts many positive backups to it. //Cu94 We have to get our programs implemented. //Cu95 In the last few years there were just a lot of talk, talk and window dressing. //Cu96 The newly established

companies are just now starting to implement AA, //Cu97 but there are still some window dressing and too much talk. //Cu98 The smaller companies are doing nothing. //Cu99 It will take another generation, //Cu100 but that AA will work there is no doubt about it. //Cu101 That will depend on how the politicians handle this country. //Cu102 It is a great pity that they are running the program. //Cu103 If the politicians are to handle it right and they allow the unions and management to get on with it and just lay down the basic rules, the quicker it will work. The more the politicians get involved, the longer it will take. //Cu104 They should just lay down the basic rules //Cu105 and then follow-up on results. //Cu106 At the moment they lay down too many rules //Cu107 which will have to be taken universally and that is not practical. //Cu108 One can not have AA programs in a small company with 20 employees the same way as you have it in a big company with 2000 employees. //Cu109 The programs themselves should be run differently for different size companies //Cu110 and for different types of companies. //Cu111 It will work up to a certain point that will satisfy at least most of the unions and most of the employees. //Cu112 But it will always not work in the eyes of the minority. //Cu113 But all politics work for the majority //Cu114 while the minority will think that things should be done differently. //Cu115 We will never get the whole country to agree on AA. //Cu116 We will get the majority that counts to support the program within 5-10 years. //Cu117

There is also the so-called 'brain drain'. //Cu118 People are leaving companies and taking packages to go and start their own small businesses. //Cu119 They then find out later that they are not entrepreneurs //Cu120 because they are used to taking instructions //Cu121 and eventually land up back in the labour market. //Cu122 We are going through a stage right now of serious unemployment where people that were taking attractive packages are now back in the labour market. //Cu123 We will have to face up to that problem as well. //Cu124 The small business training has got to be approved in order to help out those people because they are not going to get jobs again in their previous companies. //Cu125 Entrepreneurship training is also an important part of AA. //Cu126 The government should not turn their backs on the small business entrepreneur. //Cu127 The high number of entrepreneurs in the market will continue to increase as AA takes shape. //Cu128 They are of all colours. //Cu129 There are a lot of Black University students sitting at home with degrees. //Cu130 They will have to turn themselves to life earning skills. //Cu131 The theoretical skills, which they got and the whole



university structure has to change. //Cu132 Degrees that do not include life-earning skills are worthless today. //Cu133 There are far too many people at university anyway. //Cu134 They should come down to colleges where they are thought life-earning skills. //Cu135 (Explanation discussion)

### 1.2 Key Ideas: Respondent C

1.	Blacks should be both empowered and enabled to cope with their new environment.	Cu1/ Cu2/ Cu3/ Cu11
2.	In America AA was used to empower Blacks.	Cu4
3.	AA failed because enabling Blacks took second place.	Cu6/ Cu7/ Cu8/ Cu9/ Cu10
4.	Government in America used AA as a political tool.	Cu5/ Cu12
5.	AA in South Africa is unique and should not be compared against other countries.	Cu13
6.	Politicians should not control AA.	Cu14/ Cu103
7.	Management, employees and the union should drive AA.	Cu15
8.	Politician involvement should be limited to laying down the basic ground rules and monitoring the AA process.	Cu16/ Cu17/ Cu104/ Cu107
9.	AA policies differ according to company size and type.	Cu18
10.	South Africa is far behind in terms of AA.	Cu19/ Cu89/ Cu90/ Cu91
11.	American politicians pressurised South Africa to adopt AA policies to uplift the Blacks long before AA became a buzzword.	Cu21/ Cu22
12.	Honesty and transparency are important factors in any AA program.	Cu23/ Cu24/ Cu27/ Cu30
13.	Management and the union should agree on AA program.	Cu28
14.	People's roles in AA programs should be clearly defined.	Cu29/ Cu33
15.	AA in South Africa is a sensitive issue.	Cu32
16.	AA programs should be sensible and systematic.	Cu34/ Cu35/ Cu36
17.	Executive director (CEO) support and commitment for the AA program will ensure success.	Cu37/ Cu38/ Cu39
18.	The CEO should be able to change the program upon mutual agreement if there is a valid reason.	Cu40

19.	CEO must be fair and unbiased in the execution of the AA program.	Cu41
20.	Employees have to adhere to rules that guide the AA process.	Cu48
21.	Staff turnover as a result of AA implementation is unavoidable.	Cu44/ Cu45
22.	One should not be intimidated by the lack of buy-in for the AA process.	Cu46/ Cu47
23.	People with disability and women should also form part of the AA process.	Cu49/ Cu50/ Cu51
24.	Many feel that the AA program objectives should represent the demographics of an area.	Cu52/ Cu53/ Cu54
25.	AA objectives differ according to the level of sophistication, expertise and education in a company.	Cu56/ Cu57/ Cu58
26.	Line managers and unions should deal with problems that slow down progress with AA program.	Cu61/ Cu62/ Cu63
27.	Unavailability of skills, especially management skills, is one of the main problems experienced with the program.	Cu64/ Cu65/ Cu78/ Cu79
28.	Companies are poaching skilled Blacks from each other instead of training and developing Black employees.	Cu71/ Cu72/ Cu73/ Cu74/ Cu80
29.	Blacks who get promoted are very suspicious.	Cu81
30.	Trust is lacking between management and AA candidates in managerial positions.	Cu82/ Cu83
31.	Blacks in senior positions fear failure.	Cu84
32.	Blacks fear that they will not get proper support and training in senior positions.	Cu85
33.	More mistakes will be made.	Cu92
34.	There is still a lot of talk and window dressing.	Cu96/ Cu98
35.	AA implementation is a must.	Cu95/ Cu97
36.	Smaller companies are not addressing AA.	Cu99
37.	It will take AA another generation to be successful.	Cu100/ Cu101
38.	Successful AA depends on how politicians deal with it.	Cu102/ Cu103
39.	Politicians should only monitor the AA process.	Cu106



## APPENDIX D

### 1.1 Coded Interview: Respondent D

We need to do a lot of work on AA. //Du1 One needs to define the concept AA. //Du2 I prefer to use the word 'employment equity'. //Du3 Previously there were disadvantaged groups and all that we are saying is let's get these guys on to speed. //Du4 Obviously you do not want to set people up for failure. //Du5 With AA, I do not think it is fair to set people up for failure. //Du6 It is not fair towards the organisation either. //Du7 Affirmative action is something that you have to do in big organisations. //Du8 There is a right way and a wrong way to do it. //Du9 We have to get management commitment. //Du10 Get a policy and program together. //Du11 What you find is that your senior management normally dug and dives around the employment equity policy. //Du12 The government is forcing employment equity down throat of business. //Du13 This is the wrong approach. //Du14 The approach should rather be coming from the companies, //Du15 although there would be some resistance. //Du16 People do find ingenious ways to get around things. //Du17 It is going to be a question of playing the number games around the quotas. //Du18 Companies would just see to it that they get their quotas right. //Du19 It is obviously a way to monitor and evaluate the progress. //Du20 Development should go into it as well. //Du21 With career path appreciation you will be able to identify persons with potential for development. //Du22 He might not be ready right now in terms of qualifications and experience to do the job, //Du23 but he will be able to handle the job //Du24 and he will have the potential to develop in that job. //Du25 One should look at whether the person have the potential to do a job. //Du26

If you are to look at certain government officials, they are on a serious phase of strategic decision making. //Du27 Decisions that they make are wrong //Du28 and everybody will feel the impact much later. //Du29 We do see it right now in terms of our education, our health services and road services. //Du30 Provincial government should be providing and they are not. //Du31 Black people were put in positions where they can not handle the complexity and this is the effect that we feeling right now. //Du32 Affirmative action should be coming from inside the organisation //Du33 to rectify the wrongs of the past. //Du34 We can put previously disadvantaged persons on an accelerated development program, //Du35 which is

just a short-term solution to address the imbalances of the past. //Du36 It should be done on merits. //Du37 Business did nothing for the past four years. Legalising AA will force business to deal with this AA-issues. //Du38 This is to make you aware that there are certain penalties to be paid. //Du39 Big organisations need to put structures into place such as identify people who can act as change agents, //Du40 educate and train them //Du41 in terms of transformation so-doing giving them the skills to do that. //Du42 There should also be a supporting program. //Du43 Get the right mentors //Du44 to assist people with potential for complexity that are put in senior position. //Du45 They will be able to handle the job but, //Du46 will need some support in terms of coaching and mentoring. //Du47 In most organisations you can not find such persons. //Du48 You need to redefine roles to support your AA program //Du49 and give them skills to do that. //Du50 Businesses need to get their percentages right. //Du51 Most businesses go on a recruitment drive, //Du52 and poach guys whose colour is right for the job, //Du53 without making sure that they will be able to do the job. //Du54 Most of the times they are not able handle the work. //Du55 They stay in the company for six months before they move on to another company for a higher salary. //Du56 These people do not last long in one organisation. //Du57

In this company there are not many Blacks in corporate positions. //Du58 The rate of progression in terms of AA is very slow. //Du59 Compared to other companies they are doing well. //Du60 Most other companies have not yet realised that they should recruit a Black skin in a senior management position. //Du60 It is a new South Africa, and AA is pretty much part of changing and adapting. //Du61 We should be flexible. //Du62 Unfortunately we work with people and people are very much emotional. //Du63 There will be resistance. //Du64 If you do not follow the right approach in terms of setting up structures such as change agents and accelerated development programs your AA program will fall flat. //Du65 You can redefine the roles of your managers and superintendents //Du66 so that they become facilitators of the process. //Du67 Good mentors are very scarce in any organisation. //Du68 Some organisations use a culture called shadowing //Du69 where you have an external person in a position to guide and assist a newly appointed AA manager. //Du70 He becomes the person's official coach. //Du71

AA is very, very difficult especially from the realm of the new South African concept. //Du72 Some people reject it completely. //Du73 Now you want to make

"What? That Black guy my boss". //Du74 It is too much for them to take. //Du75 They resist. //Du76 They say "look, I am the best guy for the position, but now you promoting a Black ". //Du77 Some of the Whites accept the fact that they will not be eligible for promotion in the next few years //Du78 and rather look at enriching their knowledge laterally. //Du79 You will have to identify in what areas you will find resistance //Du80 and deal with it. Du81 You sometimes find the unions being anti-AA //Du82 which can have an influence on the final decision. //Du83 I have actually recommended an AA policy at my previous company. //Du84 It is something that you should be addressing regularly. //Du85 There is a lot of other dynamics you should be addressing such as sabotage by anti-AAs //Du86 and resistance when you take on an AA policy. //Du87 One needs to be proactive. //Du88 The employment equity bill will be here this year and then it might be too late to start. //Du89 There is no sense in being reactive. //Du90 You can have your token Blacks, //Du90 but they will not stay long. //Du91 You must first see if you do not have people inside the company that you can develop before you go outside. //Du92 The guys at the top must say that they are committed. //Du93 Top guys must not only commit in the sense of doing it, but also in the sense of making funds available. //Du94 It will cost the company a lot in terms of development. //Du95 The potential is there in this company. //Du96

The White male is the endangered specie at the moment. //Du97 I am not planning to stay in SA. //Du98 I told myself that I am well qualified and experienced and can thus compete on the word market. //Du99 I do not want to stay in a third world country such as South Africa, when I can go and compete in a first world country. //Du100 I am one of thousands that are waiting to emmigrate. //Du101 This is all because of AA. //Du102 Strategically they are handling AA the wrong way. //Du103 These politicians do not think strategically. //Du104 They think short term. //Du105 I am not being rewarded as I should be rewarded. //Du106 I am from an Afrikaner background. //Du107 The Afrikaners have disappeared. //Du108 I see myself rather as a citizen of the world. //Du109 I do not think it is wrong to want to leave the country. //Du110 One has a right to a better future. //Du111 There is a price to be pay for SA. //Du112 It is right to say lets fill those positions with Black guys with no experience. //Du113 I must be honest with you that my hart is in Africa. //Du114 (Irrelevant discussion)

I do believe that Blacks can do the job eventually. //Du115 I do not think SA will be

another Rwanda or Zambia because SA is far too well developed. //Du116 I think we do have the potential that needs to be developed. //Du117 In the interim there will be a stage that South Africa will not be very effective //Du118 because we are going through a learning stage. //Du119 It is just a matter of getting the right guys in the right positions. //Du120 The human species are very survival orientated. //Du121 They will survive. //Du122 It will take another generation for things to come right. //Du123 Verwoerd with his department of education made sure that he would at least take a generation. //Du124 That is why the education standards of Blacks are so low. //Du125 You can actually see it in Career Path Appreciation (CPAs). //Du126 It indicates that the majority of the Blacks are critical hands-on people. //Du127 They do not have the cognitive skills to stand away and observe. //Du128 They can not think strategically. //Du129 They should not have implemented the employment equity bill now. //Du130 They do not have the mentality to think that they rather need to get people developed and trained. //Du131 I am not negative against AA. //Du132 I am just making rational decision. Du133

I am worried about my kids' future. //Du134 They still have their lives in front of them. //Du135 I am doing it for their future. //Du136 In 5 years time they will be in the job market //Du137 and they will not be able to find jobs. //Du138 When I look at the White beggars in the parking lots, I thought that this is not the future I want for my kids. //Du139 The answer is self-employment. //Du140 That is the route that I am taking by providing services to people that need my skills. //Du141 Whites can not survive in an organisation anymore. //Du142 I am not feeling threatened by AA //Du143 because I know I can sell my skill elsewhere. //Du144 I do not think South Africa will fall flat. //Du145 I do not think our level of standards is first world. //Du146 Our standards are dropping. //Du147 We are becoming more and more like a third world country. //Du148 (Explanation discussion).

If you can not leave the country, you rather adept or die. //Du149 It will take 3-5 years before they will realise that they had made a huge mistake. //Du150 They will then have to think on how to get people to come back to South Africa. //Du151 A lot of professional people are on their way out of the country because of AA. //Du152 (Irrelevant discussion on emigration).



### 1.2 Key Ideas: Respondent D

1.	AA needs a lot of dedication.	Du1
2.	The preference is to use employment equity (EE) rather than AA.	Du2/ Du3
3.	The disadvantaged group should be developed.	Du4
4.	Setting up the person for failure is unfair toward the person and the organisation	Du5/ Du6/ Du7
5.	Companies should realise the necessity of AA.	Du8/ Du60
6.	AA should be implemented correctly.	Du9
7.	Management needs to be committed to AA.	Du10
8.	An AA policy and program need to be developed.	Du11
9.	The government is forcing AA down the throats of business.	Du12/ Du13
10.	Companies should be proactive and drive AA.	Du15/ Du33/ Du88/ Du89
11.	There is strong resistance to AA in most companies.	Du16/ Du73/ Du76
12.	Companies do find ingenious ways to get around the AA quotas enforced by government.	Du17
13.	Companies play the number game to get their quotas right by promoting disadvantaged people without offering development.	Du18/ Du19/ Du20
14.	Persons with potential to develop in a senior job should be identified and developed irrespective of previous experience.	Du21/ Du22/ Du23/ Du24/ Du25/ Du26
15.	Certain government officials with no potential to make complex decisions that were placed in strategic decision-making jobs are making wrong decisions of which we will feel the impact later.	Du27/ Du28/ Du29/ Du32/ Du104/ Du105
16.	The impact of bad decision-making is felt now in terms of education and health services.	Du30/ Du31
17.	AA should be implemented to rectify the wrongs of the past.	Du34/ Du36
18.	Previously disadvantaged people should be put in accelerated development programs.	Du35
19.	AA implementation should be done on merit.	Du37
20.	Legislating AA will make business aware of the need to	Du38/ Du39

	implement AA.	
21.	Big organisations should identify, train and support change agents to assist in the transformation and AA process.	Du40/ Du41/ Du42/ Du43/ Du65
22.	Most organisations need to identify and train the right people as mentors, coaches and facilitators to support AA candidates. For example managers and line managers must be trained as coaches.	Du44/ Du45/ Du46/ Du47/ Du48/ Du50/ Du67/ Du68/ Du69/ Du71
23.	Roles need to be redefined to support AA programs.	Du49/ Du66
25.	Some companies poach Blacks for senior positions from other companies without making sure that they do have the potential to be successful in that job.	DuDu52/ Du53/ Du54
26.	Blacks, with no potential, in high level jobs usually do not stay long in one company and will move quickly to another poaching company for higher salaries. They usually can not handle the high-level job.	Du56/ Du57/ Du55/ Du90/ Du91
27.	Not many Blacks are in corporate positions.	Du58
28.	The rate of progression in terms of AA is slow.	Du59
29.	AA is about changing and adapting.	Du61
30.	People are emotional and will resist AA.	Du63/ Du64
31.	Most Whites reject the fact that Blacks are promoted in senior position for which they see themselves as being more suited.	Du77
32.	Some Whites enrich their jobs laterally rather than to wait for promotion.	Du78/ Du79
33.	Identify areas of AA resistance and deal with it.	Du80/ Du81
34.	White unions that are anti-AA can influence the final decision on AA implementation.	Du82/ Du83
35.	AA should be recommended and addressed regularly especially when dealing with resistance and sabotaging AA plans.	Du85/ Du86/ Du87
36.	Companies should develop their internal resources before poaching from other companies.	Du92/ Du96
37.	Top management must be committed to make funds available for developing disadvantaged people.	Du93/ Du94/ Du95

38.	White males are endangered species.	Du97/ Du108
39.	White males with experience and qualification to compete in a first world country immigrate rather than to stay in this third world country where there skills are not needed.	Du98/ Du99/ Du100
40.	People are leaving the country because of AA.	Du101/ Du102
41.	Strategically AA is handled wrong.	Du103
42.	White males are not being rewarded as they should be.	Du106
43.	Every one has a right to a better future.	Du111
44.	Vacancies left by whites in the top ranks are filled by inexperienced Blacks.	Du113
45.	There is a price to pay for South Africa.	Du112
46.	White people are forced to leave the country although their harts are still in South Africa.	Du114
47.	There is a belief that Blacks have the potential to do the job once they have been developed and gained experience.	Du115/ Du117
48.	South Africa is going through a learning stage and will thus in the interim not be very effective.	Du118/ Du119/
49.	Blacks will survive even if it takes another generation to succeed.	Du121/ Du122/ Du123
50.	Past Black education ensured that this generation's Blacks have low education standards.	Du124/ Du125
51.	Blacks are critical hands-on people.	Du127
52.	Blacks do not have the cognitive skills to think strategically.	Du128/ Du129
53.	Black politicians do not see that they should rather get people developed and trained instead of implementing AA legislation.	Du130/ Du131
54.	Whites are worried about the future of their children in South Africa in terms of getting jobs.	Du134/ Du135/ Du136/ Du137/ Du138
55.	Whites can no longer survive in organisations.	Du142
56.	Whites are feeling threatened by AA.	Du143
57.	South African standards are dropping.	Du146/ Du147/ Du148
58.	Whites are taking the self-employment route by providing services to those that need their skills.	Du140/ Du141

## APPENDIX E

### 1.1 Coded Interview: Respondent E

AA is an opportunity. //Eu1 Many people are sometimes very cynical and sceptical about AA. //Eu2 Whether AA is good or bad, to me it is an opportunity. //Eu3 One must look at the positive part of AA. //Eu4 AA is there for the previously disadvantaged people //Eu5 to come into the main stream of economy and of social agendas they were denied previously. //Eu6 AA can be good or bad depending on the intentions of the company. //Eu7 It must be done for the right reasons //Eu8 and it must be done properly //Eu9 for the purpose it has been designed for. //Eu10 To me it is not a problem. //Eu11 We hear that AA did not work in other countries like in America while it did work in Malaysia. //Eu12 But you must remember that South Africa is unique. //Eu13 You can not compare it with other countries. //Eu14 You will never know if the system will work if you do not try it properly in SA. //Eu15 Lets not say that it never work previously in some countries therefore it will never work in SA. //Eu16

I am not an AA candidate myself but there have been AA candidates in this company. //Eu17 People have come and gone. //Eu18 With some it has worked and with others it has failed. //Eu19 Those for which it has not worked left the company. //Eu20 I do not know what the reasons were that it did not work for them. //Eu21 It might be the company or might be the persons themselves. It takes two to tangle. //Eu22 Some of them are negative toward AA, but yet they want employment. //Eu23 They then become negative if the job is not what they expected. //Eu24 It could also be the other way around where they are put in positions just to window-dress //Eu25 and thus they get no satisfaction, development and support from the company. //Eu26 Thus from the company's point of view AA is not implemented properly. //Eu27 For AA to work the playground should be leveled properly //Eu28 and an AA candidate should then come into the system and move up with all the supportive systems in place. //Eu29 In most cases there are no supportive systems. //Eu30 People are just thrown into a position with no one mentoring them //Eu31 and are then expected to perform. //Eu32 AA should also not only end up in the work situation. //Eu33 It should also spill over into the social environment. //Eu34 A follow-up should be made to even mentor an AA protege outside the work situation. //Eu35

Company should be committed to AA. //Eu36 Commitment should come right from top. //Eu37 The problem lies with middle management. //Eu38 They are all from the old 'apartheid' school //Eu39 and they are suppose to be the persons to mentor AA candidates. //Eu40 As long AA is supported by the Chief Executive Officer it should work. //Eu41 Company should be tough with those White males that will resist AA. //Eu42 Adapt or you are out. //Eu43 That is why AA should be supported and driven by the top management. //Eu44 Both parties should be committed to AA for it to work. //Eu45 It will take at least two generations for the political transformation in SA to come right. //Eu46 (Explanation discussion)

I do not have much experience with AA. //Eu47 There is also the issue of the brain drain, //Eu48 but I think the major cause for that is the high crime rate. //Eu49 Politicians and everyone should be involved in the whole process of AA. //Eu50 AA should be the name of the game. //Eu51 In SA AA will not fail //Eu52 because the government is committed. //Eu53 Even government needs AA. //Eu54 The political arena in SA has been dominated by Whites //Eu55 for a long time and it is still the case in some areas. //Eu56 So the government needs AA. //Eu57 AA in America failed. //Eu58 They had different circumstances then SA //Eu59 where the majority is Blacks that need AA. //Eu60 In America it is the reverse where it is the minority that is Black that needs AA. //Eu61 The majority is White in America and that is why it has failed. //Eu62 They could easily resist because of their numbers. //Eu63 In SA they can not resist because they are the minority. //Eu64 People who need AA in SA are the majority and so it will work in SA. //Eu65 AA is not a new thing in SA. //Eu66 It was there for the Whites in the past //Eu67 and it worked perfectly for the Afrikaners. //Eu68 There is no reason why AA should fail in SA. //Eu69

Small business is also part of AA. //Eu70 Government is breaking down contracts into small contracts so that the small business will be able to handle it. //Eu71 AA does not move a person from his job so that the job could be filled by a Black person. //Eu72 People are negative toward AA //Eu73 because they feel threatened. //Eu74 They feel that they are now going to be subserviant to the people who were their servants previously. //Eu75 I have never seen that a person gets removed from his job and the job given to somebody else. //Eu76 They used

all sorts of names to justify their resistance such as discrimination in reverse.  
//Eu77 (Irrelevant discussion).

### 1.2 Key Ideas: Respondent E

1.	AA is an opportunity.	Eu1/ Eu3
2.	Cynism and scepticism about AA.	Eu2
3.	AA can be positive or negative.	Eu4/ Eu73
4.	Intentions of company determine whether AA is good or bad.	Eu7
5.	AA is for the previously disadvantaged.	Eu5
6.	AA provides the disadvantaged with access into the main stream of economy and social scene.	Eu6
7.	AA must be for the right reason.	Eu8
8.	AA must be for the purpose it has been designed for.	Eu9/ Eu10
9.	AA is not a problem.	Eu15
10.	AA in South Africa can not be compared to AA in other countries.	Eu11/ Eu13/ Eu58/ Eu59/ Eu60/ Eu61/ Eu62/ Eu63
11.	South Africa is unique and should deal with AA in its own way.	Eu12/ Eu65
12.	AA in South Africa should not be condemned if it is not properly tried out.	Eu14
13.	AA candidates come and go in companies.	Eu17/ Eu18
14.	Unsuccessful AA candidates normally leave the company.	Eu19/ Eu20
15.	Failure with AA might be because of the company or the individuals themselves.	Eu21/ Eu22
16.	Candidates might enter into AA positions with a negative attitude.	Eu23
17.	Negative attitudes increase if the job is not what they expected.	Eu24
18.	Companies might also put individuals into positions as a window dressing exercise.	Eu25
19.	AA candidates get no support, development and satisfaction from company and yet they are expected to perform.	Eu26
20.	Implementation of AA is not done correctly.	Eu27
21.	AA candidates need support to be successful.	Eu24/ Eu30/ Eu31/

		Eu32
22.	AA should also include the social environment.	Eu33/ Eu34
23.	An external AA protegee should be mentored by the company.	Eu35
24.	CEO should be committed to AA to be successful.	Eu36/ Eu37/ Eu41/ Eu44
25.	Middle management, consisting of mostly White males who are resistant to AA, is an obstacle to successful implementation of AA.	Eu38/ Eu39/ Eu40
26.	High crime rate is the cause of the 'brain drain' in South Africa and not AA.	Eu48/ Eu49
27.	Politicians should be involved in the AA process.	Eu50/ Eu51
28.	Government commitment to AA will lead to success of AA.	Eu52/ Eu53/ Eu54
29.	Political transformation in South Africa will take time.	Eu55/ Eu56/ Eu57
30.	Successful AA implementation needs commitment from both the company and the individuals.	Eu45
31.	AA in South Africa is not new.	Eu66
32.	AA worked successfully for Whites in the past.	Eu67/ Eu68
33.	There are no reasons why AA should fail in South Africa.	Eu52/ Eu69
34.	Small business must also be part of AA.	Eu70/ Eu71
35.	Whites feel threatened.	Eu42/ Eu43/ Eu74/ Eu74/ Eu77
36.	AA does not cause people to lose their jobs to AA candidates.	Eu72/ Eu76



## APPENDIX F

### 1.1 Coded Interview: Respondent F

South Africa basically need AA. //Fu1 AA is there to transform the industry //Fu2 and at the same time gain economic and political power. //Fu3 Our government called for AA. //Fu4 AA has always been there for the Afrikaners as an apartheid tool. //Fu5 That gave the Afrikaners the opportunity to gain access to the industry. //Fu6 We expect the existing structures to implement AA for us, //Fu7 when in the past they were implementing something different. //Fu8 The nationalist party government created companies like Railways and Telkom to accommodate Whites. //Fu9 That gave them more opportunity to source external technology and training, //Fu10 thereby giving themselves the opportunity to acquire those skills. //Fu11 An agreement was reached to train Whites on the external technology. //Fu12 It gives them more confidence and growth. //Fu13 In the current system the Black person gets trained by someone that has a fear of losing his job if the performance of the Black person turns out to be excellent. //Fu14 Maybe the government does not have any funds to start new companies or hire technology from overseas. //Fu15 The government should start new companies and get experts to teach the people the new technology. //Fu16 The AA people should be trained until they can operate the plant sufficiently. //Fu17 That way affirming Blacks will happen quicker //Fu18 than it happens at the moment where the onus mostly fall on private companies. //Fu19 That are a lot of projects the government is investigating, //Fu20 but they are doing it with established companies. //Fu21 They should start their own companies to give the Blacks a chance to learn technologies. //Fu22 In that way you will empower people within the organisation. //Fu23

The problem with most businesses is that they found out only now that they are not globally competitive and productive. //Fu24 To achieve global competitiveness they decided to be more cost effective //Fu25 and to do so they are cutting labour cost by reducing staff //Fu26 and also clamps down on training. //Fu27 This is contradictory because for AA to work you do need to employ more staff //Fu28 and train them to become skilled. //Fu29 Most of the companies are going through retrenchment or re-organisation. //Fu30 They want to produce more with less people. //Fu31 Under those circumstances people will not get opportunities. //Fu32

There is also no incentive for the top management to employ more people //Fu33 because they get measured on how cost effective they are. //Fu34 There is no incentive for them to employ, train and develop skills to fit into management positions. //Fu35 The more government privatise the existing big government corporations the less is the access into business for the disadvantaged people. //Fu36 Private companies only look at costs //Fu37 and do not worry about training and development. //Fu38 You can always buy skills when you need it which mean you can get skills from overseas or get consultants in. //Fu39 They do not look at training their employees. //Fu40 (Irrelevant Discussion)

The people who have skills are reducing in big numbers. //Fu41 If you get an AA candidate in a position the underlying structure is not favourable for him. //Fu42 His reportees who wanted his position will not necessarily serve his interest. //Fu43 If I have to manage other Black superintendents there would have been no problem because we understand each other. //Fu44 We can meet and watch soccer together //Fu45 and even discuss work problems outside business hours. //Fu46 But here you only see each other at work. //Fu47 After hours we can not even on a normal basis meet and do or discuss things together. //Fu48 Whereas the Whites meet after hours, play the same sport and have work discussions on an informal basis. //Fu49 They do things together and as a result understand each other much better. //Fu50 You feel like an outsider. //Fu51 Sometimes you need to discuss things that you did over a weekend, //Fu52 but you do not have anyone to discuss it with. //Fu53 It also does not create that backup you need because you have to go away and leave someone to stand in for you. //Fu54 If there is a opening at that level there is nobody to fill that position to continue with implementing AA. //Fu55 In the end there is only one person who is struggling in trying to overcome all these obstacles by himself. //Fu56

If you have a problem, you do not know other Black people at your level who you can discuss and seek advise on common business issues. //Fu57 You are just on your own. //Fu58 You either have to think out yourselves or let your boss know. //Fu59 It is sometimes not easy to all the time ask your boss things that might look easy for him but is difficult for you. //Fu60 You may have a brilliant idea but the way you put it across does not sound that bright and you then lose support. //Fu61 But if you discuss it informally you can gather support before you even propose it formally. //Fu62 They do not expose us much to overseas technologies as well.

//Fu63 Black people on the same management level do not get together informally or socialise and support each other. //Fu64 We do not bond as Black people //Fu65 because we do not do the same things after work. //Fu66 In Richards Bay I only know two Black managers. //Fu67 We as Black managers do not even talk to each other or meet with each other. //Fu68 That I blame ourselves. //Fu69 We do not make an effort to go out there and meet Black people on the same level socially. //Fu70 There are lots of others that suffers the same fate with AA, //Fu71 but we do not get together and discuss these common problems we are facing //Fu72 and see how we can deal with our frustrations and stresses. //Fu73 The more you do not achieve your goals the more you lose confidence. //Fu74 Failure is our biggest fear. //Fu75 There is nobody to console with. //Fu76 I went through the same thing as well. I do not think we ourselves are doing enough from our side. //Fu77

We were not trained to generate ideas. //Fu78 We were trained to listen and to do as you are told and this is basically the bottom line. //Fu79 We were trained to be robots. //Fu80 We can change it now because we get more exposure and are more open. //Fu81 We should actually be starting to share all the knowledge that we have gained. //Fu82 We should make ourselves aware that we can initiate things. //Fu83 (Irrelevant discussion regarding Black Management Forum – BMF). People do not join BMF where they can meet other Black managers with similar experiences who they can relate to out of fear that they will jeopardise their positions in their companies. //Fu84 It is easier and less risky to join less political forums. //Fu85 That is why most Black managers do not come together and talk. //Fu86

There is also the so-called 'Brain Drain' which open up more opportunities for Blacks. //Fu87 It is only that training does not take place at the same rate. //Fu88 I do not see the brain drain as a big issue. //Fu89 It is in any case those people that resist transformation that is leaving. //Fu90 The people that are leaving the country are only looking at their own education and security //Fu91 and do not think that they can make a difference by developing the disadvantaged others. //Fu92 Maybe the companies will realise that they need to improve the local conditions and reduce brain drain. //Fu93 They need to train and develop Blacks because Black are not going to leave the country. //Fu94 In any case the other countries will not accept them. //Fu95 The government is also trying to reduce cost by cutting

labour. //Fu96 Government should place regulatory measures in place to ensure that people get trained and developed. //Fu97

We as Blacks become too individualistic. //Fu98 We do not want to see our Black counterparts to move up. //Fu99 I only know a few Black managers in this area and yet there are many more, which I know off but never met. //Fu100 Maybe the problem lies with us Black managers. //Fu101 We are too proud to talk to each other. //Fu102 Maybe if we overcome this we can sit down together and strategise //Fu103 what we can do to enhance the pace of AA. //Fu104 The social-political aspect also does not make it easy for Blacks to promote development in their own areas. //Fu105 (Explanation Discussion). We can make a change. //Fu106 We can develop our own structure to get AA off the ground. //Fu107 We look down upon ourselves as well. //Fu108 There is also the language problem that make us feel less confident. //Fu109 Here you have to learn the other language (English or Afrikaans) before you can fit in. //Fu110 It makes it more difficult. //Fu111 You do not know if they can understand you properly if you explain things in their language. //Fu112 (Discussion on the crime in SA).

Things happen because of interrelations in one's department. //Fu113 I can only do that much. Beyond a certain point I need support from the other managers. //Fu114 If the other managers are all against you in a meeting you are dead no matter how hard you fight. //Fu115 The Employment Equity Bill will make it more difficult for companies not to accept AA. //Fu116 If they make you pay a fine to enforce the act, some companies will be prepared to pay the fine rather than to change. //Fu117 Companies that deals overseas will simply close and move out of the country with many jobs lost. //Fu118

If we set the pace of AA our children will benefit in the future. //Fu119

### 1.2 Key Ideas: Respondent F

1.	AA in South Africa is a must.	Fu1
2.	AA is needed to transform the industry and to gain political and economical power.	Fu2/ Fu3
3.	Government calls for AA.	Fu4
4.	Previous government used AA, in the form of job reservation for Whites, give Whites access into the industry and to develop their skills.	Fu6/ Fu9/ Fu10/ Fu11/ Fu12/ Fu13
5.	AA was used as an apartheid tool.	Fu5
6.	Blacks expect government to implement AA for them.	Fu7
7.	It is largely expected from Whites, who feel threatened, to train and developed the disadvantaged.	Fu14
8.	Government should create new companies and source external experts to train and develop the skills of the Blacks.	Fu15/ Fu16/ Fu17/
9.	With government affirming Blacks, the skills of the disadvantaged workforce will be developed at a much quicker paste.	Fu18/ Fu20/ Fu21/ Fu22/ Fu23
10.	If AA is left only in the hands of the private companies, the progress of developing the disadvantaged work force will be slow.	Fu19
11.	Business is currently cutting staff and training to be more cost effective in order to compete globally.	Fu24/ Fu25/ Fu26/ Fu27/ Fu30/ Fu31/ Fu34/ Fu96
12.	Reducing staff and training means reducing opportunities for developing, training and appointing AA candidates.	Fu28/ Fu29/ Fu32/ Fu37/ Fu38/
13.	There is no incentive for top management to appoint AA persons in senior positions and to develop and train them.	Fu33/ Fu35
14.	Privatization of government companies means less access into business for the disadvantaged.	Fu36/
15.	Private companies will get experts from overseas or consultants instead of equipping their own work force with the necessary skills.	Fu39/ Fu40
16.	South Africa's skills are reducing	Fu41

17.	AA persons that are promoted in a management position have no support structure.	Fu42
18.	White reportees to AA managers will not serve the manager's interest.	Fu43
19.	Whites feel they will perform better than their Black manager.	Fu43
20.	Black manager feel more comfortable having Black reportees because of a mutual understanding.	Fu44
21.	Black managers feel more comfortable to socialise and discuss work problems outside business hours with Black reportees.	Fu46
22.	The Black manager does not socialise with his White peers outside work because they do not share common interests.	Fu47/ Fu48
23.	White peers have a mutual understanding because they share common interests.	Fu49/ Fu50
24.	The Black manager feels like an outsider amongst all his White peers.	Fu51/ Fu58
25.	The Black manager sometimes does have the need to discuss his weekend activities with his peers, but does not have anyone to discuss it with.	Fu52/ Fu53
26.	Black managers do not have a trustworthy backup person to stand in when they have to go away.	Fu54
27.	With regard to developing AA candidates to fill senior positions, Black managers feel that they are left alone to overcome all the obstacles without much help from their White peers and reportees as well as the top management.	Fu55/ Fu56
28.	A Black manager normally does not know other Black managers with whom he can discuss and advise on common business issues.	Fu57/ Fu100/ Fu101
29.	Black managers do not always find it easy to approach the bosses for solutions to problems which, they find difficult to grasp.	Fu59/ Fu60
30.	A brilliant idea from a Black manager might not get the	Fu61

	needed support because it was not put across very clearly.	
31.	Any idea must first be discussed informally with peers to lobby for support which, Black managers can not do because they do not meet with their White peers on an informal basis outside work.	Fu62/
32.	Black managers do not get exposed to overseas technology.	Fu63
33.	Black managers do not socialise, support or bond with each other.	Fu64/ Fu65/ Fu66/ Fu67/ Fu68/ Fu76/
34.	Black managers do not make an effort to meet other Black managers, who are all suffering the same AA frustrations, to discuss and advice on common AA problems.	Fu69/ Fu70/ Fu71/ Fu72/ Fu73/ Fu84/ Fu86
35.	Non achievement of goals leads to loss of confidence.	Fu74
36.	Failure is one of the biggest fears.	Fu75
37.	The Black manager himself is not doing enough to fight the system.	Fu77
38.	Blacks are trained to listen and do as opposed to generating ideas.	Fu78/ Fu79/ Fu80
39.	All the exposure and knowledge Blacks gained should make them aware that they can initiate things.	Fu81/ Fu82/ Fu83
40.	The so-called 'brain drain' open up more opportunities for Blacks.	Fu87/ Fu89
41.	The rate of training and development of the Blacks does not happen at the same rate as the 'brain drain'.	Fu88
42.	People leaving South Africa resist transformation.	Fu90
43.	People leaving South Africa are looking at securing their own future instead of realising the difference they can make by staying and developing the disadvantaged others.	Fu91/ Fu92
44.	Companies can improve local conditions to resist 'brain drain' to the cities.	Fu93
45.	Companies must train Blacks as they will not leave South Africa.	Fu94
46.	Government should legislate AA to ensure training and development takes place.	Fu97

[illegible]



## APPENDIX G

### 1.1 Coded Interview: Respondent G

Affirmative action is a field that cannot be denied. //Gu1 There is an imbalance that is existing at management level //Gu2 in all the companies in South Africa because of the traditional job reservation //Gu3 and also the inadequate education level of Blacks. //Gu4 The Blacks have been disadvantaged. //Gu5

I do not agree with the definition affirmative action according to the employment equity act. //Gu6 Affirmative action should not be mixed with women's rights. //Gu7 For me women's rights and disadvantaged people are different issues. //Gu8 Affirmative action should be seen in South Africa as a purely racial thing. //Gu9 It has nothing to do with the rights of women and the disabled. //Gu10 Discrimination against women and disabled persons should be dealt with on a different forum. //Gu11 Affirmative action should purely concentrate on wealth. //Gu12 The definition of AA should include African, Indian and Coloured. //Gu13 They should be part of the agenda irrespective whether they are male or female. //Gu14 I do acknowledge that some sort of action must be done to try to get women also in management positions. //Gu15

I think AA should be legislated. //Gu16 Many firms employ a person in a senior position because of his color //Gu17 and do not give him the necessary skills to perform the job. //Gu18 When he does not perform they claim that AA is a failure. //Gu19 Company appointing AA persons in senior positions need to equip them with the necessary skills for that position. //Gu20 A person may sometimes have the skills to perform in a senior position, but he may not have the support that he required to make a success in that position. //Gu21 A Black manager might find that his peers and subordinates are questioning and undermining him //Gu22 and do not give him the support that he requires. //Gu23 The person responsible for the AA policy in the company should be aware that the AA person needs supports. //Gu24 He is bound to fail if he does not get the support that he needs. //Gu25 In some companies there is no ownership of the AA policy. //Gu26 Ownership should not lie with the Human Resources (HR) department. //Gu27 The line people normally look down on the HR department //Gu28 because they see it purely as a service department. //Gu29 I feel AA policy should be part of your business strategy. //Gu30 It should therefore be the Managing Director's responsibility to drive the AA policy in the company. //Gu31 In my previous company the Managing

Director of the group was actually responsible for the equity figures. //Gu32 The equity targets managers attained were linked to their bonuses. //Gu33 They did not look at numbers only, but also at support and skills offered. //Gu34 This ensured that managers do not play the number game, //Gu35 which may result in window dressing. //Gu36

We implemented the equity policy at this company. //Gu37 However it is bound to fail because it is a HR policy and not a CEO policy. //Gu38 It should be the CEO that actually drives this policy. //Gu39 There are managers here that are against the employment equity policy. //Gu40

The first time I came across affirmative action was in 1989 when I got a job as a production manager trainee. //Gu41 This was an affirmative action initiative. //Gu42 They placed me in one of their branches in the Free State. Gu43 They were looking at changing management structure //Gu44 to ensure that it was demographically representative. //Gu45 When they started with this initiative, they did not know what they really wanted. //Gu46 I was assigned to a foreman who was supposed to write a training program for me. //Gu47 The manager of the Free State branch was a diploma graduate and a proper 'white afrikaner'. //Gu48 There was resistance from the start. //Gu49 The problem was that I was an ambitious Black graduate with a chemical degree //Gu50 who was promised a management job in the production environment by head-office. //Gu51 He had his own back ground and his own fears that blacks are taking over their jobs //Gu52 and from the word go the relationship did not go well. //Gu53 He was given the task to ensure that I get development. //Gu54 He had his own bias towards AA. //Gu55

When I was recruited they made a lot of promises such as company housing. //Gu56 This did not materialise as the company flats were in a White area. //Gu57 I had to stay in some room in the township. //Gu58 Even the salary that was promised was cut in half. //Gu59 Nobody knew exactly what I was supposed to do. //Gu60 The foreman wrote a one-paged training program, which consists of menial tasks. //Gu61 My competency was not taken into account. //Gu62 After my refusal to accept the program they re-wrote it. //Gu63 The head of production at that point of time had his own agenda and views against AA. //Gu64

For two years I was on training. //Gu65 I was told by head office that I was trained to go into a management production position. //Gu66 At the end of the training I

expected to get the position as head of production. //Gu67 They then told me that I was not ready yet to take up that position //Gu68 and should go into the foreman position for which you do not need any formal qualification or training. //Gu69 It showed how much they regarded Blacks in general. //Gu70 A White person does not need a degree to be a foreman, but a Black has to have a degree or something. //Gu71 I then resigned. //Gu72

My previous company had all the AA systems in place. //Gu73 I was put on a AA program to be trained as a technical manager. //Gu74 I was trained in all aspects of technical training. //Gu75 I had a mentor, a coach and booklets of all the training I had to do. //Gu75 I am now competent in those areas. //Gu76 I had a good coach and mentor. //Gu77 At the end of the program I was assessed and declared competent. //Gu78 This is how it should happen in companies who are serious with regards to training and developing Blacks. //Gu79

In this company it is obvious that all the management positions are filled mostly with Whites. //Gu80 Out of the 54 Superintendent there are only 3 Blacks, 1 Coloured, and 6 Indians. //Gu81 There was a deliberate affirming of Whites in this company. //Gu82 All the Blacks that started in this company have degrees. //Gu83 However, they had White specialists who did not have degrees that they have to report to. //Gu84 The managers are all White. //Gu85 Ninety percent of the appointments made are Indians and that is not right. //Gu86 Affirmative action is not replacing White with Black or White with Indian. //Gu87 It means demographic representation. //Gu88 Our management team is not representative of the demographics of Richards Bay. //Gu89

In 1994 the CEO had AA and training as a priority. //Gu90 The reason was that before the elections a lot of people thought that the government was going to legislate AA. //Gu91 The government should revise the equity penalty of R100000 that has been put there if equity targets are not met. //Gu92 Even if it was a penalty of one million rand, for a company that makes billions, it would mean nothing. //Gu93 It can be hidden anywhere in the budget. //Gu94 To me that penalty is a non-starter and my feelings are that rather than giving people that penalty, they should actually charge a percentage of the profit the company makes. //Gu95 Big companies will have no motivation to actually achieve their equity targets. //Gu96

The companies should not decide on their own targets. //Gu97 The government

must decide on the targets. //Gu98 Government must start employing agents in terms of inspectors that will ensure that companies will adhere to AA policy. //Gu99 Companies should not only plan because they want to attain the requirements of the legislation, //Gu100 but plan because it makes business sense. //Gu101 Firstly the company should set up its own equity plan or AA plan //Gu102 and should indicate the target they want to attain by when. //Gu103 They should also set up training and development programs //Gu104 to actually get people to attain the skills they require to do their jobs. //Gu105 They should also set up accelerated development programs //Gu106 because some of the people do have the formal qualification and the potential to be developed as managers. //Gu107

They should have a mentor and coach. //Gu108 The mentor should not have an 'afrikaner' mentality. //Gu109 You should have a mentor for all employees //Gu110 even if it means that you have to go externally to get mentors for your AA candidates. //Gu111

Affirmative action candidates should not find reasons for their bad performance or non-delivery on a project. //Gu112 Because of our past, and speaking out of experience, Blacks always find a reason for not performing. //Gu113 Blacks must get rid of this mentality. //Gu114 There is just no excuse for non-delivery. //Gu115 If you've been given a project to do, you must deliver, irrespective of the odds. //Gu116 This is a message that I would like to control if I could. //Gu117 Blacks were able to make it on the Bantu education. //Gu118 There is thus no reason why they could not make it now. //Gu119

### 1.2 Key Ideas: Respondent G

1.	AA for the disadvantaged can not be denied.	Gu1
2.	Job reservation for Whites and inadequate Black education is the cause of the imbalance in management levels.	Gu2/ Gu3/ Gu4
3.	Blacks were disadvantaged.	Gu5
4.	AA should exclude the rights of women and the disabled.	Gu6/ Gu7/ Gu8/ Gu10/ Gu11/ Gu15
5.	AA should only deal with racial discrimination.	Gu9/ Gu12
6.	AA should include African Indian and Coloured.	Gu13/ Gu14
7.	AA should be legislated.	Gu16
8.	Non support and development of AA persons lead to failure and hence the believe that AA does not work.	Gu17/ Gu18/ Gu19/ Gu20/ Gu25
9.	The peers and subordinates of an AA person is non supportive.	Gu22/ Gu23
10	AA person needs support from all within the company.	Gu24
11	Company director should take ownership and drive AA.	Gu26/ Gu27/ Gu31/ Gu32/ Gu39
12	In most companies AA policy is owned by the human resources department (HR) which, is seen by line as a non-important service department.	Gu29/ Gu28
13	AA policy should be part of the business strategy.	Gu30
14	AA should be linked to managers' bonuses to make them more committed to adhere to AA requirements.	Gu33/ Gu34/ Gu35/ Gu36
15	AA as only the HR policy is bound to fail.	Gu38
16	Most managers have still not accepted AA.	Gu40
17	Problems with AA were: poorly structured training plans; resistance form White Afrikaner managers who fear their own positions; own agendas of White managers; bias towards AA; and inexperience in dealing with coaching, mentoring and developing AA candidates to be managers.	Gu45/ Gu46/ Gu47/ Gu48/ Gu49/ Gu51/ Gu52/ Gu57/ Gu59/ Gu60/

		Gu61/
18	White Afrikaner managers were tasked to develop and mentor ambitious future Black managers.	Gu50/ Gu55/ Gu64
19	Strenuous relationship between White manager and Black trainee manager not conducive to successful development.	Gu53
20	Management must be forced to write a training program.	Gu63
21	Expected a fully trained Black manager to be a foreman instead of a manager.	Gu65/ Gu66/ Gu67/Gu68/ Gu69
22	Whites have little regard for all Blacks irrespective of their positions.	Gu70
23	With training and support Blacks can be successful in a management position.	Gu73/ Gu74/ Gu75/ Gu76
24	Unbiased coaching and mentoring are necessary ingredients for success.	Gu77/ Gu78/ Gu79/ Gu108/ Gu109/ Gu110/ Gu111
25	Whites are still the majority in management levels.	Gu80/ Gu81
26	Blacks with degrees are in lower positions than Whites with diplomas or matric only.	Gu83/ Gu84/ Gu85
27	Some companies are still deliberately affirming Whites.	Gu82
28	Companies avoid appointing Blacks by appointing Indians as their affirmatives.	Gu86
29	AA appointments should be demographically representative.	Gu87/ Gu88/ Gu89
30	With AA legislation company directors will make AA and training a priority.	Gu90/ Gu91
31	Penalties for non-conformance with AA legislation should be meaningful to motivate big companies to adhere to AA legislation.	Gu92/ Gu93/ Gu94/ Gu95/ Gu96
32	Government should set and monitor AA requirements.	Gu97/ Gu98/ Gu99
33	Companies must be willing to attain AA targets because it	Gu100/ Gu101



## APPENDIX H

### 1.1 Coded Interview: Respondent H

I buy into the definition of the Black Management Forum. //Hu1 Organisations should prepare the environment within which AA person can function //Hu2 to optimum benefit of the company. //Hu3

Organisations should look at black potential //Hu4 and not limiting themselves to white males for managerial positions. //Hu5 Everyone should be developed //Hu6 to full capacity to perform better. //Hu7 AA should be there. //Hu8 The Bantu education was inferior. //Hu9 There was also apartheid //Hu10 and job reservation for Whites. //Hu11 We need the intervention in the form of AA //Hu12 to target disadvantaged people with potential. //Hu13 They should be developed, //Hu14 coached //Hu15 and guided in management positions to be successful. //Hu16 We can not expect to always recruit from abroad. //Hu17 Affirmative action should be implemented for the right reason //Hu18 and not because it is legislated. //Hu19 The focus would be wrong //Hu20 and the company would thus not benefit in the long run. //Hu21

Emphasis should be put on the reasons for AA programs. //Hu22 Government departments, which were predominantly White, are now predominantly Black //Hu23 to reflect majority through the use of AA implementation. //Hu24 Other organisations that do business with government had to quickly align themselves accordingly. //Hu25 This resulted in window dressing //Hu26 by appointing Black board members to secure business with the new government. //Hu27 AA candidates will be attending functions and be in business bulletins //Hu28 and not get to know the internal processes of the company. //Hu29 They soon realised that they got appointed just to be there and not to participate in the business issues. //Hu30 It did not work. //Hu31 People were dissatisfied. //Hu32 They ended up leaving the companies because of frustrations. //Hu33 They then get accused of job hopping in search for higher salaries. //Hu34 When in fact it was because of not getting job satisfaction, //Hu35 not getting developed //Hu36 and not getting a chance to meaningfully contribute to the organisation. //Hu37 A few people will be satisfied with this. //Hu38 The majority will not be happy. //Hu39 I know of a former colleague who was in this situation. //Hu40 The guys reporting to



him were unhappy about his appointment, //Hu41 especially the White guys. Hu42 They did not give him any support //Hu43 and was not well accepted by them. //Hu43 He did not get support or guidance from the other managers as well. //Hu44 He thus did not perform that well. //Hu45 His confidence level was low. //Hu46 He was very unhappy in the company. //Hu47 He eventually left the company. Hu48 He is much happier in the company that he now works for //Hu49 because he is allowed to really perform. //Hu50 The other two guys (Indians), who were appointed the same time, are successful because they got support from their teams //Hu51 and the other managers as well as their immediate supervisor from the start. //Hu52 A person will be successful if he is accepted and respected by his peers //Hu53 and his immediate supervisor as well as the persons reporting to him. //Hu54 The organisation was not prepared to change the culture of the organisation. //Hu55 Companies that do this should be honest about it //Hu56 and tell the people that they are needed not for their skills but to get the company profile right. //Hu57 It will be more acceptable this way. //Hu58 People adopt a wait and see approach. //Hu59

I made my ideas on AA programs known. //Hu60 There are differences of opinion with the attitude of management. //Hu61 Unions should be convinced that AA implementation is for business reasons //Hu62 rather than because it was legislated. //Hu63 At least we are making a strong effort to communicate business advantages for AA implementation. //Hu64 It should not only be about numbers and colours. //Hu65

I would want to see Blacks as in Blacks getting into AA managerial positions. //Hu66 Business finds it too convenient to go the Indian and Coloured route or the White female route. //Hu67 They should promote Blacks. //Hu68 As part of our AA plan, we have to agree on the colours. //Hu69 There is a need to spell out that there must be some degree of disadvantage. //Hu70 Some White females have not been disadvantaged. //Hu71 It should take into account Black females first and then the disabled, Black male, Coloured, Indian and White female last. //Hu72

As a Black person you have to work twice as hard and with more effort than the White person to get into a managerial position. //Hu73 They should take ownership of their own development if they want to succeed. //Hu74 The skills that are

leaving the company create space for development of AA candidates. //Hu75 In the past the emphasis were on making profits for our shareholders. //Hu76 The company did not put any emphasis on developing their human resources. //Hu77 The company must ensure social responsibility //Hu78 and train and develop our people on meaningful skills. //Hu79 We should be contributing in building skills for the country. //Hu80

### 1.2 Key Ideas: Respondent H

1.	The organisation's culture should be right to support AA.	Hu2/ Hu55
2.	Company will benefit if AA is successful.	Hu3
3.	Black males with potential should be developed in management positions.	Hu4/ Hu5
4.	Companies should focus on developing all employees to perform better.	Hu6/ Hu7
5.	AA is a must to develop the disadvantaged.	Hu8/ Hu12/ Hu13/ Hu14
6.	Inferior Bantu education, job reservation for Whites and apartheid disadvantaged Blacks.	Hu9/ Hu10/ Hu11
7.	Development, coaching and guidance is necessary for successful implementation of AA.	Hu15/ Hu16
8.	External recruitment should be put on hold to develop internal employees.	Hu17
9.	AA should be implemented for the right reasons and not because companies are forced to adhere to AA legislation.	Hu18/ Hu19/ Hu65
10.	Implementing AA for the wrong reasons will negatively impact on the company.	Hu20/ Hu21/ Hu22
11.	Government departments made use of AA to become predominantly Black.	Hu23/ Hu24
12.	Government only does business with external companies that are demographically correct in terms of AA.	Hu25
13.	To do business with government, external companies 'window dressed' by appointing Black directors that had no responsibility to participate in business issues.	Hu26/ Hu27/ Hu28/ Hu29/ Hu30
14.	Black directors of White companies that had no real responsibilities were unhappy and dissatisfied.	Hu31/ Hu32
15.	Frustrated Black directors that are appointed for the wrong reasons normally moves quickly from company to company.	Hu33/ Hu35
16.	Dissatisfied Blacks that moves from company to company are accused of job hopping in search of higher salaries.	Hu34
17.	Most senior Blacks leave companies because of	Hu35/ Hu36/

	dissatisfaction with not receiving development and support or a chance to meaningfully contribute to the company.	Hu37
18.	A few incompetent Blacks will accept the status quo and be satisfied because of the high salary offered for the wrong reasons.	Hu38
19.	Most Blacks feel unhappy in a 'window dressing' situation.	Hu39
20.	White guys reporting to a Black manager are unhappy.	Hu40/ Hu41
21.	Black managers are not well accepted and do not get support from their subordinates	Hu42/ Hu43/ Hu44
22.	No support from peers and immediate supervisor cause Black managers to perform poorly.	Hu45
23.	Black managers lose confidence if their performance is poor.	Hu46
24.	A Black manager receiving no support in his company is unhappy and will subsequently leave the company.	Hu47/ Hu48
25.	Indian and Coloured managers tend to be more successful because they receive more support from their peers and subordinates than the Black managers receive.	Hu51/ Hu52
26.	Acceptance and respect from peers, subordinates and immediate supervisor increase confidence and performance.	Hu53/ Hu54
27.	Companies that do appoint AA persons for the wrong reasons should be honest and open about it.	Hu56/ Hu57
28.	It would be more acceptable for AA persons if they know the true reasons why they have been appointed in senior positions.	Hu58
29.	Managers should change their attitudes towards AA.	Hu61
30.	Unions should be involved in AA implementation.	Hu62
31.	AA should be implemented because it makes business sense and not because it is legislated.	Hu63
32.	Business advantages coming out of AA implementation should be communicated.	Hu64
33.	More South African Blacks should be promoted in management positions.	Hu66/ Hu68/ Hu69
34.	Dislike companies that follow the Indian, Coloured or	Hu67

[illegible]

## APPENDIX I

### 1.1 Coded Interview: Respondent I

There are two factors of AA which are the socio-economic factor and the business factor. //lu1 Apartheid systematically marginalised Black people. //lu2 We need to systematically undo //lu3 that and for that we use AA. //lu4 In ten years time there would be a lot of Blacks coming into the market. //lu5 Already the labour market of today is different from the labour market 10 years ago. //lu6 If companies want to attract top quality people, they need to get themselves right. //lu7 The type of people on the labour market bench will demand different things //lu8 from Blacks that entered the labour market Five years ago. //lu9 They wont be seeking compensation. //lu10 They will seek career development. //lu11 Clever companies should make sure they get their culture ready to employ Blacks. //lu12 Legislation needed specific quotas. //lu13 Companies that make plans to get company demographically right in ten years time, should be demographically correct with Black high flyers. //lu14

There is an illusion that the current corps of White managers in SA is very competent. //lu15 However they were not recruited in a competitive environment. //lu16 Most of them, in a really competitive environment, would not have made it to managerial level. //lu17 Training and development for SA as a whole is bad. //lu18 Difficulty with which companies try to adapt to changing environment, //lu19 proves to you that we do not have depth in our management capacity. //lu20 Companies could not do much due to lack of planning. //lu21 I am convinced that current corps of management is not the best we will ever have. //lu22 I think, in ten years, we will have the best managers among Black and White. //lu23

I was a product of an AA scheme before in the early eighties. //lu24 The company realised that they should train Black people //lu25 to put the company in the right position with a Black government. //lu26 The company then recruited top Black matriculants with the aim of training them as engineers and accountants and later employ them. //lu27 There was an academic support plan to prepare us for university. //lu28 I finished my degree and started working for the company. //lu29 My impression was that top management got out of touch with conditions on the ground. //lu30 It was still in the apartheid era. //lu31 It was against the law for a Black to head a shift of Whites. //lu32 I could not get accommodation like the

White students. //lu33 The remuneration structure for Blacks were bad. lu34 I was in a competitive disadvantage with my peers //lu35 who had free acceptance and free housing. //lu36 We had to look out for our own development. //lu37 The company put a lot of Blacks through university. //lu38 The country benefitted. //lu39

The level of discomfort for the Black manager is higher than for the White manager. //lu40 For Blacks the most worried factor is acceptability. //lu41 For Whites the only discomfort is in the Black languages. //lu42 Developing Blacks in managerial positions is a challenge for the company. //lu43 The company has to develop Blacks //lu44 and the same time stay in business. //lu45 You have to keep a balance. //lu46 We do not have enough Blacks with potential in supervisor and specialist levels. //lu47 At those levels they do not require management experience or specialised training if you have the qualification. //lu48 They will be able to cope with the demands of the job. //lu49 Even these positions are difficult to fill with Blacks with potential. //lu50 If you put them in line management positions alongside experienced persons, they would not be able to cope. //lu51 They would think that you expect the same output as their experienced counterparts. //lu52 They do not understand that they are still learning. //lu53 You must try to employ Black with potential into entry-level positions such as supervisor or specialist level. //lu54 The company expect you to have a magical formula of creating Black managers. //lu55 Our goal is to carry on searching to bring in Blacks at entry level //lu56 with the intention to develop them into management positions. //lu57 Companies must assess their internal people with the intention to develop them into management positions. //lu58 If you develop your internal potential you will retain their skills. //lu59 The company must be ready for transformation. //lu60 Remove as much unnecessary discrimination from your procedures and system as possible. //lu61 Developing people need clear guidelines. //lu62 Appoint mentors and coaches for these people. //lu63 There should be a personal development plan for AA candidate. //lu64 The AA persons should familiarise themselves with their own development plan. //lu65 If they get neglected by their coaches, they should be able drive their own development. //lu66 The onus rest equally on the company and on the AA employee. //lu67 They should feel free and have confidence to approach their coaches and mentors if they experience problems. //lu68 They should actively learn from mentors. //lu69 Blacks with qualifications and no experience struggle to find jobs. //lu70 Most of

the times you do not need all those experiences to do the job. //lu71 Companies looking for experienced people should revise the recruitment strategies. //lu72



### 1.2 Key Ideas: Respondent I

1.	Apartheid disadvantaged Blacks.	lu2
2.	AA must be used to restore the imbalance.	lu3/ lu4
3.	There are more Blacks than Whites in the current labor market.	lu5/ lu6
4.	To attract top quality Blacks, companies need to transform their cultures.	lu7/ lu8/ lu12/ lu14
5.	For many Blacks now the need for compensation is secondary to the need for career development.	lu10/ lu11
6.	Legislation sets AA targets for companies.	lu13
7.	There is an illusion that current corps of White managers is competent.	lu15/lu20/ lu22
8.	White managers are not that competent as they were recruited in a non-competitive environment.	lu16/ lu17
9.	Training and development of human resources is bad in South Africa.	lu18
10.	South African companies find it difficult to adapt in the changing environment.	lu19
11.	There is a lack of planning in companies.	lu21
12.	In a decade South Africa will have the best managers.	lu23
13.	Companies realised that they should train Blacks to align themselves with a Black government.	lu25/ lu26
14.	Blacks had to look out for their own development.	lu37/ lu65
15.	The discomfort for Black managers is higher.	lu40
16.	Blacks are concerned about acceptance by others.	lu41
17.	The only discomfort for Whites is the Black language.	lu423
18.	Companies have to balance developing Blacks and making profits.	lu43/ lu44/ lu45/ lu46
19.	Developing Blacks should be a challenge to companies.	lu43
20.	Companies struggle to get enough Blacks with the potential to develop.	lu47
21.	Middle management levels are also difficult to fill with Blacks with potential.	lu47/ lu48/ lu50
22.	Companies should appoint Blacks with potential in entry-	lu54/ lu57



## **APPENDIX J**

### **OPEN ENDED INTERVIEW QUESTIONS**

1. WHAT DO YOU UNDERSTAND UNDER THE TERM AA?
2. WHAT ARE YOUR FEELINGS TOWARDS AA?
3. DISCUSS YOUR NEEDS WITH REGARDS TO AA?
4. HAVE YOU HAD ANY NEGATIVE OR POSITIVE  
EXPERIENCES WITH AA? WHAT ARE YOUR VIEWS  
ABOUT IT?