

https://dspace.org/

Middle managers response to implementing the Employment Equity Act 55/1998

Mojela, Mathapelo Magdeline

2008-03-31T13:33:36Z
http://hdl.handle.net/10539/4727

Downloaded from a DSpace repository. https://dspace.org/

TABLE OF CONTENTS **PAGES**

DECLARATION **i**
DEDICATIONS **ii**
ACKNOWLEDGEMENTS **iii**
ABSTRACT **iv**
LIST OF TABLES **v**

CHAPTER 1

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction to the study 1
1.2 Motivation and rationale for the study 1
1.3 Aim of the study 3
1.4 Objectives of the study 3
1.5 Research questions 4
1.6 Value of the study 4
1.7 Setting of the study 5
1.8 Research design and methodology 5
1.8.1 Research design 5
1.8.2 Research methodology 6
1.9 Limitations of the study 6
1.10 Definition of terms 7

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction 8

2.2 Employment 8
2.2.1 Historical phases of employment revolution in South Africa 8
2.2.2 Affirmative Action 14
2.2.3 The introduction of employment equity in the workplace 16
2.2.4 The implementation of Employment Equity Act 55/98 (EEA 55/98) 19
2.3 Organisational change 22
2.3.1 System Approach 24
2.3.2 Exploratory model 25
2.3.3 Middle management 27
2.3.4 Challenges of organisational change 29
2.4 Occupational social work as a profession 31
2.4.1Occupational social work and work policy 34
2.4.2 The Analysis model 35
2.5 Summary 38

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 Research design 39
3.2 Research methodology 40
3.2.1 The study population 40
3.2.2 The sampling procedure 40
3.2.3 Research procedure 41
3.2.4 Data collection method 41
3.2.5 Pilot study 42
3.2.6 Analysis of data 43
3.2.7 Limitations of the research methodology 43
3.3 Ethical issues 44
3.3.1 Informed consent 44
3.3.2 Privacy and confidentiality 45

CHAPTER 4

DATA ANALYSIS AND EMPIRICAL FINDINGS

4.1 Introduction 46
4.2 Demographic data 47
4.3 Understanding of the Employment Equity Act 55/98 49
4.4 Implementation of the Employment Equity Act 55/98 54
4.5 Organisational support 60
4.6 Broader impact of Employment Equity Act 55/98 62

CHAPTER 5

MAIN FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction 64
5.2 Main findings 64
5.2.1 Demographics 64
5.2.2 Understanding of Employment Equity 64
5.2.3 Implementation of Employment Equity Act 55/98 65
5.2.4 Organisational Support 66
5.2.5 Broader Impact 66
5.3 Conclusions 66
5.4 Recommendations 67
5.4.1 Recommendations on the implementation of Employment Equity Act 67
5.4.2 For future research 68

REFERENCES 69

APPENDIX A: Subject information sheet

APPENDIX B: Consent form

APPENDIX C: Research instrument

APPENDIX D: Ethics clearance certificate

ABSTRACT

The broad aim of this study was to explore how middle management in the banking sector is implementing and responding to the Employment Equity Act 55/98. The study was conducted at two organisations from the banking sector operating in the city of Johannesburg in 2005. The study focussed on understanding of employment equity act, implementation of the Employment Equity Act 55/98, organisational support and the broader impact of Employment Equity Act 55/98. The rationale was to gauge the challenges faced in transforming the workplace in terms of employment equity.

This study utilised quantitative research design, specifically the subtype exploratory descriptive. The sample of the study comprised of 28 respondents, 18 drawn from Org A and 10 drawn from Org B. Respondents hold middle management positions in their organisations. Purposive sampling was employed for the selection of the respondents. Data was collected through semi structured interview schedules that were individually administered to each respondent by the researcher. Data was analyzed quantitavely and descriptively using tables and themes.

The study revealed that the two organisations were employing different strategies in the implementation of the Act, i.e. not all middle managers are actively involved in the implementation of the Act and that different methods are used to motivate managers to achieve numerical targets. The study also revealed that the most or common challenge in the implementation of this Act is the lack of skills from the black people as defined by the said Act.

The study concludes that, it will take longer period in achieving equity among the workforce, especially within smaller organisations as there is a great need to upgrade skills of black individuals and retaining them. Therefore, it recommends that organisations develop a workforce culture on how to develop and empower staff on different levels of hierarchy and how to retain them.