

**THE IMPACT OF EMPLOYMENT EQUITY TRANSFORMATION ON THE
PERFORMANCE OF AIR TRAFFIC AND NAVIGATION SERVICES (SOC)
LIMITED**

by

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DECLARATION

I, **Lutendo Musandiwa**, hereby declare that this mini- dissertation titled '**The impact of Employment Equity Transformation on the performance of Air Traffic and Navigation Services**', hereby submitted by me, has not been previously submitted in part or full for any degree at this or another university, and that this is my own work in design and execution. All references materials contained within have been duly acknowledged.



.....
Signature

8 November 2023

.....
Date

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DEDICATION

This dissertation is dedicated to the following people:

I dedicate this dissertation to my dear parents Joseph and Violet Musandiwa who have been an exceptional pillar of strength in my life; and have encouraged my pursuit for education.

I also dedicate this to my late beloved grandfather Vho Shandukani Musandiwa, who was always proud of me and would have been overjoyed to see this achievement.

ACRONYMS

AAP:	Affirmative Action Programme
ACSA:	Airports Company South Africa
ATNS:	Air Traffic and Navigation Services
DoL:	Department of Labour
DoT:	Department of Transport
EE:	Employment Equity
EEA:	Employment Equity Act
EEP:	Employment Equity Plan
ICAO:	International Civil Aviation Organization
SACAA:	South African Civil Aviation Authority
SOE:	State-Owned Enterprise
SPSS:	Statistical Package for the Social Sciences
PEPUDA:	Promotion for Equality and Prevention of Unfair Discrimination Act
PWD:	People with Disabilities

ABSTRACT

The purpose of this study was to investigate how the implementation of employment equity transformation has affected the overall performance of Air Traffic and Navigation Services. To achieve the purpose of this study, a quantitative research design was used. Data were obtained from ATNS employees including executive managers, senior managers, junior managers, administrators, and specialists. A structured questionnaire was used to collect data from the participants. The collected data were analysed quantitatively, with the use of SPSS.

The findings of the research revealed that ATNS has put in place initiatives that address EE transformation in the organisation, therefore, black people, women, and people with disabilities are proportionally represented at ATNS. Furthermore, ATNS provides those in the EE-designated group, opportunities for training and development, therefore, ATNS is proactive in the elimination of inequality and discrimination in the workplace. The findings showed that, although, there is a commitment at managerial level for EE transformation, however, there are challenges, such as, insufficient consultation and communication on EE transformation issues, within the organisation.

The conclusions were that employees are treated in an unbiased manner and that the EE transformation process has had an impact on the attraction and retention of diverse workforce; this in turn has positively impacted the profit and revenue of ATNS. The study recommends that ATNS should encourage transparency on EE transformation issues, to enable open and effective information-sharing in the organisation. This would create awareness, among the public, of how the employment of black people, women and people with disabilities has resulted in an increase in ATNS' profit and revenue, hence, ATNS should increase disability awareness initiatives in the organisation.

Keywords: *Employment Equity, Designated group, Employment Equity Transformation*

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CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

Prior to the democratic dispensation of 1994, the South African society was characterized by discrimination and inequality. In 1996 the Constitution of South Africa was enacted, and one of its purposes was to eradicate discrimination against all people in the country (Kanjere & Lebea, 2019). As the political landscape in the country changed, South African organisations were faced with a challenge to transform (Oosthuizen, Mayer & Tonelli, 2019) and to perform well in the economy (Breakfast & Maart, 2019).

Post 1994, the South African government put measures in place to make the public and private sectors more inclusive of previously marginalized population groups (Breakfast & Maart, 2019). The Employment Equity Act 55 of 1998 (EEA) was enacted with a specific focus on eradicating discrimination against certain designated groups in the South African workplace (Kanjere & Lebea, 2019). Public and private organizations have a significant role in the transformation of the political, social, and economic environments (Oosthuizen et al., 2019). An extension of organisations' role was to ensure the successful implementation of affirmative action policies so that the workplace reflects equity and equality (Oosthuizen et al., 2019).

In South Africa, State-Owned Enterprises (SOEs) play a significant role in the country's economic and social development (Bhorat, Buthelezi, Chipkin, Duma, Mondi, Peter, Qobo, Swilling & Friedenstien, 2017), however, recently they have been publicized for their inefficiencies, transgressions, and poor performance (Mbo & Adjasi, 2017). SOEs have come to be known for heavy reliance on government subsidies, and for poor return on government investments (Vermooten, 2018). Evidence has indicated that corruption has significantly impacted on the organizational performance of SOEs (Martin & Solomon, 2016). The challenges faced by many South African SOEs include poor management, flawed governance, dysfunctional boards, political interference, and uncertain objectives (Mbo & Adjasi, 2017). In many instances, government had stepped in to protect and save underperforming SOEs to ensure their continued operations, as they play an integral

role in socio-economic transformation, poverty alleviation and inclusive growth in the country (Vermooten, 2018). Fortunately, Air Traffic and Navigation Services (ATNS) is one of those SOEs that have not required financial bailout from the government since its inception.

To transform organisations, the government has set out employment equity targets for these entities to meet (McKinney & Swartz, 2021) and entities must report to the Department of Labour (DoL) in their compliance with these set targets (Kanjere & Lebea, 2019). The DoL requires all employers in public and private sectors to adhere to the provisions of the EEA and report on progress on fulfilment of these set employment equity targets (Gama & Patel, 2020). Legislation alone, however, will not lead to the fulfilment of employment equity transformation agenda, therefore, concerted efforts, by all stakeholders, in the development of the employees, is necessary (Oosthuizen *et al.*, 2019). Many believe that there is little incentive for businesses which comply to the set employment equity targets, although, enforcement of employment equity transformation is necessary in the workplace (Breakfast & Maart, 2019).

1.2 BACKGROUND

The ATNS was established in 1993, in terms of the ATNS Company Act 45 of 1993. The Act provides for the establishment of a public company to be called - Air Traffic and Navigation Services. The state, through the Department of Transport (DoT) is the main shareholder of ATNS (ATNS Company Act 45 1993 s2). The establishment of ATNS was in response to the South African aviation industry's urgent need for a comprehensive and unified air traffic services, therefore, ATNS is a state-owned company and is the sole provider of air traffic and navigation services within South Africa. ATNS adheres to the standards and practice of the International Civil Aviation Organization (ICAO) and is further regulated by the South African Civil Aviation Authority (SACAA) Committee (ATNS 2022).

The main function and the mandate of ATNS include the acquisition, establishment, development, provision, maintenance, and the management, of air navigation

infrastructures and the air traffic services or air navigation services (ATNS Company Act 45 1993 s4). ATNS provides air traffic training within South Africa and to many countries within the African regions and around the Indian ocean. In addition, ATNS - commissions and maintains communication navigation and surveillance infrastructure; provides aeronautical information for the use of flight planning; provides search and rescue missions, within the country, through the Aeronautical Rescue Co-ordination Centre. In summary, the mission of ATNS is to provide safe and efficient air traffic management solutions, while ensuring long-term economic, social, and environmental sustainability (ATNS 2022).

In terms of the ATNS Company Act 45 of 1993, the directors of ATNS should include non-executive and executive directors, however, the majority of directors shall be non-executive directors who are not officers or employees of ATNS (ATNS Company Act of 1993). The Minister of Transport has the powers to make available to the company, the services of any person who is an officer or employee in the Department of Transport and place such person under the control of the company for such a period as the Minister may deem fit (Public Service Act 111 of 1984). Furthermore, the Air Traffic and Navigation Act of 1993 states that the Minister may delegate to an officer in the Department any power, therefore, ATNS has a duly appointed Chief Executive Officer (CEO) who reports to the Board who, in turn, reports to the Minister of Transport (ATNS 2021).

ATNS is divided into two business sections, the regulated and the non-regulated. Within the regulated business, the Economic Regulating Committee provides stipulations known as, "Permission" to ATNS. The Permission contains details on the minimum service standards and tariffs that ATNS is allowed to charge aircraft operators for regulated air traffic services and for use of the air navigation infrastructure (ATNS 2022). The non-regulated business section facilitates business development and regional expansion of ATNS; it eliminates, to a great extent the risk that may be put on the regulated business. The non-regulated business further has a focus on training and innovation (such as, new products and services) (ATNS 2021).

Studies confirm that the board structure of a company is a pertinent aspect of the agency theory and is widely used to maintain corporate governance within an organisation. Most efficient boards will comprise of a greater representation of non-executive board members than executive board members (Paniagua, Rivelles and Sapena, 2018). The ATNS Board consists of 12 board members, ten are non-executive directors and two executive directors (ATNS 2022). Studies indicate that most organisations with smaller boards have better organisational performance and that good corporate governance is manifested in the organisation's performance (Kao, Hodgkinson and Jaafar, 2019). The ATNS board is guided by the principles of King IV. The ATNS governance framework includes a management committee, and an executive committee that is chaired by the CEO. The CEO reports to the ATNS Board which has various committees - Audit and Risk Committee, Social and Ethics Committee, Remuneration and Human Capital Committee, Governance Committee, Business Research, Operations and Development Committee, Transformation, Investments and Projects Committee (ATNS 2021).

The Remuneration and Human Capital Committee (RHCC) is mandated to manage the human resource and related matters at ATNS. The RHCC further provides leadership, advise, and makes recommendations regarding the company's performance targets. These targets are measured through the company balanced scorecard (BSC) and developing company equity plans and policies. The RHCC, in addition, has the responsibility to ensure that the company complies with provisions of the EE Act and the set targets (ATNS 2021).

The Social and Ethics Committee (SEC) has close relations to human resource issues, within the company and it provides the Board guidance on social, ethics and economic development issues that impact ATNS. SEC seeks to ensure employment equity through the promotion of equality, prevention of unfair discrimination and reduction of corruption, while also supporting the Board in overseeing transformation within the aviation industry. The main purpose of SEC essentially, is to ensure equality and to prevent unfair discrimination within the organisation (ATNS 2021).

ATNS currently provides air traffic and navigation services to approximately 10% of the world's airspace, through its air traffic services operations units. In 2022, ATNS was awarded the Top Employer certification for the fifth consecutive year. The Top

Employers Institute is the world's leading authority on recognition of outstanding human resources practices (Top – Employers, 2022). ATNS is a participant in the AVI AFRIQUE (Africa Aviation Innovation Summit), which is held on an annual basis. The AVI AFRIQUE is a summit where both African and international aviation role players connect and deliberate issues of innovation, sustainability, and development of aviation (ATNS 2022). Air space safety is critical and is the core business of ATNS, thus the safety ratio is used as a measurement of safety events per 100 000 air traffic movements; it is an indicator of whether safety performance is achieved (ATNS 2020). Fortunately, there were zero accidents recorded in the 2021/22 financial year for ATNS.

Since its establishment in 1993, ATNS is one of the few SOEs that had never approached government for a financial bailout. The company has always performed well and met most of its targets (ATNS 2021), however, with the advent of the COVID 19 pandemic, ATNS like many organisations within the aviation sector, has been adversely impacted. The travel restrictions that were implemented to curb the spread of the disease led to a significant decrease in air traffic movements worldwide. The travel restrictions, in South Africa, resulted in a 67% decrease in the company's revenue for the 2020/2021 financial year, however, there has been a significant increase of 87% in air traffic movements from the previous financial year. Globally, there has been a 76% increase in air traffic movement, as compared to the year 2021 and 2022. For ATNS, the COVID-19 global pandemic's effects have had long-lasting negative effects. The financial situation is still a challenge, however ATNS's operations and financial performance is seen as an on- going concern (ATNS 2022).

Like many of the other organisations within the country, ATNS has been struggling to have a staff complement that is representative of black people, women, and people with disabilities. Historically, black people did not have access to opportunities within the aviation industry; for instance, most pilots in the aviation industry were white males. Historically, black people have been overlooked for employment opportunities within the aviation industry and women and PWD considered even less (Stevenson, Cuevas and Kirkpatrick, 2020). For the 2021/2022 financial year, the ATNS' EE report, however, indicated that 81.53% of ATNS staff were black people; females had a 49.73% representation while people with disabilities were at 2.30 %. This was

compared to the 2008 report which indicated 51.49% black people, 33.83% females, and no report of PWD being employed.

1.3 PROBLEM STATEMENT

The South African State-Owned Enterprises (SOEs) are not immune to challenges of employment equity transformation. The changes that have occurred since the dawn of democracy have in many ways impacted on the South African SOEs including Air Traffic and Navigation Services, a key player in the South African aviation sector. A combination of factors has influenced the performance of SOEs, factors, such as governance and political interference (Mbo & Adjasi, 2017).

The aviation industry is regarded as one of those entities that have taken time to transform, mostly in their management and operational structures, to reflect the demographics of the South African society (Smith, 2021). The Chairperson for Parliament's Portfolio Committee on Transport expressed the urgency for transformation in the aviation industry, so that it reflects the demographics of the country. In 2019, 89.2% of pilots were white, 7.1% were black and only 3% were Indian and Coloured (Parliament of Republic of South Africa, 2019). Transformation at ATNS, a South African SOE, has been gradual, although, steady; for instance, more black and female staff members are represented in the managerial, technical and specialist positions, which mainly white males had occupied in previous years.

There is a public perception that when members of the previously disadvantaged groups, particularly, those from African descent are responsible for management and operations of organisations, they, in particular SOEs, underperform. This stereotyping is perpetuated by many reports, among them the Zondo Commission Report which indicated that the SOEs do not have the capacity to provide their mandated responsibilities. Furthermore, it is commonly stated that African / Black managers are corrupt and are unable to manage organisations (Ramnund-Mansingh, 2020), hence, this study was conducted to evaluate the impact of employment equity transformation, on performance in Air Traffic and Navigation Services.

1.4 AIM OF STUDY

The aim of this study is to investigate the impact of employment equity transformation on the performance of Air Traffic and Navigation Services (SOC) Limited.

1.5 OBJECTIVES

- a) To ascertain the extent of the implementation of employment equity transformation strategies at the ATNS.
- b) To determine the challenges of employment equity transformation at the ATNS.
- c) To assess the influence of employment equity transformation in reducing discrimination of employees to improving performance at the ATNS.
- d) To examine the effect of employment equity transformation in decreasing unfair treatment of employees towards improving performance at the ATNS.

1.6 RESEARCH QUESTIONS

1.6.1 Primary Research Question

What is the impact of employment-equity transformation on the performance of the ATNS?

1.6.2 Secondary Research Questions

- a) What is the extent of the implementation of the employment equity transformation strategies at the ATNS?
- b) What are the challenges of employment-equity transformation at the ATNS?
- c) What is the influence of employment equity transformation in reducing discrimination of employees towards improving performance at the ATNS?
- d) What is the effect of employment equity transformation in decreasing unfair treatment of employees towards improving performance at the ATNS?

1.7 DEFINITION OF TERMS

The following are key terms used in this study:

Employment equity – Employment equity refers to the equal treatment and the providing of opportunities in the workplace, for previously-disadvantaged persons. The aim of employment equity is to attain equitable representation of persons from the designated groups at all occupational levels and categories, in the work place (Wessels, Potgieter & Naidoo, 2021). The Employment Equity Act 55 of 1998 stipulates that the designated groups to whom employment equity is applicable are Africans, Indians, Coloureds, women, and people with disabilities.

Business Performance - Business performance is an indicator of organisational progress in accomplishing its set goals and objectives (Prakash, Jha, Prasad & Singh, 2017). It is the ability, therefore, to implement and achieve businesses' financial and non-financial objectives (Harrison and Wicks, 2013). The Balanced Scorecard is commonly used to measure businesses' performance, by an analysis of their financial and non-financial measures (Kaplan & Norton, 2001)

State-Owned Enterprises (SOEs) – SOEs are defined by Schneider (2021, p. 2) as enterprises that the state has extensive control, through full, majority, or significant minority ownership.

1.8 SIGNIFICANCE OF THE STUDY

Findings of this research study will generate knowledge on the topic, that is necessary for all firms including South African State-Owned Enterprises, where similar studies are lacking. Academics, employers, and employees in organisation would benefit from this knowledge, however, it particularly would benefit those operating in the South African aviation industry.

The findings will be relevant for the executives, senior managers, government, and other stakeholders of the aviation industry, as well as other organisations who are involved in issues of employment equity, for the purpose of improvement of organisational performance. Results would be of significance also to researchers to widen their understanding of the link between employment equity and organisational performance, hence, bring new knowledge to the academic world. Additionally, the

findings of the study will serve as a stepping stone for further research on similar topics.

1.9 OUTLINE OF THE STUDY

This dissertation will consist of five chapters, structured as follows:

Chapter 1: Introduction and background

This Chapter described the background and purpose of the study, the research questions, motivation/rationale, significance of the study and statement of the problem. The aims, objectives, the research questions, definition of concepts, were also presented.

Chapter 2: Literature review

Chapter Two will give the scientific perspective, theories, and relevant literature on the topic.

Chapter 3: Research methodology

Chapter Three will outline the research design that would be used to address the research problem, as well as the rationale for the methods selected.

Chapter 4: Data analysis and interpretation

In this chapter, the research findings will be stated, analysed, and interpreted in accordance with the objective and research questions.

Chapter 5: Summary of the findings, conclusion, and recommendations

Chapter Five will present a summary of the findings; conclusions based on the findings and make recommendations that stakeholders can implement to address challenges and improve performance.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

A literature review is described as a systematic manner to collate and synthesize research already done on a particular subject (Snyder, 2019) and the process needs to be evidence-based (Winchester & Salji, 2016). This review would bring together outcomes from various studies that have researched into employment equity and business performance. The process would focus on areas, such as the challenges encountered in implementation of EE transformation, a picture of the aviation industry around the world and in South Africa, as well as the paramount role of the Employment Equity Act 55 of 1995 in organisations in South Africa.

2.2 CONCEPTUALISING EMPLOYMENT EQUITY

Employment Equity was designed with the intention of addressing any employment inequalities and to increase the number of employees from historically disadvantaged groups, in the workplace (Raghu, 2018). It is a policy that ensures fair treatment, promotion, and access to employment opportunities for all individuals in the workplace (Ebrahim, 2018). EE is an attempt to eradicate all discrimination in the workplace; to ensure equity and fairness, while managing diversity (Coetzee, 2015).

The above explanations clearly illustrate that employment equity is a broad concept which deals with equity and diversity at the workplace, in order to improve productivity of an individual and ultimately that of the organisation's performance. These definitions also reveal key elements of employment equity such as - fair treatment, promotions, access to employment opportunities, unfair discrimination, managing diversity, and focusing on historically disadvantaged groups. It is crucial, therefore, to explain the aforementioned elements, in relation to employment equity at the workplace.

2.2.1 Designated Groups

The end of apartheid was a significant turn for South Africa; discussions about race and the treatment of previously disadvantaged groups came to the forefront in the society. Legislations, such as the Employment Equity Act 55 of 1998 (EEA) and Promotion of Equality and Prevention of Unfair Discrimination Act of 2000 (PEPUDA) were enacted to ensure the eradication of discrimination against the previously disadvantaged individuals, within the workplace (Khewana,2021).

The legacy of the discriminatory apartheid laws has been manifested within the labour market; this is evident in the employment opportunities, occupation, and income differences in the labour market. The discrepancies in the treatment of certain categories of employees has disadvantaged their employment experience (Sinden, 2017). In 1998 the Employment Equity Act was enacted in South Africa and its main objective was to ensure that the workforce reflected the demographics of South African citizens (Matotoka and Odeku, 2018). The EEA section 2 (b) states that the purpose of the EEA is also the implementation of affirmative action measures to redress the disadvantages in employment experienced by designated groups. (*Employment Equity Act 1998 s2*). The EEA defines the “designated groups” as black people, women, and people with disabilities (*Employment Equity Act 1998 s1*).

2.2.2 Fair Treatment

Pre-1994 the South African workforce was characterised by discrimination on grounds, such as, disability, race, and gender. The workforce was dominated by a homogenous group of white men. Systematic barriers restricted black people, women and PWD groups to equal job opportunities, however, with the attainment of democracy, efforts were made to transform the workforce so as to eliminate the unfair treatment of the previously-disadvantaged groups (Setati *et al.*, 2019). The need for fair treatment was intensified by the disproportionate larger representation of the national minority racial group of white people, over the majority racial group of black people in the workplace.

The Constitution promotes the equal treatment and protection of all people in South Africa. It states that no person, may unfairly discriminate another on any grounds, which include, race, gender, age, and disability. The South African Constitution, therefore, through the Bill of Rights, has enshrined the right to fair treatment of all people, thus, no person may, legally, discriminate against another (*South African Constitution 1996 s9*).

The success of an organization depends essentially on how it treats its employees. The employees' psychological and emotional wellbeing, as well as their motivation to contribute to the organization's goals, are impacted by how they are treated in the workplace; job satisfaction and commitment stem from employees who feel they receive fair treatment at work (Thua, Troster, Aquino, Pillutla & De Cremer, 2013). Unfair treatment in a workplace is often covert and difficult to correct, as a result many people endure unlawful and unfair treatment in silence. The covert practices of unfair treatment may be seen through violence, belittlement, disrespect, offensive remarks and humiliation of employees by employers and managers (Coetzee, 2015). Unfair treatment in the workplace may be demonstrated in unfair promotions, unequal pay for same work done and the reservation of certain jobs for specific group of people (Li, 2019). Fair treatment of all employees in the organisation is a sign that the organisation values the dignity of its employees and is appreciative and respectful towards them (Thau et al., 2013).

2.2.3 Promotion

The Labour Relations Act (LRA) prohibits unfair labour practice between employer and employees. The unfair labour practice includes any unfair conduct by the employer relating to the promotion of an employee (LRA 1995, s186). An employer must have a workforce with an equitable representation of suitably qualified members of designated groups, in all occupational categories and levels (EEA 1998, s15); legislation now enforces the promotion of designate groups in the workplace. Currently, progression in the promotion of designate groups has been steady, however, this has been slower in the categories of senior and top management levels in organisations, hence, there is under-representation of historically-disadvantage groups in leadership (Coetzee, 2015).

As organisations attempt equal opportunities for all in the workplace, some have expressed concerns that promotion of members of the designate groups, sometimes, would not be based on an individual's merit. In some instances, the promotion of members of the designate groups over the non - designated groups has been labelled a form of "reverse discrimination". This has often been found to affect the morale and cohesion in organisations (Marquis, Farris, Hall, Kamarck et al., 2017), however, the provisions of Chapter 3 of the EEA emphasise that only suitably qualified persons from designated groups should be afforded equal employment opportunities so that equitable representation of persons in all occupational categories and levels of the workforce can be achieved.

An employer, in this process, must take precautionary actions, such as, elimination of barriers, reasonable accommodation for persons from designated groups and establish numerical targets. Legislation requires a designated employer to take relevant decisions that affect the employment policy or a practice that would establish an absolute barrier to the prospective or continued employment, or advancement of people who are not from the designated groups (EEA 1998, s15). The promotion of designated groups within higher job levels and categories affords them economic inclusion, thus, it is a form of empowerment which leads to the EEA objective of demographic representation in all categories of organisations (Mojapelo and Faku 2020).

2.2.4 Access to employment opportunities

Post 1994 the government put initiatives in place to provide equal employment opportunities for the previously disadvantaged groups within the workplace. Black people, women and people with disability are the predominant group of people who had limited opportunities within the workplace (Lee, 2016). The EEA states that suitably qualified individuals, from the designated groups should be given preference in employment opportunities, therefore, such measures ensured that these people are represented in all occupational categories and levels, in the workplace of a designated employer (EEA 1998 s15). Organisations, however, have sometimes been critiqued on the appointment of members of designated groups over suitably

qualified applicants of non-designated groups. This has generated arguments over the ignoring of the merit-based principle of appointments and the competence of these appointees has been questioned (Taillandier-Schmitt and Maisonneuve, 2019).

Through the years, most of the sectors have opened employment opportunities in different occupation levels for black people, women and PWD, however, their employment in leadership and high-level positions has progressed slower. There is a gross underrepresentation of black women and PWD in prominent decision-making positions within organisations (Malinga, 2016). Black women form the bulk of the unskilled labour force in South Africa and it is generally an organisation's culture, policies and strategies that perpetuate the continual under-representation of designate groups (Matotoka and Odeku, 2018)

2.2.5 Unfair Discrimination

South Africa has a history of severe employment discrimination because of the apartheid government system. The South African labour market is characterised by discrimination and inequality in race, gender, and wages, although, the country has put in place, commissions, laws, and policies in the post-apartheid period to address discrimination and provide equitable opportunity for all (Bhorat & Goga, 2013). It became difficult for the government to avoid the creation of comprehensive policies and legal measures to address inequality and discrimination in the workplace after all the protests and campaigns against these issues (Musetsho, Nicoleta and Cosmin, 2021).

The Constitution, as South Africa's supreme law, addresses the country's overall disparities and discrimination with the primary goal of establishing equality for all citizens. In 2000 the Promotion of Equality and Prevention of Unfair Discrimination Act of 2000 (PEPUDA) was enacted in South Africa; the main objective of this Act was to promote equality, non-sexualism, non-racialism, prevent any unfair discrimination based on race, gender, religion, and ethnicity. PEPUDA is a very critical legislation, designed to eradicate systematic inequality, discrimination in the workplace, as well as harassment in the society and the workplace (Kok, 2008; Tafirenyika, 2016). Section 9 of the Constitution emphasizes that no person should

be maltreated or discriminated against, based on race, gender, age or any other grounds; everyone is equal before the law.

In the South African case of *Chowan v Associated Motor Holdings (Pty) Ltd and Others*, the judge stated that exclusion of suitably qualified black woman in senior leadership role, for a white male who was less suitable and unqualified for the role was unfair discrimination and was an impairment of the black woman's dignity. This case clearly indicates that unfair discrimination will only be eradicated when all people in the country are free from all forms of oppression (Hills, 2015).

2.2.6 Diversity

Diversity is the differences in people, based on their various backgrounds, such as, gender, age, race, colour, ethnicity, and physical ability. The broader definition of diversity may include elements such as, "age, national origin, religion, disability, sexual orientation, values, education, language, lifestyle, beliefs, physical appearance and economic status" (Inegbedion *et al.*, 2020). Singh (2014), defines diversity as "acknowledging, understanding, accepting, valuing, and celebrating differences among people with respect". Khumalo and Zondo, (2021) reiterate that diversity results from a combination of human differences.

Diversity can be divided into two groups, primary and secondary orientation. Primary orientation refers to factors such as age, race, ethnicity, gender, and physical abilities, while education, income, work experience, religious beliefs and relationship status constitute the secondary orientation (Inegbedion *et al.*, 2020). Gardenswartz & Rowe (1999) state that there are four categories of diversity dimensions, internal, external, organizational, and personality. The internal dimension refers to those that are beyond an individual's control. The individual is born with these dimensions and is unable to change them; these include race, gender, age, and ethnicity. External dimensions are elements under the individual's control. The individual is not born with these dimensions and can, thus, change them; these include education, marital status, socio-economic status, and religious belief. Personality are the likes, dislikes, and values of an individual. The organisational dimension refers to the characteristics that differentiate employees from each other in an organisation and include,

management status, job function, seniority, and employment status. In most studies on diversity, the focus is on the internal dimensions, however, the majority of preferential treatment and employment opportunities' issues emanate from characteristics of the external dimensions. The most common challenges in workplace diversity are based on factors like, gender, race, age, communication styles, ethnicity, and resistance to change (Tamunomiebi and John-Eke, 2020)

2.3 INTERNATIONAL EXPERIENCE ON EMPLOYMENT EQUITY PRACTICES IN PUBLIC SECTOR

The workforce across the world has generally become more diverse. Therefore, efficient management of a heterogenous workforce is integral for inclusivity and equity in any organisation (Jayawardana & Priyashantha, 2019). Employment equity in the public sector affects employee morale, job satisfaction and inevitably service delivery to the public. Inequality within the public sector tends to mainly oppress members of marginalised groups (Blessett, Dodge, Edmond et al, 2019). Furthermore, developing countries such as Brazil, India and China employment equity has an impact on the country's productivity and economic efficiency (Ricucci,2021).

In recent history, China has undergone rapid modernisation and has attained significant economy growth. Prior to the rapid economic growth, most Chinese were employed in state entities, however, modernisation led to the downsizing of entities and an emergence of a large informal labour sector. There is little consideration of labour laws in China's informal sector which widens inequality in the sector (Sun, Chen and Rani, 2023). China's economy growth has increased inequality and discrimination in the workforce. Most women, migrant workers, older workers work in the informal sectors and are the most marginalised group in the country (Cooke, 2020). However, China has various laws, policies and principles that regulate EE issues. The Constitution of the People's Republic of China prohibits gender discrimination to promote equality in the workplace. Other employment legislation includes Labor Law of the People's Republic of China, Law of the People's Republic of China on Employment Contracts and Law of the People' s Republic of China on Employment Promotion (Sychenko, Laruccia, Cusciano, Korde, Nagadia, Chikireva, Wang and Carrim, 2022). Amongst the developing countries, China is progressive in the

representation of women in its workforce. Although China has high representation of female employees in senior management positions, the pay gap compared to male counterparts is large (Zhu, Cooke, Chen, and Sun, 2022).

India has a long history of discrimination based on but not limited to one's caste, religion and language. Minorities such as Hindus, Buddhists and Sikhs bear the brunt of unfair and inhumane treatment in the country (Kumar & Hashmi, 2020). India has several policies that address unequal distribution of resources and employment opportunities for marginalised groups. For instance, in 1994 the Indian Constitution was amended to ensure that at least 33% of the constituencies in elections be female and members of the scheduled castes (Ministry of Minority Affairs, 2024). Consequently, women and scheduled castes are represented in the public sector in top government positions (Lee, 2021). Despite labour laws that promote fairness and equality, discrimination persists in Indian workplace, employees from scheduled caste and women earn less than their counterparts (Bhojani, Madegowda, Prashanth, et al 2019). There are no specific reservations for women in the Indian workforce except in the public service. Employment and pay disparities are less in the Indian public sector (Padhi, Mishra & Pattanayak, 2019)

Brazil is characterised by severe regional, cultural, racial, and economic inequalities. Brazil has a social hierarchy that is based on race. The majority population in the country is the non-white race which includes mixed-race and black people, though in the majority non-whites are marginalised by their white counterparts. Given the history of racial discrimination in Brazil, racial equality is the biggest challenge in the workplace (Venturini & Feres Júnior, 2020). It is argued that the Brazilian government has put minimum effort to address inequality and discrimination in the public sector. There is little legislation in Brazil that address racism and equal treatment of people, the Brazilian Constitution and the Brazilian Consolidation of Labour Law are some of the few. Brazilian public officials are negative towards initiatives that aim to reduce discrimination and injustice (Rubin, Oliveira & Nicholson, 2020).

In the early 2000's Brazil adopted quotas and affirmative action programmes for representation of black people and women in the workplace. It was required that any firm that wants to do business with the government must comply to set quotas (Firpo & de Piere, 2020). In 2010 Brazil reinforced its drive for equality when the first female

was elected. Despite some achievements for transformation in the country, the overall progress has been slow (Agénor & Canuto, 2015). A study conducted by Gordon, Oliveira, Martinez & Battistelle (2011) indicated that from 15 Brazilian organisations that met the set quotas, only four believed that integration and inclusion was important for the organisation. Most of the organisations in the study reported that their EE appointments were solely for purposes of compliance to legislation.

In many developing countries employment equity has not been afforded to all employees; thus, it is important to enforce it through legislation and public policies. In South Africa quotas and targets have been set by the state to enforce compliance (Norman-Major, 2023). However, countries should not only rely on targets and quotes to ensure compliance, but there also needs to be a move to create an enabling environment where workers from EE designate groups are trained, developed and upskilled (Nhlapo, 2019). Strong administrative and political will is required to ensure effective EE is entrenched in organisations. Institutions should promote awareness sessions to conscientize employees on EE issues. Furthermore, capacity building initiatives must be in place to train and upskill previously marginalised groups to improve their competence in the workplace, to avoid incompetence stigmatisation. In addition, the government through the DOL and DPSA must continuously monitor and evaluate equity reports and targets of government entities at all levels. Inclusivity and effective employment equity implementation can raise the social and economic status of minority and disadvantaged groups in equal societies such as South Africa (Nhlapo & Vyas-Doorgapersad, 2016).

2.4 SOUTH AFRICAN EXPERIENCE ON EMPLOYMENT EQUITY IN PUBLIC SECTOR

South Africa has numerous legislation that promotes EE in the workplace, this includes a progressive Constitution. Despite the legislation, employment equity progress has been slow, however, studies indicate that the public sector, particularly national, provincial and local government, has shown more progression and inclusion of EE designated groups (Motala, 2020). The South African government has made notable advances to ensure representation of women and black people in Parliament and appointment in ministerial positions. However, Mokhele (2016) argues that although the public sector employs many women, few of them are in supervisory and technical

positions. Furthermore, most women in the public sector occupy the lower positions and are the lowest earners (Ntuli and Kwenda, 2019).

A study conducted in 2018 by Department of Public Service and Administration (DPSA) indicated that the public sector had not met its EE targets on PWDs and appointment of women in senior management service positions. It was reported that only eight national departments and 19 provincial departments had met the target related to women in senior management services. Less than 50% of the public sector had met the set PWD targets (Vyas-Doorgapersad and Bangani, 2020).

Legislation and policies that governs employment equity in the public sector are important, however it is also critical to monitor the implementation and progress thereof. EE transformation comes with uncertainty and conflict among the EE designate group and the non-marginalised group (Musetsho, Nicoleta and Cosmin, 2021). It is argued by Bhavnani & Lee (2021) that programmes that drive inclusion and diversity in the workplace tend to lower the quality of recruits as recruitment standards may be relaxed to accommodate members of disadvantaged groups. A study by (Booi, Vincent, and Liccardo, 2020), indicate that some EE designated appointees were stigmatised, and their appointments reduced to tokenism and a racial quota. The appointees were labelled as unqualified and unfit for certain EE earmarked positions. White employees questioned the legitimacy of EE in the organisation and showed concern over their future career progressions. However, inclusivity and effective employment equity is necessary to raise the social and economic status of minority and disadvantaged groups (Otiike, Messah and Mwalekwa, 2022).

Slow progression of employment equity is a violation of the Employment Equity Act (No. 55 of 1998) that aims to 'achieve equity in the workplace by promoting equal opportunities and fair treatment in employment through elimination of unfair discrimination, based on gender, race, disability or ethnic background'. The public service is regulated by laws and regulation to ensure equal opportunities, representation, access to capacity building and fair treatment of all. The government as one of the biggest employers in the country must take leadership and responsibility in progression in compliance of EE legislation and regulations (Motala, 2020).

2.5 THE AVIATION INDUSTRY

The Aviation industry is a multifaceted socio-technical system that involves interrelationships with various organisations. The main role players in the aviation industry are airport companies which are mainly responsible for the airport infrastructure, Air Navigation Services Providers whose responsibility is the air space and Civil Aviation Authority which is the aviation industry regulator (Green Paper on National Policy on Airports and Airspace Management, 1997).

Globally, aviation plays a critical role in a country as it serves as the only rapid worldwide transportation network, which makes it essential for both international and national businesses. It serves as a link between industrialised communities and the movement of goods and people across regions (Addepalli, Pagalday, Salonitis & Roy, 2018). The aviation industry positively impacts the economy of a country, for example, through job creation and the tourism industries. The air transport industry plays a pivotal role in the advancement of business operations, as it enables rapid movement of people, goods and services (Baker, Merkert & Kamruzzaman, 2015). This industry is dynamic and has tremendous impact due to economies of scale and technological advancement, thereby, establishing a context for competitors for local and international economic engagements and markets (Filburn, 2019).

The aviation industry has changed significantly in the past two decades because of the spread in de-regulation of the aviation market and the revision of bilateral agreements. Additionally, rapid technological advancement has increased competition amongst airlines through the entrance of many low-cost airlines into the industry (Baum & Auerbach, 2017). The global concerns over environmental sustainability have influenced air traffic control and the design of aircraft to ensure fuel efficient consumption to reduce the release of harmful fuel emission and protect the environment. This transformation in the industry has further changed global air traffic patterns (Zhang, Butler & Yang, 2020).

Airport infrastructure and airlines have generally been state-owned, however, in recent years there has been growth in their privatisation. British Airways, Air France and Lufthansa are some of the major airlines that have been privatised. Many of the

airlines that remain in the public sector receive government grants to avoid the stoppage of their operations in adverse situations. Increase in privatisation and private – public partnership of airports across the world, such as in Sydney, Zurich, Heathrow, and Shanghai Hongqiao airports, have had major impact on the whole concept of air travel and its management (Graham, 2020).

Transportation of cargo by air has increased significantly in the past decades. There was a slight dip in the air cargo performance in 2019 due to weak global trade, although, there were positive predictions for increase in air movement in the year to come, however, that was disrupted by COVID-19 outbreak in 2019 (IATA 2020). The aviation sector in Africa has developed steadily, although most of the continent's airport infrastructure and air navigation systems are generally of a less quality compared to the rest of the world (Button, Martini & Scotti, 2015). In 2018, 3.2% of the world's aircraft movements were from Africa while 2.4% of the total world air passengers were processed in Africa; these figures indicate air transport growth compared to other regions (ACI, 2022).

2.6 AVIATION IN SOUTH AFRICA

Aviation activities in South Africa, started in July 1929 under Union Airways which operated as an airmail service managed by Major Allister Miller. In September 1929 Union Airways started flying passengers, although, it was mainly the wealthy businessmen and the elite who used air transport. In 1932, Union Airways was unable to sustain operations and sold the business to the government which then changed the name of the carrier to "South African Airways" (SAA) (Mutambirwa & Turton, 2000).

The aviation industry plays a major role in the development of the tourism industry and contributes significantly to the country's national gross domestic product (GDP) (Mhlanga & Steyn, 2016). In 2019, the aviation industry contributed US\$9.4 billion to the South Africa's GDP; this is an estimate of 3.2% contribution to the South African national GDP (BARSA, 2021). In addition, it accounted for about 472 000 jobs in the South African economy; these include airport operators, ground handling service

providers, aircraft manufacturers, technical services, airport on-site retailers, and air navigation service providers (Serfointein & Govender, 2020). The South African government and, particularly, the DoT is the custodian of the aviation industry. The DoT is a major stakeholder in three aviation-related entities - ATNS, SACAA and ACSA - which are the key role players in the South African aviation industry (Brown, 2019)

2.6.1 South African Civil Aviation Authority

The South African Civil Aviation Authority (SACAA) was established in 1998 under the then South African Civil Aviation Authority Act 40 of 1998. The role of SACAA is to develop, control, enforce, promote, and regulate civil aviation's safety and security. The Authority holds the mandate to comply with the Standards and Recommended Practices (SARPs) of the International Civil Aviation Organisation (ICAO).

The SACAA has four main revenue streams, user fees, aviation fuel levy, passenger safety fee and an annual grant from the National Department of Transport. The user fees relate to the license fees and other regulatory services that are supported by the SACAA (SACAA, 2019). The aviation fuel levy is received from wholesale distributors that are not covered by the passenger-safety charge; this charge is the amount received from passengers when departing on scheduled flights. The DoT provides a grant to the SACAA for the cost of investigations of accidents and incidents happening under the responsibility of the Department (SACAA, 2019)

2.6.2 Airport Company South Africa

The Airports Company South Africa (ACSA) was formed in 1993 under the Airports Company Act 44 of 1993 (RSA 1993). Before the formation of ACSA, airport infrastructure was managed by SAA; this provided an unfair advantage to SAA competitors, therefore, a separate independent company was formed. ACSA is legally and financially independent, however, the state is a majority shareholder with a 74.6% stake in the company. The main role of ACSA is to manage and develop the nine airports' infrastructures that it owns, which include, King Shaka International Airport,

O.R.Tambo International and Cape Town International (Mokhele, 2018).

ACSA is a significant contributor to the economy, in the 2019/20 financial year, ACSA contributed R10.2 billion into the country's economy while creating 23 750 jobs. At the same time, ACSA provided R4.1 billion in income for ACSA employees and local suppliers (ACSA, 2020). The continuous development of airport infrastructure and services is essential; as air traffic movements increase, the airport infrastructure must be appropriately equipped to manage the increase (Wood, 2005). ACSA has two main revenue streams, aeronautical and non-aeronautical income. The aeronautical income is derived from regulated tariffs, such as passenger service charges, aircraft landing and parking charges. The non-aeronautical income is revenue derived from retail operations, car parking, car rental concessions, hotel operations and advertising (ACSA, 2020).

2.6.3 Air Traffic and Navigation Services

The South African airspace is divided into civil and military airspaces. The military is controlled by the South African Defence Force, while the civilian airspace is controlled by Air Traffic and Navigation Services (ATNS). ATNS was established in 1993 in terms of the ATNS Company Act 45 of 1993, (Air Traffic and Navigation Services Company Act 45 of 1993) and is regulated by the South African Civil Aviation (SACAA) and economically regulated by the Economic Regulating Committee. ATNS's main role in the aviation industry, is the acquisition, maintenance, provision management and operation of air traffic services, air navigation services and air navigation infrastructures, as well as being responsible for search and rescue missions in the country (ATNS, 2020). The government through DoT, is the sole shareholder in ATNS, and the main customers of ATNS include, airlines, the military, airport operators and plane owners. It is responsible for 10% of the world airspace and operates in air-traffic control-centres around the country, which include nine ACSA airports and 11 regional airports. ATNS is structured along two business lines - the regulated and non-regulated – and it derives 88% of its revenue from the regulated business attained from air traffic movements, mainly comprising of business and leisure travel. It relies on debt funding and current revenues for its operations and in the 2019/20 financial year, ATNS had a 4.7 % revenue increase

(ATNS 2020).

Generally, the aviation sector has been a white-male-dominated industry (Smith, 2021). In 2010, ATNS had a staff composition of 53.45% AIC staff, comprising of 35.18% Africans, 10.32 Indians and 8.04% Coloured, with a female staff complement of 33.73%. By 2020, ATNS had staff comprising of 66.51% Africans, 6.71% Indians and 7.11% Coloureds. The staff also comprised of 49.68% females and 3.25% of people with disabilities (ATNS 2020).

2.7 EMPLOYMENT EQUITY HISTORY IN SOUTH AFRICA

South Africa's history of patriarchy, apartheid and colonialism has shaped a society that is embedded in systematic discrimination and racial inequality (Gradín, 2019). The apartheid government came into power in 1948 and their main agenda was to enact 'separate – but equal' laws and practices which were based on racism and sexism (Lear, 1986). It was constructed on a system of racial segregation, unequal and separated education system, health system and civil amenities (Twala, 2004).

Discrimination and segregation were institutionalized in the workplace through laws and practice (McGregor, 2006). Laws, such as the Industrial Conciliation Act of 1956 prohibited Africans/Blacks from collective bargaining. The Mines and Works Act was passed in 1956 which made provision for only white employees to have access to skilled jobs (Jain, Horwitz and Wilkin, 2012). The Wage Act was enacted in 1957 and it allowed for wage disparity based on an employee's gender and race. The Group Act 30 was passed in 1966 which restricted the movement of black female job seekers (Lear, 1986). These discriminatory laws left much of the black workforce unskilled and disadvantaged (McGregor, 2006).

In 1995, The Labour Market Commission indicated that South Africa had the highest inequality ration in the world, and recommended that affirmative action be implemented (McGregor, 2006). The Employment Equity Act was passed in 1998 based on two purposesy, "To achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through elimination of unfair discrimination and implementing affirmative action measures to redress the

disadvantages in employment experienced by designated groups, to ensure equitable representation in all occupational categories and levels in the workforce". The EEA uses "black people" as a generic term that includes African, Indian, and Coloured people. The designated employers were those who employed more than 50 people or those businesses that had a turnover that is above the threshold as published in Schedule 4 of the EEA (Oosthuizen, Tonelli and Mayer, 2019). It was noted that many of the people in the designated groups, in the new democratic South Africa, would require to be trained and upskilled. The purpose of the affirmative action policy, such as the EEA, was to achieve equality in the workplace (Breakfast and Maart, 2019).

In the enactment of the EEA, government had envisaged that this would accelerate equality and fairness in the workplace. Implementation of EEA is generally a process that is gradual and challenging, however, in South Africa the processes have proven to be tremendously slow and inconsistent (Raghu, 2018). Corporate South Africa has been particularly slow and reluctant in supporting the EEA agenda; hence, whites are still dominating most managerial and specialist roles (Ramnund-Mansingh, 2020).

2.8 THE EMPLOYMENT EQUITY ACT (EEA)

The Constitution of South Africa was established to achieve democratic values, and to improve the quality of life of all citizens, particularly those who were marginalised in the previous political dispensation. The fundamental principal of the Constitution is to ensure equality and equity in society. Two years after the Constitution was adopted, the Employment Equity Act 55 of 1998 (EEA) was enacted (Wessels and Naidoo, 2021). The main purpose of the EEA is to redress the deprivations of previously disadvantaged persons in the workplace. Before 1994, many black people, women, and people with disabilities in South Africa grappled with the lack of opportunities and gross prejudice.

The essence of EE transformation is to ensure prejudice and discrimination of employees is eliminated from the workplace. Through EE, diversity in the workplace may be achieved and, in general, employee wellbeing may be achieved (Roberson,

Ryan and Ragins, 2017). Organisations with employees of same or similar demographics, however, may lose their competitive advantage due to the lack of employees' adaptability and acceptance of those different to them. A diverse workforce, however, will assist organisations to see various perspectives on issues, increasing the likelihood of increased organisational performance (Joubert, 2017).

EE transformation has been slow in many organisations in South Africa. Many organisations, however, provide EE training for their employees to make them aware that they should be treated fairly and with dignity in the workplace; in general, EE seeks to eradicate systematic discrimination in the workplace (Oosthuizen, Tonelli and Mayer, 2019). The spillover effect of EE is a diverse workforce, which may positively impact on customer satisfaction through producing - more creative and productive teams, less discrimination, and more respect among workers (Joubert, 2017).

2.8.1 The implementation of EEA at ATNS

ATNS is a state-owned company that employs more than 50 employees and as such is categorised a designated employer in line with EEA. In accordance with the EEA, a designate employers must prepare and implement an Employment Equity Plan (EEP). The Plan directs the organisation to take steps that will make reasonable progress towards the meeting of EE targets in the workplace (EEA 1998 s20). The duration of the current ATNS EEP is five years, from 01 September 2022 until 31 August 2027 (ATNS EEP 2022).

To implement affirmative action, the EEA states that businesses with 50 or more employees must submit a detailed employment strategy, over a five-year period outlining how they propose to restructure their workforce to represent the demographic makeup of the region in which they operate (Flowerday, Rankin and Schöer, 2016). ATNS has acknowledged the differences in employment, occupation, and income, within the national labour force, that was caused by the discriminatory legislation and practices of the apartheid regime. The EEP of ATNS has undertaken to address the issue of inequality and exclusion of black people, women, and people with disabilities (PWD) from employment opportunities, training, and career

promotion. For ATNS to attend to these concerns, it requires social and organizational commitment (ATNS EEP 2022).

In its EEP, ATNS, thus, has committed to ensure that employment targets that have been set are actively pursued to ensure equitable representation of designated groups in all occupational categories and levels and this policy is available to all ATNS workers (EEP, 2022). ATNS, therefore, has committed that when opportunities occur, steps will be taken to have people from designated groups represented fairly at all levels within the organisation. The ATNS has reiterated that it will concentrate on the identification of the barriers that prevent members of the previously-disadvantaged groups from being fairly represented and will find resolutions to address and remove these obstacles (EEP, 2022).

The promotion of employment equity and diversity at ATNS will continue to be a priority for the organisation (ATNS 2021). An additional objective in the EEP is to put in place mechanisms that will assist the organisation to analyse and monitor the EE targets. The main aim of ATNS in relation to EE, similarly, is to ensure the eradication of any forms of racial, gender, or disability discrimination (ATNS 2022).

In attempts to implement the EEA, ATNS has undertaken to advance the careers of the designate groups by hiring top-talent employees and maximizing their potential through training and development. ATNS, therefore, acknowledges its responsibility to employees who are members of designated groups, who historically have been marginalized in the social, educational, and economic context. ATNS seeks to meet the business's existing and future needs with qualified personnel and despite the negative financial consequences of the COVID-19 pandemic on the ATNS finances, the organisation has continued to prioritise the training and development of its employees through provision of a budget for bursaries and short courses (ATNS 2022). Senior management personnel are assigned to monitor the compliance of the EEA provision within their respective departments; all departments in the business have a representative on the Employment Equity Committee who reports on progress made (EEP 2022).

2.8.2 Challenges faced by ATNS in implementation of EEA

In South Africa a challenge still remains as most organisations do not value the benefits of EE in the workplace; most still view it as a legal compliance issue that provides no real advantage to the business (Setati *et al.*, 2019). Many organisations have been guilty to fines imposed by the DoL for non-compliance to the EE targets (McKinney and Swartz, 2021), although, the EEA asserts that its purpose is to ensure equitable representation in all occupational categories and levels in the workforce (EEA 1998, s2).

ATNS has not been immune to the challenges in the implementation of the EEA. As an organisation that had a predominately white male staff complement, a concerted effort had to be made so that the organisation may transform and be more representative of the South African demographics. Matotoka and Odeku (2018) argue that implementation of EEA in organisations is a challenge, when there is a lack of proper management of diversity inside these enterprises.

There is a perception that employment practices at ATNS are biased, and that job requirements are often changed to suit specific groups. A further observation by the employees is that the company has not done enough to retain members from designated groups (EEP, 2022), although, the principle of employment equity is that all South Africans should have access to the same recruitment, training, and advancement opportunities without reservation (Currie & De Waal, 2013). The EEA encourages the appointment of suitably-qualified individuals from the designated groups, however there has been in many organisations complaints that members from some designated groups continue to be prioritised in positions and employment opportunities even when the group's required targets have been met (Lee, 2016).

ATNS has managed to transform more in racial representation, however, the women in the organisation continue to feel marginalised in the workplace and the PWD employees feel they are inadequately accommodated for in the workplace, particularly, with the infrastructure (EEP 2022). The focus of EE transformation has generally, been on race, therefore other dimensions, such as gender and disability have been slightly overlooked in many organisations (Barack, 2016), therefore, a consistent commitment by all the stakeholders is imperative in the achievement of employment equity at ATNS (ATNS 2022).

2.9 PROMOTING DIVERSITY AT WORKPLACE

Diversity is concerned with the heterogeneous dimensions of people including race, gender, language, and culture; these differences in people may be visible or invisible (Martin 2014). Modern day organisations aim to retain and attract a diverse workforce. The impact of globalisation has resulted in a diverse workforce, thus, it has become more common for organisations to have people of different languages, race, culture, and ethnicity working closely, together, than before (Baporikar, 2020). To achieve and maintain a diverse workforce, organisations need to have efficient diversity management, therefore, a knowledge of the various dimensions of diversity are important for leaders in the workplace, in order for them to manage the concept (Ayega and Muathe, 2018).

Once a diverse workforce has been attained and EE targets are met, organisations will have to focus on diversity management. This can be achieved through organizations putting more effort in the development of their organizational culture and policies in order to better recruit a diverse workforce and to support the career development of workers from various backgrounds (Kamarck, 2019). Employees need to feel that they belong and are compatible with the organisations they work for; this has become more vital as businesses become complex and ambiguous. Building a culture that is capable of attracting employees from different backgrounds, races, genders, and cultures who are suitable for employment should be a priority for organisations (Inegbedion *et al.*, 2020).

Effective diversity management empowers organisations to look beyond its complexities. Where there is efficient diversity management, the organisation can embrace the differences in people to leverage the advantages associated with different opinions and broad viewpoints, experiences, and backgrounds, hence, it teaches people to respect and value the difference in others (Kundu and Mor, 2017). The management of diversity will reduce conflict and friction in the workplace, thereby, enhancing teamwork and performance. In this atmosphere, employees are embraced as an asset that provide the company with a competitive advantage (Ayega and Muathe, 2018). This competitive edge is propelled by the different inputs generated from a diverse group (Mazibuko and Govender, 2017). Efficient management is a significant element in the reduction of challenges in workforce

diversity (Ikeije & Lekan-Akomolafe, 2015) while also encouraging the attraction and retention of employees.

South Africa has a diverse population of an estimated 6.6 million people, which is multi-ethnic and multicultural. The black African racial group forms the majority of the country's population (Galal, 2022). The country is linguistically diverse with 11 official languages, however there are other unofficial languages that are spoken. Christianity, Islam, Traditional African religions, Hinduism, Buddhism, and Judaism are among the world religions practiced in South Africa. The population of South Africa is made up of a variety of racial groups, including black, Indian, coloured, and white people (STATSSA 2022).

During the Apartheid era in South Africa, people were divided in four racial groups, black, Indian coloured and white. Access to education, employment and social interaction was dictated by the government. The separation of people along racial lines dominated all aspect of life in South Africa (Burger, Jafta and Von Fintel, 2016). The population of South Africa is scattered in both the rural and urban areas, although, most of the population live in the urban areas (STATSSA 2022). In the apartheid era, the South African labour market had little regard for the diversity in the workplaces. There were labour laws that systematically excluded black people, women and PWD from specific job opportunities (Carrim, 2016), however, post 1994, the government enacted the Labour Relations Act, 66 of 1995 (LRA) with the purpose of advancing social justice, economic development, labour peace, and democratisation of the workplace. The EEA was, thus, enacted to advance equal and fair treatment in the workplace, by the elimination of unfair discrimination (EEA 1998).

Employees want to feel that they belong and are not alienated in their workplaces, therefore, diversity management helps employees realise that they are all equal and are entitled to respect and fair treatment. Furthermore it encourages people to take up opportunities and apply for vacancies in the workplace (Joubert, 2017); this shows the importance of understanding the factors of diversity that have impact on employee behaviour. Organizations should aim for diversity that reflects the demographics of the country as a whole, in order to reflect the nation, they serve. A diverse workforce will reduce favouritism, degradation, racial, sexual and religious discrimination, and other demeaning behaviour in the workplace (Marquis, Farris, Hall, Kamarck et al.,

2017).

In the modern labour force, skills and competences have become demographically diverse, therefore the pool of eligible workforce has increased. Studies have shown that organisations which have prioritised initiatives to achieve a diverse workforce, have the potential to be a more effective and high-performing workforce. (Schafer, 2017). Diversity in the workplace is critical because it allows for rapid adaptability, a greater variety of viewpoints, alternative solutions for problems, diverse skills, and efficient allocation of resources. Customer service, employee supervision and group cohesion are some of the factors that are enhanced by diversity in the workplace (Ayega and Muathe, 2018).

Most studies show positive impact of diversity in the organisations as, improved decision-making, enhanced problem-solving, creativity and innovation (Baporikar, 2020), however, diversity may also have negative impact, for the differences may raise dysfunction and conflict, which may lead to poor business performance (Khumalo and Zondo, 2021). This means diversity in the workplace must be managed so that the benefits of a diverse workforce are realised and valued as an asset (Kamarck, 2019).

The Affirmative Action Programme (AAP) aims to promote diversity in the workplace and redress the injustices of the past that had excluded targeted groups from opportunities in the workplace. AAPs are usually designed with the intention of changing the socio- economic state of beneficiaries, however, the general perception is that application of AAP leads to the appointment of less-qualified candidates who are incompetent for the job (Bhavnani & Lee, 2021). The quality of the employees appointed through AAP is often said to be poor because such appointments are not meritocratic, suggesting that affirmative action leads to inefficiency in business as unqualified employees are placed in jobs (Sunam, Pariyar & Shrestha, 2022). This assumption may lead to affirmative-action candidates being perceived as unqualified and incompetent by those who do not benefit from AAPs (Burger, Jafta and Von Fintel, 2016).

There are studies that, however, indicate that implementation of AAPs for the

transformation agenda, benefits business and leads to better organisational performance (Morgenroth & Ryan, 2018). Bhavnani & Lee (2021) suggest that business performance may increase where AAP has been instituted because beneficiaries in these designated groups of the programme, may provide more efficient service to people from their group, due to bias. Moreno-Gómez, Lafuente & Vaillant, (2018), maintain that a diverse representation of employees, in high-level work in the workplace, may increase the efficiency of business performance. They continue that, diversity in managerial and other senior roles may have positive impact on the business because it allows for diverse talents and perspectives to be incorporated in business decision-making. Affirmative action may also positively impact business performance as it provides employment opportunity to capable and qualified pool of candidates who would have otherwise been overlooked, due to organisational discriminatory practices (Roberson, Ryan and Ragins, 2017)

The perception exists that hiring previously disadvantaged candidates reduces the standard of the business' services, however, transformation ensures a culture of inclusivity is cultivated, which makes such employees feel that their uniqueness is esteemed; this may increase these employees' business productivity (Tshiwilowilo, 2019). A study by Kleynhans and Kruger, (2014) discovered that the implementation of affirmative action programmes did not produce high performance of businesses, rather, they maintained their performance standards. Beaurain & Masclat, (2016) from their research concluded that the implementation of transformation programmes did not have any impact on the profitability of the business, although, the process did have a positive non-financial impact, such as, a reduction in gender discrimination in the workplace.

2.10 ORGANISATIONAL PERFORMANCE

Organisations around the world experience challenges in matching and aligning organizational strategies that will positively influence overall business performance (Arokodare, Asikhia & Makinde, 2020). Organisations aim to achieve excellence, make profit, and grow by meeting their strategic objectives (Nikpour, 2017). Contemporary organisations operate in a competitive and complex environment;

therefore, it is imperative that the performance measures used are adequate enough to assess and report business performance (Bititci, Bourne, Cross, Nudurupati & Sang, 2018).

There are two categories of performance, financial and non-financial. Traditionally, the performance of a business is measured by its financial performance (Gan & Simerly, 2019) and according to Al-Dmour, Abbod & Al Qadi (2018), the accounting financial criteria is still the usual source to determine business performance. In many instances, only the financial indicators would be reported on, as they reflect the profitability of the organization, however, businesses' performance should not only be based on financial performance but also on their non-financial performance (Bogićević, Domanović & Krstić, 2016).

2.10.1 Financial Performance

Financial performance is conventionally reflected by accounting methods and techniques used to report the financial position of a business (Jacková, 2020). Generally, the financial performance of a business refers to the extent that the financial goals of the business have been accomplished. Financial statements are useful to reveal the current state of the business and to indicate the probable future performance of the business (Al-Dmour, Abbod & Al Qadi, 2018). Various financial ratios are used to determine the financial performance of a business, these ratios include, return on investment, liquidity, capital efficiency, cashflows and inventory turnover (Mühlbacher, Siebenaler & Würflingsdobler, 2016).

Financial performance can further be categorized into - narrow and broader senses. The narrow sense of financial performance focuses on the profitability and the return-on-investment indicators of the business (Bogićević et al., 2016). In the narrow and traditional view of financial performance, indicators such as financial ratios, dividends per share, return on equities and return on assets are commonly used (Indraswono, 2021). The broader sense of financial performance, however, relies on data from financial statements and other related accounting information. In addition, the broader view of financial performance not only includes information on a business' profitability or otherwise, but also other indicators, such as details on liquidity and

solvency; whether the narrow or the broad view is used, all the data used in reporting financial performance are derived from the company's financial statements (Bogićević *et al*, 2016). The accurate reporting of financial information is imperative to business; thus, the role of financial performance indicators should not be disregarded in determination of business performance (Răscolean & Rakos, 2020).

2.10.2 Non-financial Performance

Financial performance indicators have traditionally been used as the main measure for business performance, however, volatile changes in the global economy have required business to look at business performance in a more comprehensive manner (Narkunienė & Ulbinaitė, 2018). Non-financial indicators include, market share, employee satisfaction, innovation, and customer satisfaction; these factors are now considered better indicators of the company's growth prospects and standing, as with this approach the business performance is described in its totality (Modi, 2016). There is a relationship between the factors of performance, wherein the financial performance indicators affect the non-financial performance indicators, and vice versa. There is an interrelation, a link, hence, between the non-financial and financial indicators (Kotane, 2012).

Non-financial performance indicators reveal the subtle non-material aspects of the business that cannot be revealed by the financial indicators. These factors encourage certain behaviours in employees and customers which may significantly affect business performance (Omran, Khallaf, Gleason & Tahat, 2021). Customer satisfaction and employee satisfaction, for example, play a positive role in the performance of an organisation (Gan & Simerly, 2019). Miah (2018) suggests that employee satisfaction is central in business performance because productive businesses typically must have satisfied employees who are productive and produce quality products, leading to satisfied customers. Customer satisfaction is described by Kotler and Keller, (2016) as an individual's gratification with a product by comparing the products performance in relation to others. Businesses attain customer satisfaction when they can meet customer needs better than competitors. Non-financial performance indicators, such as customer satisfaction, focus on the long-term sustainability and growth of the business by focusing on customer

attraction, customer loyalty and improvement of company image (Ndubisi and Nwankwo, 2019).

Contemporary performance management measures such as the Balanced Score Card (BSC) use a multifaceted approach that incorporates both the financial and non-financial performance in determining business performance (Narkunienė & Ulbinaitė, 2018). The BSC integrates four perspectives to determine business performance, customer-focused, financial, internal as well as innovation and lifelong learning (Kaplan and Norton, 1996). In many modern businesses, even factors beyond the financial reports are explored to determine business performance.

2.11 EMPLOYMENT EQUITY IN REDUCING UNFAIR DISCRIMINATION AT THE WORKPLACE

Employment equity is used to protect employees from unfair discrimination and unequal treatment in the workplace. Policies that support diversity and employment equity are frequently complementary and can aid in the creation of an inclusive organizational culture. Employment equity will eliminate hiring, firing, and other forms of workplace discrimination that are motivated by factors like, a person's race, disability, culture, or gender (Hunt et al., 2018).

Employment equity is concerned with the elimination of discriminatory barriers that limit other groups of society from equal employment opportunities. Organisations must have a workforce that is representative of the society that they serve and operate in. The reduction of unfair discrimination creates a perception that all occupational categories and occupational levels are attainable to all society, therefore, people will be inclined to pursue any employment opportunity they desire to reach and further their desired career goals (Bell, 2014). As a result, it is essential that the workplace makes available, employment opportunities to all members of society to guarantee a strong workforce in the future (Hansen & Oster, 1997). Employment equity draws the marginalised and overlooked groups closer to opportunities in the workplace; for instance, as white males retire and exit the labour force, it is prudent to fill those gaps with a diverse group of employees (Stevenson, Cuevas and Kirkpatrick, 2020).

The elimination of unfair discrimination and the promotion of equal opportunities in South African workplaces are the main goals of the EEA. This Act only applies strictly to designate employers, or businesses with more than 50 employees. These workplaces have to be made more inclusive to previously disadvantaged groups in the society. Employment equity ensures that the workplace is more inclusive, particularly because the rights of workers who were non-white were disregarded during the apartheid era. Furthermore, employment equity is designed to guarantee that eligible candidates from targeted groups are given equal opportunities in the workforce and are fairly represented at all occupational levels (Flowerday, Rankin and Schöer, 2016). Increasing diversity and elimination of discrimination in the workplace is a challenging task, nonetheless, organizational stakeholders in the public and private sectors must collaborate to establish successful recruitment and retention tactics and policies (Stevenson, Cuevas and Kirkpatrick, 2020).

2.12 EMPLOYMENT EQUITY IN PROMOTING DIVERSITY AT WORKPLACE

Employment equity increases the number of previously marginalised employees in the workforce and ensures that they have access to job opportunities that are equal to those available to the non-marginalised, in the past (Sinden, 2017). Modern organizations should promote diversity as it is the basic value of an equal and multicultural society. In addition, to understand issues of organizational performance and group cohesion, requires an understanding of employment equity and diversity (O'Brien and Gilbert, 2013).

Organisations have moved from the idea that when people join the organisation, they automatically assimilate and blend with the majority homogenous group (Akpakip, 2017). The deliberate promotion of employment equity programmes and policies in the workplace assist organisations to acknowledge the existence of multidimensional differences in people. Communication to staff about employment equity initiatives in the organisation raises awareness of the shared values of diversity and their influence on performance (Booyesen and Nkomo, 2014).

The South African government has introduced several anti-discrimination legislations to create a society that is non-racial, non-sexist, and democratic for everyone. The

EEA was a significant legislation that prompted employment equity and diversity in the workplace. Employment equity seeks to make reasonable accommodations in the workplace for previously-marginalised groups of the labour force (Flowerday, Rankin and Schöer, 2016).

Previous studies have concluded that diversity of race and gender in the workplace is linked to better decision-making, flexibility, innovation, and problem-solving skills. These beneficial results are commonly credited to the diversity of viewpoints, expertise, and experience that varied groups possess in comparison to homogeneous workforce (Kamarck, 2019). The concept of EE is based on the grounds that employees shall not be subjected to unlawful discrimination based on their race, colour, national origin, religion, medical conditions, like pregnancy, gender identity, or sexual orientation, disability or age. These forms of unlawful discrimination shall not be practiced at any time, either during the hiring, employment, or promotion processes (Marquis, Farris, Hall, Kamarck et al, 2017).

CHAPTER 3: RESEARCH METHODOLOGY

3.1. INTRODUCTION

Patel and Patel (2019) define research methodology as the systematic processes and techniques used to solve research problems, while Irny and Rose (2005) similarly, describe it as the systematic, theoretical analysis of the methods applied to a field of study. Research methodology is further divided into qualitative, quantitative, or mixed research methods (Al-Ababneh, 2021).

Knowledge of research methodology is crucial to guide researchers on which of the methods are relevant for a study (Kothari, 2017). Details on the research methodology provides a rationale for methods used in a study, to ensure the process of a scientific enquiry. Discussions on the research methodology will describe and analyse the methods used in the study and will also enable the researcher to develop a concise conceptual framework to undertake the research study (Kumar, 2018).

The purpose of this chapter is to provide a detailed explanation of the research methodology that was followed in the study, under sections, such as, research design, secondary and primary data, study area, population, sampling methods and size, data collection, data analysis, validity and reliability as well as the ethical considerations adhered to during the research process.

3.2 RESEARCH DESIGN

Heppner, Wampold, Owen & Wang, (2016) explicate research design as the master plan that specifies the methodology and procedures for collecting and analysing data; it further can be described as the plan that will be used to answer the research questions (Saunders, Lewis & Thornhill, 2012).

There are two main research methods used in collecting and analysing data, namely, qualitative, and quantitative, although, these two methods, may be combined in a mixed-method research study (Hanson and Grimmer, 2007). Qualitative research may be referred to as a research plan that uses narrations rather than quantification

in data collection and analysis (Sutton & Austin, 2015). In qualitative research, fewer yet more detailed cases may be studied, allowing for the participants to comprehensively express and expound on the subject (Kyngäs, 2020), however, the use of qualitative research method can be time consuming, and generalisability is limited.

Addae & Quan-Baffour (2015), explain that quantitative research is, “a research strategy that emphasizes quantification in the collection and analysis of data that entails a deductive approach to the relationship between theory and research, in which the accent is placed on the testing of theories”. In addition, Rutberg & Bouikidis, (2018) maintain that “quantitative research generates statistics through the use of large-scale survey, using methods such as questionnaires or structured interviews”. The use of quantitative survey approach leads to higher generalisability due to the large amount of data that is available (Maxwell, 2021). The quantitative research method uses numerical data, such as those derived from surveys and questionnaires (Saunders, Thornhill, and Lewis, 2012). This study used quantitative survey research design for collecting primary data from senior and lower-level management staff.

The study adopted explanatory descriptive research design in order to provide detailed description regarding the implementation of employment equity strategies of ATNS and the challenges the organisation is facing during the implementation of its employment equity plan to transform the workplace and ensure diversity, equity, and elimination of discrimination in ATNS. The aim of explanatory descriptive research is to explain why a particular phenomenon occurs and to understand the relationship between variables (Bentouhami, Casas & Weyler, 2021). Descriptive research design provides description and characteristics of the phenomenon (Patel & Patel, 2019)

3.3 KINDS OF DATA: SECONDARY AND PRIMARY DATA

Secondary data is information that already exists and may be retrieved from sources such as research archives, census figures, financial records, articles, books, and official correspondence (Martins, Cunha and Serra, 2018). It is more convenient and

more cost-effective as the information has already been collected by another researcher. In addition, it allows a researcher to access large quality dataset, which can provide for greater validity and generalization (Kalu, Unachukwu and Ibiam, 2018). Some of the challenges of using secondary data, however, may include the fact that a researcher cannot fully ascertain how the previous research was conducted, how ethical was the process of data generation, or the thoroughness of the analysis and interpretation of data, or what problems the data may have had (Johnston, 2014). These are genuine major concerns around secondary data; however, no research can be conducted without review of existing literature to establish a way forward. To answer the research objectives of this study, both secondary and primary data will be utilised.

Primary research data can be described as the data that a researcher collects directly from the source; this allows for a researcher to obtain first-hand data from participants. Primary research methods may include, focus group discussions, observation, surveys, and interviews. Primary data usually ensure accuracy and reliability as the researcher is directly involved in the data collection process, thus, is able to determine authenticity of data samples (Calantone & Vickery, 2009). Primary-data research, however, can be expensive and time-consuming as the research may span over a lengthy period, depending on the type of data required.

3.4 STUDY AREA

The site for this research is the Air Traffic and Navigation Services (ATNS), a South African state-owned company. ATNS was established in 1993, in terms of the ATNS Company Act 45 of 1993 and the National Department of Transport on behalf of the state, is the ATNS shareholder. ATNS provides air traffic navigation services, training, and associated services; in addition is responsible for air traffic control throughout the African Indian Ocean region. The Head Office and the ATNS Training Academy are based in Johannesburg, South Africa, although, its operations are conducted in 21 air traffic control units across the country. ATNS has a staff complement of approximately 1100 employees based at the Head Office and the air traffic control units. The staff consists of 49.79% females, 81.58% black people and approximately 2% PWD.

3.5 POPULATION

Mweshi & Sakyi (2020) noted that in research, a target population represents all the people, objects, ideas, or events that a researcher wishes to understand and from which the sample will be drawn. The population for this study was the employees of ATNS.

The target population was 488 ATNS employees comprised of executive managers, senior managers, junior managers, administrators, and specialists. ATNS has 56 executives and senior managers, 432 junior managers, specialists, and administrators and from these the sample was selected. Most of the target population are based at the ATNS Head Office in Johannesburg Gauteng, while the others are based at 21 air traffic control centres across the country.

3.6 SAMPLING, SAMPLING METHOD AND SAMPLE SIZE

Palinkas, Horwitz, Green, Wisdom, Duan and Hoagwood (2015) define sampling methods as strategies to obtain a portion from a given population. They continue that a sample is a subset of the population that is used to represent the entire group (Palinkas *et al.*, 2015). To select a sample the researcher can use various techniques, for instance, the random sampling method. This method is used where a subset of the population is selected and all the population have an equal opportunity of being selected (Cheheb, Al-Maadeed, Al-Madeed, Bouridane and Jiang, 2021).

Rahi (2017) defines random sampling as a process in which each unit of the population has equal probability of inclusion in the sample. In other words, random sampling is when each element of the study has an equal and an independent chance of being selected and included in the sample (Mishra and Alock, 2022). Random sampling is considered a fair way to select a sample from a population, because each subject has an equal opportunity of being selected. Random Sampling is representative of the population, therefore, results based on this type of sampling, generalisations to other contexts, can be made (Sharma, 2017). The internal and

external validity, hence, is high when a random sampling method is used (Volbeda and Van Hall Larenstein, 2022). The random sampling method is considered reliable as it is considered to be free from bias (Taherdoost, 2021).

The random sampling method was used to select respondents for this study, which includes executives and senior managers, and the second group includes junior managers, specialists, and administrators. The sample size for the first category was 32 executives and senior managers out of 56, while for the second category was 63 junior managers, specialists, administrators out of 432 which were selected randomly using 95% confidence level and 5% margin error. Overall, the total sample size will be 95 for this study.

3.7 DATA COLLECTION

For data collection, structured questionnaires were used to gather data from the respondents (Aithal and Aithal, 2020). A structured questionnaire comprises of predefined questions which are standardized with a fixed scheme, identical wording, and order of questions (Cheung, 2021); the questionnaires were self-administered by the participants. Self-administered questionnaires are cost effective, and participants' anonymity and confidentiality are maintained (Bell and Waters, 2018). Self-administered questionnaires are suitable for research studies where sensitive questions are asked. Furthermore, questionnaires can be distributed to a larger number of the population (O'Leary, 2014).

The disadvantage of self-administered questionnaire includes possible non-responses, where participants do not fully complete their questionnaires. The self-administered questionnaire is not suitable for participants who may be illiterate (O'Leary, 2014). The researcher distributed the questionnaires to the targeted respondents; as mentioned earlier, the questionnaire comprised of structured questions, predetermined by the researcher.

The questionnaire was divided into four sections. The first section sought answers related to the participants' background; the second section focused on impact of

current strategies of EE transformation at ATNS; the third section asked questions on challenges of EE transformation at ATNS, and the final section comprised of questions on the impact of EE transformation in reducing discrimination and promoting fair treatment of employees at ATNS. A 5-point Likert scale was used to measure participants' attitude and experience towards the statements/answers provided. The 5-point Likert scale was used as it is also able to measure variations, such as likelihood, quality, and frequency (Hutchinson, 2021).

Due to the challenges posed by the COVID-19 pandemic and noting that most of the employees were working from home, the questionnaires were sent by email to all the targeted respondents. To ensure that there was a high participation and response rates, the researcher adhered to ethical principles, such as, providing participants with comprehensive information about the study, assuring them of confidentiality and guaranteeing them non-occurrence of personal and emotional harm.

3.8 DATA ANALYSIS

Data analysis is the process that describes, classifies, and interprets the collected data, in line with the research aims, objectives, theories and framework (Ko, Kim and Lee, 2021). To respond to the research question and determine that the objectives of the study have been achieved, the data collected should be analysed. Data collected were analysed by using Statistical Package for the Social Sciences (SPSS) and the results were presented statistically using tables, graphs, and charts. This study used descriptive statistical analysis tools such as percentages, frequencies, and Cronbach's alpha employed since this study is quantitative in nature.

3.9 VALIDITY AND RELIABILITY

Validity and reliability are fundamental features in the evaluation of a measurement instrument or tool for a research study. Validity describes which measurements are accurate and that what is supposed to be measured, is in fact being measured (Erciyas, 2020). Validity can further be described as what an instrument measures and how accurate and truthful the findings are (Mohajan, 2017). Reliability proves that such

truths can be replicated (Howell, 2013). Erciyas (2020) reiterates that reliability assures that similar results will be achieved should the same study be repeated. To achieve reliability, four main measures can be used, firstly, a clear conceptualizing of constructs; secondly, the utilization of a certain level of measurement; thirdly, the use of multiple indicators, and lastly, running pilot-tests (Marcus, Neuman and Mac Kuen, 2017).

To ensure validity and reliability, a researcher may conduct an appraisal of the methods used to collect data (Saunders et al., 2009). To ensure reliability, a structured questionnaire was used; questionnaires have a proven track record of reliability. In a structured questionnaire, items and response categories are formulated in advance, therefore, it is efficient and can be systematically evaluated (Kummerow and Kirby, 2013). The researcher was also assisted by an accredited statistician to ensure efficient data management of the collected data (Hijazi, Saeed and Alfaki, 2019). Internal and external validity are crucial for any research study; for validity, representativeness of the sample and the instrument used, were ensured (Creswell & Guetterman, 2019). In other words, validity was ensured by efficient and accurate data collection and analysis.

3.10 ETHICAL CONSIDERATIONS

Research ethics are standards of conduct that the researcher must adhere to during a research study (Yusof, Teo and Ng, 2020). Ethical considerations relate to issues of the participants' right to voluntary participation, confidentiality, anonymity, and informed consent (Sim and Waterfield, 2019). To gather data, ethical considerations were taken into account to protect the rights of participants and this ensured that data was collected in an ethical manner (Fleming and Zegwaard, 2018). Ethical considerations observed in this study were:

Informed consent: Informed consent is a cornerstone of ethical conduct in research. The aim of the informed consent principle is to respect the right of individuals to make informed decisions regarding their participation in the study (Denzin & Lincoln, 2011). Participants were given consent forms to sign before the interviews are conducted.

Clarifying the objectives and benefits of the study: Deception occurs when the objectives of a study are not accurately explained and clarified to participants (Islam and Samsudin, 2020). Before the commencement of the interviews, the benefits and objectives of the study were comprehensively clarified. In addition, feedback on the research study was provided to participants who requested for it (Rahi, 2017).

Permission to conduct the study: Ethical clearance was sought from the University of Limpopo's Research Ethics Committee (REC) and permission to conduct the study was sought from the CEO of ATNS. A letter was written to the CEO of ATNS to request permission to conduct the research.

Voluntary consent: Participation in the study was purely based on voluntary consent and participants had the right to withdraw from the study at any point, with no penalty imposed upon them (Bazeley, & Jackson, 2015:67). The principle of honesty relates to truthfulness in giving participants all the necessary information about the study. All this information enabled participants to make informed decisions as to whether to participate or not. Consent forms were provided to the participants, where they indicated their willingness to take part in the study.

Confidentiality: During the study, all views, opinions, and perceptions of individual participants expressed in confidence were not shared with unauthorised persons (Gregg *et al.*, 2022). The researcher discouraged participants from disclosing their identities in fulfilment of the long-established anonymity rule in research. During the study, all views, opinions, and perceptions of individual participants expressed in confidence were, also, not shared with unauthorised persons. Where participants' name was used in the study, this was after the participant had given a written consent.

No harm: When conducting a study, all harm and risk to the participants must be avoided (Hammersley, 2021). Participants must be well informed of any potential risks involved in participating in the study, to avoid harm to them (Josephson and Smale, 2021). The researcher, therefore, provided all participants with detailed information about the study before the data were collected to confirm that there would be no harm to them, and the researcher ensured this.

CHAPTER 4: DATA ANALYSIS AND FINDINGS

4.1 INTRODUCTION

The previous chapter provided a discussion of the research methodology employed in this study. This chapter contains an overview of the analysis and research findings; these are based on the data collected from respondents who completed the questionnaires. The first section of this chapter contains the explanation of how the data was collected. The second section comprises an explanation of how the data analysis was conducted. The third section focuses on the demographics of the respondents. The fourth section provides an analysis and interpretation of the findings from the quantitative data. Presentation of the findings was done in the form of tables and graphs, followed by narrative, as well as relating the findings with relevant theories and literature. The final section summarised key conclusive remarks from the findings.

4.2 DATA COLLECTION

For data collection, structured questionnaires were used. A structured questionnaire comprises of predefined questions which are standardized with a fixed scheme, identical wording, and order of questions (Cheung, 2021). The questionnaires used in this study were self-administered by the participants. Self-administered questionnaires are cost effective, and they ensure participants' anonymity and confidentiality are protected (Bell and Waters, 2018). Due to most of the staff members working from home, questionnaires were distributed by email to the targeted respondents. To ensure that was high response rates, the researcher adhered to ethical principles, such as providing participants with comprehensive information about the study, assuring them of confidentiality and guaranteeing them non-occurrence of personal and emotional harm.

The response rate refers to the percentage of respondents that completed the questionnaire correctly (Schindler, 2022); a response rate that is above 70% is considered as acceptable (Mishra and Alok,2022). The response rate for this study was 81%; this was acceptable for data analysis to take place and for reliable findings to be obtained.

4.3 DATA ANALYSIS

To respond to the research question and to determine that the objectives of the study have been achieved, the data collected should be analysed. Data collected in this study was analysed by means of descriptive statistics, using Statistical Package for the Social Sciences (SPSS) version 29 and the results are presented statistically, using tables, graphs, and charts. Data analysis began with the editing and coding of the data. Editing includes checking the data collection forms for any omissions, legibility and consistency in classification and then discarding any submitted forms that had missing data, as well as identifying any potential errors in the data collected and discussing their implication (Zikmund, 2003:74). The edited and coded data was subsequently entered into a spreadsheet; the SPSS statistical software version 29 was used. This was followed by descriptive analysis using the Likert scale, to determine the frequencies and percentages with regard to the demographic profiles of respondents and their perception on various aspects of this study.

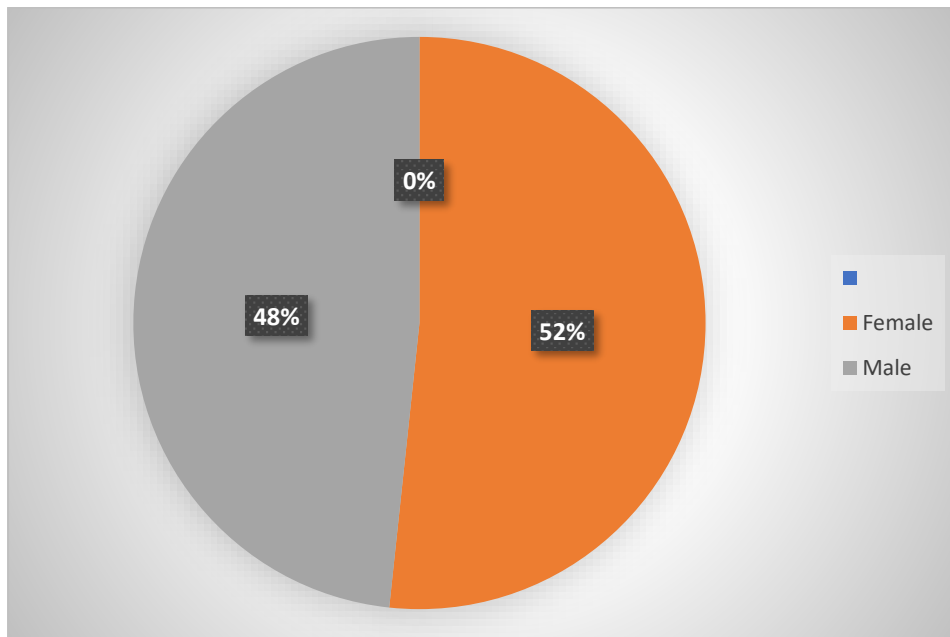
The researcher also conducted Cronbach's alpha test to ascertain the internal consistency and reliability of the data collection instrument. Accordingly, the Cronbach's alpha showed a reliability coefficient ($\alpha = 0.8$ and number of items calculated for was 34). Cronbach's alpha reliability coefficient normally ranges between 0 and 1. George and Mallery (2003) provide the following rule of thumb: " $\alpha > .9$ – Excellent, $\alpha > .8$ – Good, $\alpha > .7$ – Acceptable, $\alpha > .6$ – Questionable, $\alpha > .5$ – Poor, and $< .5$ – Unacceptable" (p. 231). In this study, the Cronbach's alpha reliability coefficient indicated there was good internal consistency within the items in the questionnaire which suggested that the level of reliability of the questionnaire was also good ($\alpha = 0.8$).

4.4 DEMOGRAPHIC PROFILES OF RESPONDENTS

4.4.1 Gender Distribution

In this section, information on the gender distribution of the sample is provided.

Figure 4. 1 Gender Distribution of Respondents for the study (N=89)

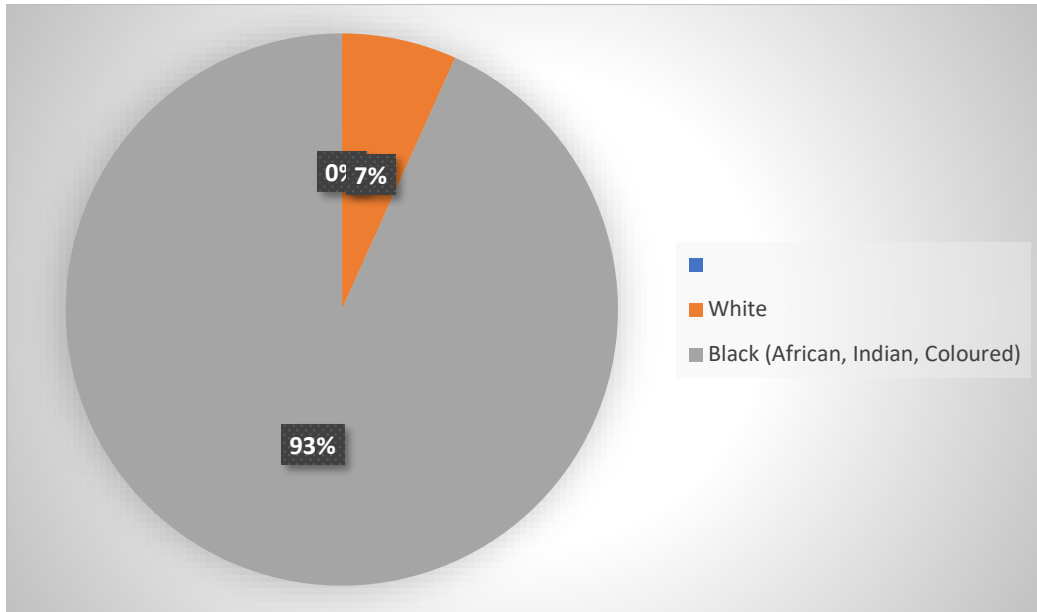


Gender is a critical component of employment equity at the workplace; therefore, the gender of the respondents was also considered important in this study to provide a clear distinction about the proportion of male and female participants. Figure 4.1 indicates the gender distribution of the 89 respondents. The findings for gender in Figure 4.1 indicate that the majority, 51.7% (n=46) of the respondents were female while 48,3% (n=43) of the respondents were male. The response rate between the male and female respondents was insignificant. The findings of this study suggest that there is a balanced representation and participation of both genders in this study which also indicates that there is gender inclusivity at ATNS.

4.4.2 Racial Distribution

In this section, information on the racial distribution of the sample is provided.

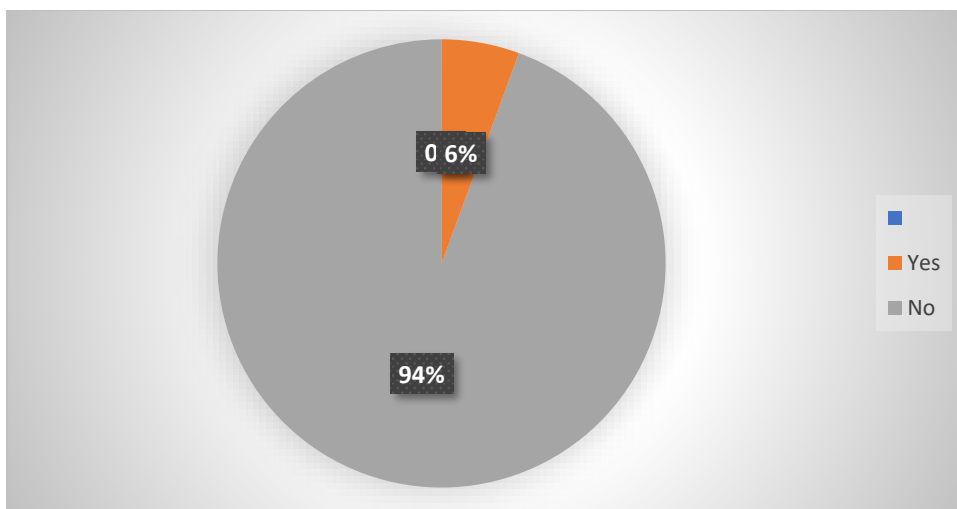
Figure 4. 2 Racial distribution of respondents for the study (N=89)



Race is a crucial element of employment equity within the South African workplace. It is therefore important to determine the racial profile of the 89 respondents. The findings for race in Figure 4.2 indicate that the racial distribution of respondents comprised of 6.7% (n=6) of white people and 93.3% (n=83) black people. The results indicate that a significant majority (93.3 %) of the respondents were black employees, which comprised of African, Indian, and coloured employees. The findings reveal that most of the participants of this study were black employees. The majority of ATNS employees are blacks, as per the employment equity plan.

4.4.3 Distribution of respondents by disability

Figure 4. 3 Distribution of respondents by disability (N=89)



People with disabilities form part of the designate groups in the EEA, therefore, it was necessary to determine the proportion of respondents with disabilities, and to further understand their viewpoints on EE transformation. The 89 respondents were asked to indicate whether they had any disability; Figure 4.3 portrays the respondents' disability status. The findings for disability status in Figure 4.3 indicate that the majority, 94.4% (n=84) of the respondents did not have a disability, while 5.6% (n=5) of the respondents had some kind of disability. The findings suggest that although people with disabilities are in the significant minority at ATNS, they are fairly represented in this study. The results imply that there is inclusivity of people with disabilities within ATNS.

4.4.4 Highest educational level obtained

In this section, information on the respondents' highest level of education is provided. The findings are shown in Figure 4.4.

Figure 4. 4 Distribution of respondents by educational level (N=89)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doctoral degree	1	1.1	1.1	1.1
	Master degree	11	12.4	12.4	13.5
	Honours/ Postgraduate Diploma	22	24.7	24.7	38.2
	Bachelor degree	25	28.1	28.1	66.3
	Diploma	21	23.6	23.6	89.9
	Matric	9	10.1	10.1	100.0
	Total	89	100.0	100.0	

An employee's qualification is deemed important for this study. A higher academic qualification implies that the employee will have a better understanding of the company's strategies and objectives. Figure 4.4 shows that 28.1% (n=25) of respondents hold a bachelor's degree, 24.7% (n=22) have obtained an Honours Degree or a Postgraduate Diploma, 23.6% (n=21) of the respondents hold a Diploma. A further 12.4% (n=11) had obtained a master's degree, while 10.1% (n=9) had

completed matric, and only 1.1% (n=1) holds a Doctoral degree. The results of the study indicate that 89.9 % (n=80) of the respondents had completed tertiary education; this shows that most respondents in this study hold tertiary qualifications, thus, the ATNS employees are qualified and skilled, to effectively implement strategic initiatives of the state-owned company.

4.4.5 Employment unit

In this section, information on the employment unit distribution of the sample is provided. The findings are presented in Figure 4.5.

Figure 4. 5 Distribution of respondents by employment unit (N=89)

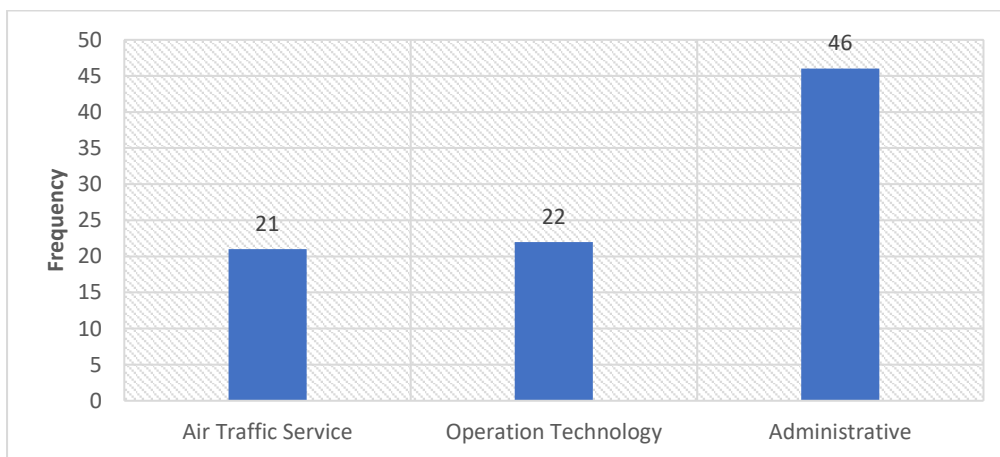


Figure 4.5 indicates that 51.7% (n=46) of the respondents were employed in the administrative unit; 24.7% (n=22) were employed in the operational technology unit, and 23.6 % (n=21) were in the air traffic service unit. Most of the respondents, thus, were from the administrative unit which comprises of the business support functions, such as, finance, information technology, strategy and optimisation, commercial services, and risk management departments. This shows that the respondents in this study were drawn from the various units under ATNS.

4.4.6 Number of years of employment at ATNS

This section provides a summary of the number of years of employment at ATNS, of the respondents.

Figure 4. 6 Distribution of respondents by years of employment (N=89)

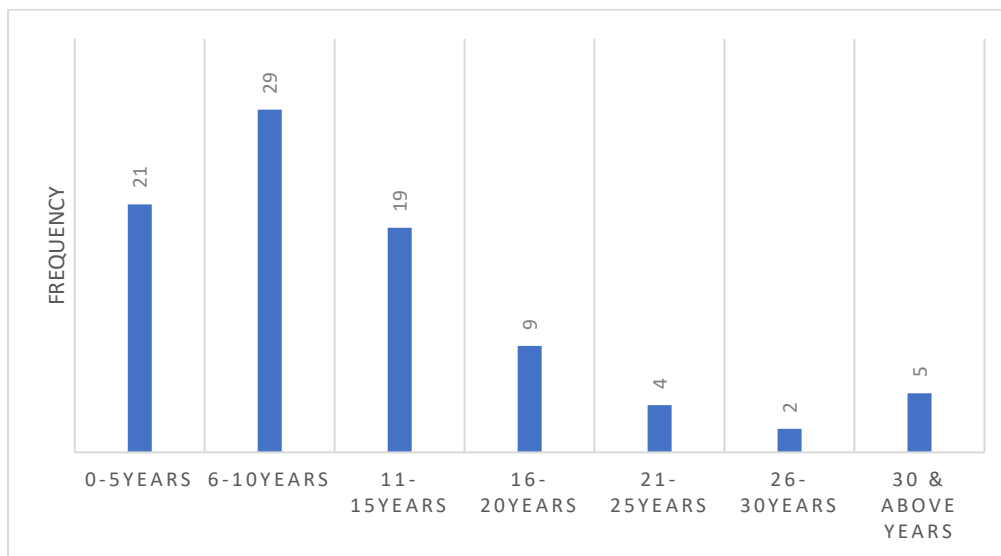


Figure 4.6 indicates the distribution of the 89 respondents by the number of years of employment at ATNS. The results indicate that 32.6% (n=29) of respondents had been in the employment of ATNS for 6 to 10 years; 23.6% (n=21) had been employed for 0 to 5 years at ATNS, while 21.3% (n=19) of respondents have been in the employment of ATNS for 11-15 years. Furthermore, 10.1% (n=9) of respondents had been in the employment of ATNS for 16-20 years; 4.5% (n=4) had been employed at ATNS for 21- 25 years; 5.6% (n=5) had been employed for over 30 years and only 2.2% (n=2) had been employed for 26-30 years at ATNS. The fact that majority, 77.5% (n= 69), of respondents had been employed by ATNS for a period of 0 -15 years, indicates that most of this study's respondents had good knowledge about their company's performance.

4.4.7 Occupational level

In this section, information on the occupational level distribution of the sample is provided. The findings are presented in Figure 4.7.

Figure 4. 7 Distribution of respondents by occupational level (N=89)

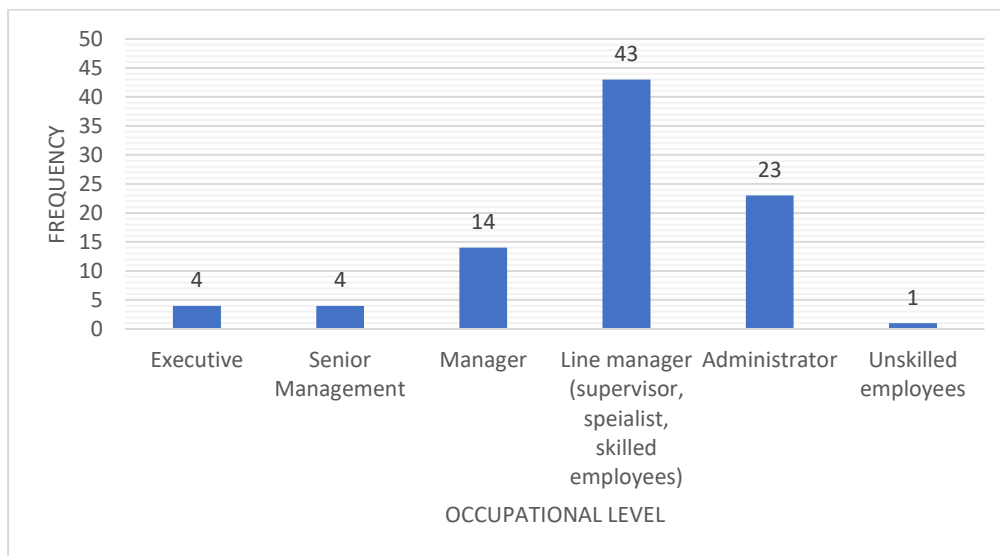


Figure 4.7 indicates the distribution of the 89 respondents' occupational level. The largest group of respondents, 73.1% (n=65), occupy management positions ranging from line managers to executives, while others who hold administrative positions accounted for 25.8% (n=23); only 1.1% (n=1) of respondents was unskilled. This shows that most of the respondents of this study are employees at the management levels, followed by administrators. The management staff included supervisors, specialists, and skilled employees who have adequate knowledge about human resource management issues in the state-owned enterprise.

4.5 STRATEGIES IMPLEMENTED BY ATNS FOR ENHANCING EE TRANSFORMATION

EE focuses on advancements in the notion of equality and the eradication of unfair discrimination for all, in the workplace (Musetsho, Nicoleta and Cosmin, 2021). Similarly, Zhuwao *et al.*(2019) states that employment equity refers to a system whereby organizations manage the labour force effectively in order to address historical discriminatory practices, and ensure that everyone has equal access to opportunities. Lee (2016), states that employment equity is the practice by which an employer increases the representation of previously disadvantaged people in the workplace, for instance, by providing them with training opportunities.

When the new democratic government came into power in the country, the workplace had to also transform into an environment where everyone is afforded equal rights and opportunities (Flowerday, Rankin and Schöer, 2016). The aviation industry is one of the sectors in South Africa that has been slow to transform, therefore, it is important to understand EE transformation at ATNS.

In this study, respondents were asked to indicate their level of agreement and attitude towards various statements regarding strategies implemented by ATNS for enhancing EE transformation at the workplace. The statements are presented below.

Table 4. 1 Perceptions on the implementation EE transformation strategies

Items	SA	A	N	D	SD
B1	18(20%)	51(57%)	13(15%)	6(7%)	1(1%)
B2	14(16%)	33(37%)	27(30%)	13(15%)	2(2%)
B3	31(35%)	42(47%)	11(12%)	3(3%)	2(2%)
B4	6(7%)	16(18%)	21(24%)	35(39%)	11(12%)
B5	36(40%)	37(42%)	15(17%)	-	1(1%)
B6	33(37%)	34(38%)	18(20%)	3(3%)	1(1%)
B7	20(22%)	35(39%)	30(34%)	4(5%)	-
B8	49(55%)	30(34%)	6(7%)	1(1%)	3(3%)
B9	18(20%)	26(29%)	26(29%)	14(16%)	5(6%)

Legend: SA- strongly agree; A-agree; N-neutral; D-disagree; SD-strongly disagree

B1: ATNS has a proportional representation of women

Altogether 69 (77%) respondents agreed with the afore-mentioned statement. These results indicate that majority of respondents agreed that there was proportional representation of women at ATNS, while only seven (7%) of respondents disagreed with the statement. The assertion by a greater percentage of the respondents is an indication that ATNS is dedicated to employment of women.

B2: ATNS is committed to equity programme to accelerate cultural of diversity.

According to the results, 47 (53%) respondents agreed with the above statement, while 27 (30%) of respondents indicated uncertainty with the statement. A majority of the responders agreed with the statement which indicates that ATNS has programmes in place that are effective in the acceleration of cultural diversity within the organisation.

B3: ATNS has a proportional representation of black (AIC) employees

The statistical finding shows that in total 73 (82%) agree with the above statement. Majority of the respondents are in agreement with the statement, indicating that ATNS has made efforts to recruit black people, thus, to ensure their proportional representation.

B4: ATNS has a proportional representation of employees with disabilities

According to the results, 46 (51%) respondents disagreed with the above viewpoint, while only 22 (25%) of them agreed. The fact that 51% of the respondents disagreed with the statement, while another 24% were uncertain of the statement, may be an indication that employees with disabilities are not proportionately represented in the organisation. The results further suggest that there may be insufficient evidence within the organisation to confirm if indeed there is fair and equal representation of employees with disabilities within ATNS.

B5: Women employees are provided with opportunities for training at ATNS

Overall, 73 (82%) of respondents agreed with the above opinion that women employees are provided with opportunities for training at ATNS. The results indicate that ATNS do have programmes and opportunities in place to train and develop women within its employment.

B6: Black (AIC) employees are provided with opportunities for training

Altogether, 67 (75%) agreed with the above viewpoint. Most of the respondents agreed with the statement, revealing that black employees are afforded training opportunities.

B7: Employees with disabilities are provided with opportunities for training

According to the results, 55 (61%) agreed that people with disabilities are provided opportunities for training. This illustrates that ATNS provides training opportunities to members of the EE designated group, particularly, those with disabilities. The majority's positive assertion indicates that there are signs that people with disabilities are provided opportunities to develop themselves, through training.

B8: ATNS has an obligation to deliberately address inequality among EE employees

In total, 79 (89%) respondents agreed with above viewpoint, while four (4%) of them disagreed. The findings suggest that majority of respondents are of the view that ATNS is responsible to provide EE awareness trainings and programmes for the employees.

The findings suggest that there is a need, within the organisation, to have candid platforms that address inequality among EE employees.

B9: ATNS proactively eliminates unfair discriminatory practices at the workplace

The statistical findings confirm that altogether 44 (49%) of the respondents agree with the afore-mentioned statement, 19 (22%) disagreed. A majority of respondents, therefore, are of the opinion that ATNS takes concerted efforts to eliminate any unfair discrimination that may be manifested in the organization.

Based on the above findings, it can be argued that ATNS, as a state-owned enterprise, implements various employment equity initiatives, such as the inclusion of women and PWD, the employment of different cultural and racial groups, and creating training opportunities for designated groups. The majority responses to the above statements suggest that ATNS has put in place initiatives that address transformation in accordance with EE stipulations. The assertion of most of the respondents further assert that there are opportunities for women, black people and PWD to be equally represented and trained. Respondents of this study confirmed that ATNS has an obligation to deliberately address inequality and to proactively eliminate unfair discriminatory practices at the workplace.

The literature review affirms the findings of the study; it states that it is common for successful organisations to have an inclusive and diverse workforce (Baporikar, 2020). The implementation of EE initiatives in organisations, creates awareness on issues such as culture, race, and gender (Akpakip, 2017). As affirmed by the research findings, ATNS has prioritised the training and development of members of EE-designate groups by setting aside an annual budget allocation for the training and development needs of all employees (ATNS 2022). In its EEP, ATNS indicates that it will provide employment, training and promotion opportunities to black people, women and PWD (ATNS EEP, 2020). According to the EEA, ATNS is categorised as a “designated employer”, thus, it is bound by provisions of the Act to comply and implement an EE Plan which will achieve reasonable progress towards EE in the workplace (EEA 1998, s20). ATNS has an obligation to address and proactively decrease unfair discrimination and inequality in the organisation. The literature review of the study supports the research findings.

4.6 CHALLENGES RELATED TO EE TRANSFORMATION AT ATNS

It is essential to examine the challenges in EE transformation at ATNS in order to attain a clear understanding of what is occurring in the organisation. Additionally, understanding the challenges will assist ATNS to identify relevant solutions to the challenges faced with EE transformation. Respondents in this study were asked to indicate their level of agreement and perceptions with various statements about challenges related to EE transformation at ATNS. The statistical results indicated in Table 4.2 are explained by considering items C1 to C6 below.

Table 4. 2 Perceptions on the challenges related to EE transformation

Items	SA	A	N	D	SD
C1	11(12.4%)	17(19.1%)	21(23.6%)	36(40.4%)	4(4.5%)
C2	16(18%)	35(39.3%)	30(33.7%)	7(7.9%)	1(1.1%)
C3	4(4.5%)	26(29.2%)	33(37.1%)	24(27%)	2(2.2%)
C4	2(2.2%)	26(29.2%)	30(33.7%)	27(30.3%)	4(4.5%)
C5	5(5.6%)	41(46.1%)	16(18%)	21(23.6%)	6(6.7%)
C6	17(19.1%)	40(44.9%)	24(27%)	5(5.6%)	3(3.4%)

Legend: SA- strongly agree; A-agree; N-neutral; D-disagree; SD-strongly disagree

C1: There is slow EE transformation at managerial level at ATNS.

According to the results, in total 40 (44.9%) of respondents disagreed with the aforementioned viewpoint. The majority refutation of the statement suggests that there is visible EE transformation at the managerial level at ATNS, therefore, the findings reveal that there is representation of EE employees at managerial level in the organisation.

C2: There is commitment at management level to EE transformation.

The statistical findings show that, altogether 51 (57.3%) agree with the above statement. The majority of respondent in agreement with the statement show that ATNS leadership has placed the EE transformation agenda as a high priority within the organisation.

C3: There is sufficient consultation of EE Transformation issues at ATNS.

Overall, 33 (37.1%) respondents were neutral to the above statement, showing that the majority of respondents were neither in agreement nor disagreement with the

statement. The majority of respondents being neutral testify that there is uncertainty related to sufficient consultation, at ATNS, in relation to matters of EE Transformation.

C4: There is sufficient communication of EE Transformation issues at ATNS.

According to the results, 31 (34.8%) disagreed with the aforementioned viewpoint, while 30 (33.7%) were neutral. Majority of respondents disagreeing with the statement indicate that the organisation has poor information-sharing practices, related to issues of EE Transformation at ATNS.

C5: ATNS Infrastructure accommodates employees with disabilities.

According to the results, a total of 46 (51.7%) of respondents are in agreement with the above viewpoint. The results, hence, indicate that majority of respondents agreed that the infrastructure at ATNS accommodates employees with disabilities. This assertion by a greater percentage of the respondents shows that the needs of employees with disabilities are taken into consideration, by the employer.

C6: Job adverts are targeted at EE candidates.

The statistical finding shows that most respondents 57 (64%) agreed with the above statement, while only 8 (10%) disagreed. The findings, therefore, affirm that there is a concerted effort by ATNS to recruit EE candidates into its organisation.

The aforementioned findings indicated that there are various factors that have influenced EE transformation at ATNS. Participants believed that the commitment of management, availability of infrastructure to accommodate disabled persons, and targeted recruitment of EE candidates had positively contributed towards effective EE transformation at ATNS. Other factors, such as inadequate consultation of stakeholders and insufficient communication, as well as poor information-sharing were the major challenges in the implementation of EE at ATNS.

The literature states that prior to democracy, the aviation industry in South Africa was white and male dominated, therefore, black people, women and PWD were marginalised in the sector (Smith, 2021). Consequently, these findings suggest that ATNS is committed to EE transformation to correct this, however, it has not been immune to challenges that organisations face in the implementation of EE. Matotoka and Odeku (2018) postulate that the lack of communication is an obstacle in the

successful implementation of EE in organisations. Similarly, Mello and Phago (2007) maintain that inadequate engagement on EE matters is a barrier to efficient implementation of EEA in many organisations. The literature emphasises communication as essential in the implementation of EE. The results of this study suggest that ATNS has insufficient communication, poor information-sharing and inadequate consultation with its stakeholder on matters of EE. The literature supports the findings of the study.

4.7 THE IMPACT OF TRANSFORMATION IN REDUCING DISCRIMINATION AT ATNS

Discrimination refers to the favourable treatment of specific people while others receive unfavourable and unequal treatment based on which group the individual belongs (Behtoui *et al.*, 2020). The term “discrimination” can further be defined as unfair treatment of another, characterised by dominance and oppression as an expression of privilege and power (Choudhury and Kumar, 2022). The United Nations International Labour Organization (2015) refers to employment discrimination as “any distinction, exclusion or preference made on the basis of race, colour, sex, religion, political opinion, national extraction or social origin, which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation.”

The reduction of discrimination is a key component of EE transformation; therefore, it was important to understand the perceptions that the respondents hold on the impact that EE transformation has had on the reduction of discrimination at ATNS. In this study, respondents were asked to indicate their level of agreement and perceptions with various statements related to the impact of transformation in reducing discrimination at the ATNS. The statistical findings indicated in Table 4.3 are clarified by a consideration of items D1 through D21, as shown below.

Table 4. 3 Perceptions on the impact of transformation in reducing discrimination

Items	SA	A	N	D	SD
D1	14(16%)	43(48%)	19(21%)	10(11%)	2(2%)
D2	10(11%)	52(58%)	19(21%)	8(9%)	-
D3	16(18%)	38(43%)	23(26%)	14(16%)	-
D4	13(15%)	29(33%)	21(24%)	20(23%)	6(7%)

D5	20(23%)	53(60%)	9(10%)	6(7%)	1(1%)
D6	20(23%)	45(51%)	20(23%)	4(5%)	-
D7	16(18%)	41(46%)	20(23%)	11(12%)	1(1%)
D8	11(12%)	21(24%)	38(43%)	14(16%)	5(6%)
D9	14(16%)	24(27%)	32(36%)	14(16%)	5(6%)
D10	10(11%)	28(32%)	34(38%)	12(14%)	5(6%)
D11	9(10%)	25(28%)	37(42%)	13(14%)	5(6%)
D12	10(11%)	26(29%)	33(37%)	16(18%)	4(5%)
D13	10(11%)	27(30%)	33(37%)	14(16%)	5(6%)
D14	7(8%)	28(32%)	45(51%)	7(8%)	2(2%)
D15	11(12%)	33(37%)	35(39%)	6(7%)	4(5%)
D16	8(9%)	32(36%)	37(42%)	9(10%)	3(3%)
D17	4(5%)	28(32%)	40(45%)	11(12%)	6(7%)
D18	5(6%)	30(34%)	38(43%)	10(11%)	6(7%)
D19	8(9%)	30(34%)	34(38%)	10(11%)	7(8%)
D20	11(12%)	30(34%)	25(28%)	19(21%)	4(5%)
D21	13(15%)	25(28%)	31(35%)	17(19%)	3(3%)

Legend: SA- strongly agree; A-agree; N-neutral; D-disagree; SD-strongly disagree

D1: EE Transformation has contributed to the reduction of unfair racial discrimination at ATNS.

The statistical finding shows that most, 57 (64%) respondents, agreed with the above statement. This large proportion of respondents who agreed with the statement reveal that there is a decline in unfair racial discrimination at ATNS, which can be attributed to the positive impact of the EE Transformation strategy employed.

D2: EE Transformation has contributed to the reduction of gender discrimination at ATNS.

According to the results, in total, 62 (69%) of respondents agreed with the above viewpoint, while 8 (9%) disagreed. The results assert that majority of respondents agree that EE Transformation has contributed to the reduction of gender discrimination at ATNS. The assertion by a greater percentage of the respondents, therefore, suggests that employees of all genders, are treated fairly at ATNS.

D3: Employment Equity Transformation has contributed to the reduction of discrimination of employees with disability at ATNS.

Overall, 69 (61%) of respondents agree that EE Transformation has contributed to the reduction of discrimination of employees with disability at ATNS. Majority of

responders agreeing with the statement indicate that ATNS avoids discrimination of employees based on disabilities.

D4: Employees are treated in an unbiased manner at ATNS.

According to the results, most of respondents 42 (48%) agreed with the aforementioned viewpoint, while 26 (30%) disagreed. Majority of respondents being in agreement with the statement would suggest that ATNS employees are treated in a fair and equitable manner.

D5: EE Transformation allows for diversity in the organisation.

A significant proportion, 73 (83%) of respondents agreed with the above view, while only 7 (8%) disagreed. Majority of respondents agreeing with the above view would suggest that EE transformation within an organisation, paves the way for a diverse workforce.

D6: EE Transformation has an impact on the attraction of diverse workforce.

According to the results, a total of 65 (74%) respondents agreed with the aforementioned viewpoint, while only 4 (5%) disagreed. Agreeing with the statement suggests that many in the labour force are attracted to an organisation that is transformed.

D7: EE Transformation has an impact on the retention of a diverse workforce.

The finding shows that most respondents, 57 (64%), agreed with the statement above. This would suggest that employees stay longer in the employment of organisations that are transformed and practice employment equity.

D8: Employment of employees with disabilities positively impacts profits of ATNS.

Overall, 38 (43%) respondents were neutral in relationship to the above statement, meaning that they neither agreed nor disagreed with the statement. This would suggest that there may be insufficient evidence for participants to confirm any positive impact that the employment of people with disabilities has on ATNS profits.

D9: Employment of women positively impacts profits the ATNS.

The results indicate that most respondents, 38 (43%) agreed with the statement above. This assertion by majority of the respondents could be an indication that gender equality in the recruitment practice at ATNS increases the company's profits.

D10: Employment of black employees positively impacts profits of ATNS.

According to the statistical results, most respondents 38 (43%) agreed with the above view. The majority of respondents in agreement with the statement suggests that employment of black people produces a financial benefit for ATNS.

D11: Employment of employees with disabilities positively impacts revenue of ATNS. Overall, 37 (42%) of respondents were neutral in relation to the above statement. Majority of respondents being neutral to the above statement asserts that there is no clear indication of the impact on ATNS' revenue growth that can be attributed to the employment of people with disabilities.

D12: Employment of women positively impacts revenue of ATNS.

In reacting to this statement, majority of respondents 36 (40%) agreed that the employment of women has had a positive impact on the revenue of ATNS. The results suggest that women employees play an integral role in the revenue increase at ATNS.

D13: Employment of black people positively impacts revenue of ATNS.

The statistical findings indicate that 37 (41%) of the respondents agree with the aforementioned statement. Majority of respondents are of the opinion that the employment of black people by the organisation increases ATNS' revenue. This assertion, by the majority respondents implies that black employees are beneficial for the company's revenue.

D14: Employment of employees with disability positively impact customer satisfaction of ATNS.

Majority of the respondents, 45 (51%) were neutral, neither in agreement nor disagreement with the view when reacting to statement above. The majority's uncertainty may imply that there is insufficient evidence within ATNS to confirm the impact of people with disabilities on customer satisfaction.

D15: Employment of women positively impact customer satisfaction of ATNS.

The statistical findings indicate that most respondents, 44 (49%), agree with the above statement. This result confirms that women employees play a significant role in customer satisfaction at ATNS.

D16: Employment of black employees positively impact customer satisfaction at ATNS.

According to the results, majority of respondents 40 (45%) agree with the above view that the black people employed at ATNS have had an impact on customer satisfaction. This assertion can be taken that racial diversity in the workforce has a favourable influence on ATNS' customers.

D17: Employment of employees with disability positively impacted safety at ATNS.

Most respondents, 40 (45%), were neutral in reacting to the above statement. This suggests that respondents may be uncertain of the impact that the employment of people with disabilities has had on the safety status of the organisation.

D18: Employment of women positively impact the safety performance of ATNS. Overall, 38 (43%) respondents were neutral to the above statement, neither in agreement nor disagreement with the statement. The result suggest that respondents were uncertain about whether recruitment of women has had a positive impact on safety at ATNS.

D19: Employment of black employees positively impact the safety performance of ATNS.

The statistical finding shows that most respondents, 34 (38%), agree with the above statement. The agreement with the statement suggests that racial equity in ATNS' recruitment practices has a positive impact on the company's safety status.

D20: There is cultural awareness programme at ATNS.

According to the results, majority of respondents, 41 (46%), agreed with the above viewpoint. The fact that 46% of the respondents agreed with the statement indicate that cultural diversity is embraced and accepted at ATNS.

D21: The diversity awareness programmes are effective in improving business performance.

The finding shows that most respondents, 38 (43%), agreed with the above statement, hence, confirming that diversity awareness programmes in the workplace, have positively impacted the ATNS' business performance.

The results demonstrate that ATNS's use of employment equity transformation initiatives has reduced instances of racial, gender, and disability-based discrimination and other forms of unjust treatment of individuals. The respondents in this study stated that employees are treated fairly, and the transformation has mostly had a positive impact on staff retention, workforce diversity, cultural awareness, overall performance, and safety in the institution. Most of the respondents, however, were uncertain about statements wanting to ascertain the impact that employees with disabilities have on ATNS' profits, revenue, and customer satisfaction. Majority of respondents affirmed that diversity and cultural awareness programmes are offered by the organisation. Overall, the results suggest that there is reduction in discrimination at ATNS, and that employees are treated in an equitable and fair manner.

The literature review show that EE initiatives allow organisations to reduce discrimination and unfair treatment of employees (Zhuwao *et al.*, 2019), therefore, the current result confirms the viewpoint of the literature. The review supports the findings that organisations that prioritise EE transformation are more likely to increase their staff retention and business performance (Sharma, 2016), hence, customer satisfaction is one of the outcomes of EE transformation in an organisation (Joubert, 2017). Kleynhans and Kruger (2014), however, came to an opposite conclusion, that the employment of previously marginalised people had no impact on business performance, profit, and revenue. The findings of this study also indicated that most respondents were neutral to statements regarding the impact that PWD have on ATNS' profits, revenue, and customer satisfaction; there was, however, no support in the literature review about such uncertainty. The literature, in general, confirms the findings of this study that over the years, through adherence to the EE concept, ATNS has reduced discrimination and inequality in the workplace for all employees (Smith, 2021).

4.8 CONCLUSION

In conclusion, this chapter contains an overview of the research findings using descriptive statistics. The first section of this chapter provided an explanation into how data was collected. The second section included details of how the data analysis was conducted. The third section covered the demographics of the respondents, which include aspects such as age, gender, race, and level of education. The fourth section provided analysis and interpretation of the findings from the quantitative data collected. The next chapter of this study will summarise the study and provide recommendations for future research.

CHAPTER 5: SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

The previous chapter presented an overview of the data analysis and research findings, derived from the data collected from the respondents. The data collected was analysed and interpreted with the support of relevant literature. This chapter will provide a summary of the chapters of the study, the key findings of the study, recommendations for stakeholders and lastly, the conclusion of the whole study.

5.2 SUMMARY OF CHAPTERS

Chapter One provided the introduction and the background to the study. A brief overview of ATNS' history, main functions, governance and management, achievements and challenges were provided. Subsequently, the problem statement, the aim of the study, the study objectives, the research questions, definition of the key terms to be used in the study, the significance of the study, finally, an outline of the whole study.

Chapter Two comprised of the literature review. The significance of Chapter Two was to evaluate and summarise what research has been conducted in relation to the existing knowledge on the topic. The chapter focused on conceptualisation and definition of EE as related to employees' fair treatment, promotion, access to opportunities, diversity, and discrimination. The chapter further provided an overview of the aviation industry within South African and globally, including the major stakeholders in the industry. The history of EE in South Africa was presented, followed by a discussion on the implementation of the EEA, the challenges at ATNS in the implementation process, promotion of diversity within the workplace as well as organisational performance, financial and non- financial. This chapter concluded with a discussion of how employment equity contributes to a reduction in unfair discrimination while promoting equal opportunities for all.

Chapter Three presented the research design, sources of secondary and primary data used in this study, detailed explanation of the study area, the population, sample size and sampling methods. Furthermore, data collection, data analysis, validity, reliability and lastly the ethical considerations adhered to, were presented.

Chapter Four presented an overview of data analysis and the research findings. The chapter focused on, the results of the data collection through the structured interviews, a descriptive data analysis, done by using SPSS, the demographic profile of the respondents, then the statistical results on strategies implemented by ATNS in enhancing EE transformation. This was followed by findings on the challenges related to EE transformation at ATNS as well as the impact of transformation aimed at reducing discrimination at ATNS.

Chapter Five provides the research summary in line with the research questions, recommendations derived from findings of the study, lastly, the chapter outlines conclusions drawn from the findings.

5.3 KEY FINDINGS OF THE STUDY

The key findings of this study are based on the research questions detailed in Chapter One of the study. The following research objectives were derived from the research questions:

- To ascertain the extent of the implementation of employment equity transformation strategies at the ATNS.
- To determine the challenges of employment equity transformation at the ATNS.
- To assess the influence of employment equity transformation in reducing discrimination of employees to improving performance at the ATNS.
- To examine the effect of employment equity transformation in decreasing unfair treatment of employees towards improving performance at the ATNS.

Objective 1: To ascertain the extent of the implementation of employment equity transformation strategies at the ATNS.

In Chapter 2, an overview of employment equity in the in South Africa workplace and the aviation industry was covered. ATNS is part of the aviation industry which has taken time to transform in line with EE principles, although, the implementation of EEA in South Africa has assisted such organisations to be EE compliant. The statistical findings indicate that ATNS has committed itself to ensure EE transformation in the workplace, hence, in their EE Plan, the management has, for example, made provision for training opportunities for employees, particularly, those in the designate group.

The study indicates that ATNS has programmes and initiatives in place that afford the EE designate group the necessary training and developmental opportunities. EE endeavours for all employees to have access to the same recruitment, training, and advancement opportunities, without reservation. This is in accordance with EEA which states that people from the designated group who are suitably qualified should be given preference in work opportunities and be represented in all occupational categories and levels in the workplace (*EEA 1998 s15*)

The aim in the implementation of the EEA is to ensure that the demographics of the South African society is reflected within the workplace (Matotoka and Odeku, 2018), hence, the findings of this study indicate that ATNS has programmes that accelerate cultural diversity in the workplace. The literature shows that organisations that have diverse employees are usually high-performing and there is high employee wellbeing (Roberson, Ryan and Ragins, 2017). The findings of this study affirm that ATNS has proportional representation of black people, women, and people with disabilities in its employment.

Objective 2: To determine the challenges of employment equity transformation at the ATNS.

The path to EE transformation at ATNS has its own challenges, so to obtain an understanding of the EE transformation challenges will assist the organisation to find relevant solutions. The results of the study indicate that ATNS is committed to the achievement of EE transformation; however, there is a challenge of insufficient communication on EE issues within the organisation, therefore, even though the

organisation may have progressive programmes and initiatives, poor communication with employees may jeopardise the success that could be achieved. As stated in the literature review, communication to staff about employment equity initiatives in the organisation raises awareness of the shared values of diversity (Booyesen and Nkomo, 2014). Efficient communication in the workplace allows for an environment where discussions, debates and feedback on issues can happen (Valo and Mikkola, 2019). Insufficient communication on EE issues within ATNS means that there may be employees who do not have full information relating to EE at ATNS. This may result in some employees having different understanding of the EE information that the organisation disseminates.

Objective 3: To assess the influence of employment equity transformation in reducing discrimination of employees towards improving performance at the ATNS.

The findings of this research reveal that transformation reduces racial, gender and disability discrimination in the workplace. Prior to democracy the workplace in South African was shrouded in discrimination against black people, women, and people with disabilities, however, democracy ushered in EE transformation initiatives that aimed to change the workplace to be inclusive of all people and reduce discrimination. Most of the respondents in the study agreed that EE transformation has decreased discrimination against people within the EE-designate group. This finding is significant for ATNS as it was a previously white and a male-dominated organisation, however, this finding suggests that the company has transformed to become more inclusive, and discrimination has reduced. For those organisations that want to remain competitive and sustainable, a diverse workforce is imperative. A diverse workforce where people are treated fairly has a positive impact on employee engagement, organisation reputation and profits.

Objective 4: To examine the effect of employment equity transformation in decreasing unfair treatment of employees towards improving performance at the ATNS.

The findings of this study revealed that EE transformation has decreased the unfair treatment of employees thereby, causing an improvement in the performance at ATNS. Respondents believed that EE Transformation creates a diverse organisation

which strengthens the attraction and retention of its workforce. Employees will stay in organisations that are seen to treat them and others in a fair manner. The successful performance of an organisation can be a result of the way it treats its employees. The fairness with which employees are treated will be manifested in their commitment and contribution to the organisation.

The findings of the study have shown that the employment of women and black people have a positive impact on an organisation's profits. The current findings, similarly, reveal that the employment of women and black people have had a positive impact on ATNS' revenue. The employment of diverse people in the organisation creates inclusivity in the workplace, which makes employees feel their uniqueness is esteemed in the organisation. These employees are more likely to possess a positive attitude which will impact on the financial and non-financial performance of the organisation. In other words, the fair treatment of employees will result in their increased performance at work.

5.4 RECOMMENDATIONS

The efforts undertaken by ATNS to comply with the EEA requirements is evident, based on the participants responses. The objective of the EEA is to promote equal opportunity and fair treatment in the workplace. ATNS has implemented various EE initiatives to improve diversity awareness and create training opportunities among the designated groups, however, respondents indicated that there is inadequate communication in the organisation, in relation to EE transformation issues. Based on these findings of the research, the following recommendations can be made:

- Strengthen management's commitment to comply with provisions of the EEA, therefore, develop strategies for ATNS to be accountable for the implementation of EE, for instance, include EE in Performance Agreements
- Implement continuous improvement based on needs analysis of employees; this will enable the identification and addressing of challenges that may negatively impact provision of opportunities and fair treatment.

- Encourage transparency in EE transformation issues, to enable open and effective information sharing in the organisation. The company should be transparent with their EE targets, EE reporting, EE Plan, strategy, and other EE related matters.
- Improve on communication on EE related information throughout the organisation. The establishment of a communication strategy would be important to ensure availability of information and communication on EE issues.
- Create awareness on the positive impact that the employment of black people, women and PWD have on ATNS' profit and revenue.
- Increase disability initiatives in the organisation. Disability awareness and training would assist all employees to embrace the positive impact that the employment PWD have on the organisation's profits, revenue, and performance.

The implementation of these recommendations will enhance EE awareness in the workplace among employees and strengthen management's compliance with the EEA. These recommendations will improve communication and consultation with employees on EE matters as well as increased awareness of PWD and the role that they can play in ATNS.

5.5 CONCLUSION

In the new democratic South Africa, it was imperative that employment equity be achieved, thus, the enactment of legislation, such as the Employment Equity Act. The aim of the EE legislation was to redress the injustice of apartheid that existed within the workplace. The result of this research is integral for ATNS, as the organisation is part of the aviation industry which is one of the sectors that was slow to transform and become inclusive. The results of the study indicate that ATNS has transformed as an organisation as it has a proportional representation of black people, women, and

people with disabilities. ATNS is committed to provide employment, training, and promotion opportunities to employees, particularly those in the designate group, however, with the EE transformation journey there have been some challenges that ATNS had faced. The results have identified a challenge of insufficient communication on EE matters at ATNS. Participants' uncertainty on the impact that PWD have had on revenue, profits, and customer satisfaction may be an indication of insufficient communication related to PWD, although, the neutral responses may also be an indication of inadequate consultation with employees on EE matters. ATNS, therefore, should devise a strategy that will ensure that effective communication on EE matters is achieved. Effective communication in the workplace is important as it provides employees with access to information and reduces miscommunication.

The use of DoL EE targets, company's EE Plan, EE statistics and reports, have been invaluable for this research. It is important for research that its findings are corroborated with official reports to achieve accurate conclusion. The research has indicated that employment equity transformation at ATNS has been achieved, hence, employees receive fair treatment and are afforded opportunities for training and development. This has had a positive impact on the company's performance, therefore, stakeholder in the South African aviation industry should commit to the EE transformation agenda in their organisations. This will encourage these organisations to achieve equality through promoting equal opportunities, fair treatment thereby ensuring the elimination of any form of discrimination.

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APPENDIX A: Consent to participate in this study

I, _____ (participant name), confirm that the person asking my consent to take part in this research has told me about the nature, procedure, potential benefits, and anticipated inconvenience of participation.

I have read (or had explained to me) and understood the study as explained in the information sheet.

I have had sufficient opportunity to ask questions and am prepared to participate in the study.

I understand that my participation is voluntary and that I am free to withdraw at any time without penalty.

I am fully aware that the results of this study will be used for scientific purposes and may be published. I agree to this, provided that my participation will be kept confidential.

I hereby give consent to participate in this study.

Participant Initials (*You may sign as anonymous*): _____ Date _____

Researcher's Name & Surname :

Researcher's Signature : _____ Date _____

APPENDIX B: Questionnaire

Questionnaire

Instructions:

Answer each question by marking a cross (X) in the appropriate box.

Please complete all the items.

Please mark one answer for each question.

Your answers to this questionnaire will be treated confidentiality.

Section A: Personal Information

1. Gender

Female	
Male	

2. Race

White	
Black	
Equates: <i>African, Indian Coloured</i>	

3. Are you a person with a disability?

Yes	
No	

4. Highest Education Level Obtained

PHD/Doctorate	
Masters	
Honours/Postgrad Diploma	
Bachelor's degree	
Diploma	
Matric/Grade 12	
Below matric	

5. Employment Unit

Air Traffic Services	
Operations Technology	
Administrative	

6. Number of years employed at ATNS

0-5 years	
6 – 10 years	
11-15 years	
16- 20 years	
20 – 25 years	
25 – 30 years	
30 + years	

7. Occupational Level

Executive	
Senior Management	
Manager	
Lower Management (Supervisor, Specialist, Skilled employees)	
Administrator	
Unskilled Employees	
Other (specify)	

Section B - Strategies of EE transformation at ATNS

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
8. ATNS has a proportional representation of women					
9. ATNS is committed to equity programmes to accelerate cultural and diversity					
10. ATNS has a proportional representation of black (AIC) employees					
11. ATNS has a proportional representation of employees with disabilities					
12. Women employees are provided with opportunities for training at ATNS					
13. Black (AIC) employees are provided with opportunities for training					
14. Employees with disabilities are provided with opportunities for training					
15. ATNS has an obligation to deliberately address inequality among designated employees					
16. ATNS proactively eliminates unfair discriminatory practices at the workplace					

Section C – Challenges of EE transformation at ATNS

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
17. There is slow EE transformation at managerial level at ATNS					
18. There is commitment at management level to EE transformation					
19. There is sufficient consultation of EE-transformation issues at ATNS					
20. There is sufficient communication of EE-transformation issues at ATNS					
21. ATNS infrastructure accommodates employees with disabilities					

22. Job adverts are targeted at EE candidates					
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Section D - The effect of EE transformation in reducing discrimination and promoting fair treatment of employees at ATNS

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
23. EE Transformation has contributed to the reduction of unfair racial discrimination at ATNS					
24. EE Transformation has contributed to the reduction of gender discrimination at ATNS					
25. Employment-Equity transformation has contributed to the reduction in discrimination of employees with disability at ATNS					
26. Employees are treated in an unbiased manner at ATNS					
27. EE transformation allows for diversity in the organisation					
28. EE Transformation has an impact on the attraction of diverse workforce					
29. EE Transformation has an impact on the retention of a diverse workforce					
30. Employment of employees with disabilities positively impacts profits of ATNS					
31. Employment of women positively impacts profits at ATNS					
32. Employment of black employees positively impacts profits of ATNS					
33. Employment of employees with disabilities positively impacts revenue of ATNS					
34. Employment of women positively impacts revenue of ATNS					
35. Employment of black people positively impacts revenue of ATNS					
36. Employment of employees with disabilities positively impacts customer satisfaction of ATNS					
Employment of women positively impacts customer satisfaction of ATNS					
37. Employment of black employees positively impacts customer satisfaction at ATNS					
38. Employment of employees with disability positively impacts the safety performance of ATNS					
39. Employment of women positively impacts the safety performance of ATNS					

Employment of Black employees positively impacts the safety performance of ATNS					
40. There are cultural awareness programmes at ATNS					
41. The diversity-awareness programmes are effective in improving business performance					

APPENDIX C: Letter requesting permission to collect data

DocuSign Envelope ID: C0549360-ACE1-4F2F-BCB-EFE0537866A0



From: Lutendo Musandiwa
Employee Number:2481

To: Air Traffic and Navigation Services (ATNS)
Eastgate Office Park Block C
South Boulevard Road Bruma
2198

Subject: Request for Permission to Conduct Research

Dear Ms Mdawe,

My name is Lutendo Musandiwa, student number 201012224. I am currently studying towards a Master of Public Administration and Management at the University of Limpopo under the supervision of Dr AA Asha. I would like to make a request to your esteemed office to grant me permission to conduct research at your institution, ATNS. The topic of my research is "The Impact of Employment Equity Transformation on the Performance of Air Traffic and Navigation Services (SOC) Limited."

I am hereby seeking your consent to allow me to collect data from your institution, and I will ensure that the findings are solely for academic purposes. I will also ensure that the findings of this study remain as completely anonymous and confidential as possible. If the approval is granted, I undertake to provide your institution with a copy of the full research report upon the completion of this study. Your positive response in this regard will be highly appreciated.

Kind regards,

DocuSigned by:
Ms Lutendo Musandiwa
Signature: *Lutendo Musandiwa*

Date: 14 December 2022

DocuSigned by:
Supported by:
Signature: *Chanel*
Ms Chanel Sparks
Senior Manager: Human Resources Business Partner

Date: 14 December 2022

DocuSigned by:
Supported by:
Signature: *Tendani N*
Ms Tendani Ndou
Executive: Human Capital (Acting)

Date: 15 December 2022

DocuSigned by:
Approved by:
Signature: *Nozipho Mdawe*
Ms Nozipho Mdawe
Chief Executive Officer

Date: 20 December 2022

Approved, CoSec to provide support to candidate

3/5/2	Page 1 of 1	14 Dec 2022
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Air Traffic and Navigation
Services Company SOC Limited
Company Reg. No. 1505064-2020
(ISO 9001 certified)

Eastgate Office Park, Block C,
South Boulevard Road, Bruma
Private Bag 815, Kemplon Park 1620
Tel: 027 11 807 1000 | Fax: 027 11 807 1570
www.atns.com

Directors: S Thabeta (Chairman)
M Mdawe (Chief Executive Officer)
M Nkomo (Chief Financial Officer)
M Yanda, M Ngema, Z Moyo, J C Thomas
S Sedit, K B Bopwana, N Kufalika, CR Burger, T Kgekeli
Acting Company Secretary: N Nengeni

APPENDIX D: Turfloop Research Ethics Committee Clearance Certificate



University of Limpopo
Department of Research Administration and Development
Private Bag X1106, Sovenga, 0727, South Africa
Tel: (015) 268 3935, Fax: (015) 268 2306, Email: anastasia.ngobe@ul.ac.za

TURFLOOP RESEARCH ETHICS COMMITTEE
ETHICS CLEARANCE CERTIFICATE

MEETING: 29 November 2022

PROJECT NUMBER: TREC/573/2022: PG

PROJECT:

Title: The impact of Employment Equity Transformation on the performance of Air Traffic and Navigation Services (SOC) Limited.
Researcher: L Musandiwa
Supervisor: Dr AA Asha
Co-Supervisor/s: N/A
School: Turfloop Graduate School of Leadership
Degree: Master of Public Administration and Management

PROF D MAPOSA
CHAIRPERSON: TURFLOOP RESEARCH ETHICS COMMITTEE

The Turfloop Research Ethics Committee (TREC) is registered with the National Health Research Ethics Council, Registration Number: REC-0310111-031

Note:

- i) This Ethics Clearance Certificate will be valid for one (1) year, as from the abovementioned date. Application for annual renewal (or annual review) need to be received by TREC one month before lapse of this period.
- ii) Should any departure be contemplated from the research procedure as approved, the researcher(s) must re-submit the protocol to the committee, together with the Application for Amendment form.
- iii) PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES.

Finding solutions for Africa

APPENDIX E: Language Editing Certificate

PROOF OF EDITING

11 October, 2023

This is to certify that I, Dr P Kaburise, have proofread the mini-dissertation titled - **THE IMPACT OF EMPLOYMENT EQUITY TRANSFORMATION ON THE PERFORMANCE OF AIR TRAFFIC AND NAVIGATION SERVICES** - by Lutendo Musandiwa. I have indicated some amendments which the student has undertaken to effect before the final mini-dissertation is submitted.



Dr P Kaburise (0794927451/ 0637348805; email: phyllis.kaburise@gmail.com)

Dr P Kaburise: BA (Hons) University of Ghana (Legon, Ghana); MEd University of East Anglia (Cambridge/East Anglia, United Kingdom); Cert. Teaching English as a Foreign Language (Cambridge University, United Kingdom); Cert. English Second Language Teaching, (Wellington, New Zealand); PhD University of Pretoria (South Africa).