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**AN INVESTIGATION OF TRANSFORMATION
INCLUSIVITY IN THE STRATEGIC PLANNING OF
BUILT ENVIRONMENT ORGANISATION IN SOUTH
AFRICA**

By

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ABSTRACT

The transformation progress has been very slow in terms of delivering employment equity in the built environment. It appears that built environment organisations lack effective strategic plans that promote transformation, fail to use succession planning to embrace transformation, indulge in non-transparent recruitment and promotion procedures that further hamper transformation, and are not held accountable for their lack of transformation. The purpose of this research is to investigate the effect of lack of transformation inclusivity in the built environment organisations in South Africa. Thereafter find ways to stimulate the transformation inclusion into strategic planning of organisations across various sectors of economy.

A quantitative research approach was adopted to provide hard, factual data. Descriptive research was conducted through a literature review, and a web-based survey to investigate the lack of transformation inclusion in the strategic planning of organisations in the built environment professions in South Africa. This study used probability sampling technique and applied cluster sampling to select the sample. A total of 36 respondents were surveyed.

The results revealed that none of the respondents agree that employment equity is included in the strategic planning of their organisation. There is lack of incorporation of succession plan in the strategic planning of built environment organisations. The results showed that transparency on recruitment and promotional procedures is not clearly established. The results showed that there is no conclusive evidence on the accountability for not meeting employment targets. The lack of structured change management process is perceived as the main barrier to transformation.

The study illustrates the importance of establishing transformation by overcoming imbalances in the HR processes of the organisations by revealing prominent barriers to employment equity in the built environment organisations. This will help HR practitioners and organisation management to establish organisation HR policies that are in line with Department of Labour (DoL) employment equity targets.

Key words: Built-environment organisations, Employment Equity, Legislation, Transformation, Strategic Planning.

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LIST OF ACRONYMS AND ABBREVIATIONS

BE – Built-Environment

CBE – Council for Built-Environment

CPUT – Cape Peninsula University of Technology

CUT – Central University of Technology

DoL – Department of Labour

ECSA – Engineering Council of South Africa

HR – Human Resource

HRM – Human Resource Management

HRP – Human Resource Practice

LED – Local Economic Development

NDP – National Development Plan

NMU – Nelson Mandela University

NWU – North-West University

SACAP – The South African Council for the Architectural Profession

SACLAP – The South African Council for the Landscape Architectural Profession

SACPCMP – The South African Council for the Project and Construction Management Professions

SACPVP – South African Council for the Property Valuers Profession

SACQSP – The South African Council for the Quantity Surveying Profession

TUT – Tshwane University of Technology

UCT – University of Cape Town

UFS – University of Free State

UJ – University of Johannesburg

UKZN – University of KwaZulu Natal



UN – United Nations

UP – University of Pretoria

WCG – Western Cape Government

WITS – University of Witwatersrand



DEFINITION OF KEY TERMS

Blacks: This refers to South African race groups who identify as Africans, Coloureds, and Indians.

Micro enterprise: This refers to enterprise with less than 10 employees.

Small-small-medium enterprise: This refers to enterprises with less than 250 employees.

Large enterprise: This refers to enterprise with employees that are 250 or more.



CHAPTER 1

THE PROBLEM AND ITS SETTING

This chapter discusses the background of the study, the problem statement, the sub-problems, the hypothesis, the main research question, the research purpose, the research objectives, the significance of the study, research assumptions, and research ethics.

1. INTRODUCTION

Transformation is dependent on the people's commitment to appreciate everyone's human dignity as opposed to accepting their racial segregation and biases (De Beer, 1998). The fundamental issue in the lack of transformation in organisations is that most people were not psychologically prepared for the type or level of change required from them. Numerous legislations have been established to redress the imbalances of the past. One of them is the Employment Equity Act of 1998 with an aim of achieving equity in the workplace (EEA, 1998).

The commission for Employment Equity revealed that the progress on the implementation on EEA has been limited (Department of Labour, 2012). Organisations tend to implement employment equity measure once they receive intention to audit from Department of Labour (SDF, 2021). Thus, transformation is not embedded in the strategic planning of organisation, because organisations only implement the employment equity measures to be seen as compliant by the Department of Labour.

1.1 Background

Transformation of the South African economy to facilitate a non-racial society, and equal employment opportunities for all are common phrases in this democratic era (Surtee & Hall, 2010). However, although these concepts are articulated by the government, non-profit organisations, and other organisations; the progress of transformation has not materialised up to the expectations, because various industries are still experiencing slow progress of transformation (DoL, 2021). According to



Musonda et al (2019), the progress of transformation within the built environment is very slow compared to other sectors of economy.

Racial classification is not the only preconception used to divide the working class; it was embedded in the structure of the apartheid system (Suttner, 2014). The Nationalist Party that was ruling during the apartheid era implemented a divide and rule policy to divide black and white people (Mhlauli, *et al*, 2015). The black working class entered the workplace under certain conditions that were not found in the capitalist states, namely an arrangement of apartheid laws and procedures ensuring insecurity and providing special advantages to the employer.

South Africa achieved democracy in 1994 and is still redressing the imbalances from the apartheid regime which promoted racial oppression against black people in South Africa. Since then, various programmes and strategies to eradicate the systematic oppression of the apartheid era and to fulfil the fundamental transformation were implemented. Most of those who struggle access to basic needs continues to be Blacks primarily Africans, as it was under apartheid (Suttner, 2014). Although there is no law stating that black people cannot access several opportunities and while all enterprises are now liberated, the practical effects of 20 years of democracy have seen the reproduction of inequalities (DoL, 2021).

South Africa post-1994 inherited a racially skewed public service where only 0.6% of 3239 civil servants were black and 95.5% were white people (Franks, 2014). Department of labour's 2020-2021 annual report shows that most public servants are black Africans employed at lower ranks, with a few senior and top-level public servants (DoL, 2021).

The Constitution of South Africa makes provisions for transformation to deal with the historical socio-economic challenges, however, there is a lot to be done to get the country to the envisage post-apartheid society (Gumede, 2014). The South African constitution states that an employee should not be unfairly discriminated against race,



gender, sex, religion, political opinion, and any other demographic information. (Western Cape Government, 2012).

However, in a recent case where one of the Western Cape municipalities appointed an unqualified white person with matric and rejected a qualified black person for a senior LED officer post (South African Labour News, 2018), the court outcome was that the Municipality should pay R750 000 for contravening the Employment Equity Act and Public Service Act (Adriaanse, 2021).

The contravention of Employment Equity Act does not only happen in public sector, but in private sector as well. The progress on the implementation of the Employment Equity Act has largely been limited in the private sector (Department of Labour, 2012). According to Surtee and Hall (2010) there are not enough blacks in management positions at companies operating in three industries of the private sector namely, retail, financial and petro-chemical. For example, in the retail sector, there were 1002 new appointments in 2008, however, only 19 percent of these were African people (Surtee & Hall, 2010). Three out of five companies had declining levels of recruiting African people in the management positions.

The construction industry response in supporting B-BBEE certificates and scorecards is inadequate and disappointing (Specifile, 2013). The reason for the slow transformation includes poor skills development, capacity constraints within client departments, market factors, fraud and corrupts (CIDB, 2017; EAAB, 2017). Hence, this lack of transformation may cause the construction industry to miss out on valuable contributions and new thinking approaches which a transformed workforce may add and which may be needed to attain the brilliant ideas required to solve complex and intricate modern engineering problems (Schafer, 2005).

Transformation is essential for enhancement and sustainability of built environment profession (CBE, 2017c; Gumbo & Okoro, 2019). However, the lack of skills development of previously disadvantaged individuals continue to prevail in South African Built-Environment professions. In 2016, the CBE (CBE, 2017a) reported that



there is only 26% of previously disadvantaged individuals were registered as professionals, whereas white persons represent 74%. SDF (2021) reported that there are no clear guidelines or information that could enable organisations to proactively implement employment equity.

Strengthening the partnership between government and built environment private sector is the basis of a newly transformed environment (CBE, 2017b). However, Bovaird (2009: 61) claims that organisation without a strategy lacks direction and ultimately become incompetent. According to SDF (2021) organisations tend to be reactive when it comes to Employment Equity implementation, in that they only start the process when they receive an intention to audit from Department of Labour (DoL). Therefore, built environment organisations should begin to act and commit to transformation in a proactive, progressive, and strategic manner to uphold the Constitution of South Africa.

1.2 Problem statement

Since the beginning of South African democracy in 1994, transformation has been the central goal for the democratic regime, upheld by the Constitution of the Republic of South Africa which seeks to redress the imbalances of the past by the Apartheid regime. While various policies and strategies have been implemented to address transformation process, and some of the South African youth (persons between the age of 18 and 35 years old) have benefited from the transformation process, there is still a vast majority of South African youth who languish in lowly positions or remain outside the mainstream of transformation process. This suggests there are barriers to be addressed in the economic transformation process if a sustainable progress is to be made. Where young black South Africans have overcome the hurdle of education, training and found employment, their career paths remain uncertain and unclear. The transformation progress has been very slow in terms of delivering employment equity in the built environment. It appears that built environment organisations lack effective strategic plans that promote transformation, fail to use succession planning to



embrace transformation, indulge in non-transparent recruitment and promotion procedures that further hamper transformation, and are not held accountable for their lack of transformation.

1.2.1 Sub-problem 1

BE organisations do not appear to include employment equity in their strategic planning.

1.2.2 Sub-problem 2

BE organisations do not appear to incorporate succession planning into their strategic planning.

1.2.3 Sub-problem 3

BE organisations appear to lack transparency in their recruitment and promotion procedures.

1.2.4 Sub-problem 4

BE organisations appear not be held accountable for not meeting employment equity targets.

1.2.5 Sub-problem 5

BE organisations are not transparent in the barriers faced in achieving employment equity targets.

1.3 Hypotheses

1.3.1 Hypothesis 1

BE organisations do not include employment equity in their strategic planning.

1.3.2 Hypothesis 2

BE organisations do not incorporate succession plan in their strategic planning.

1.3.3 Hypothesis 3



BE organisations are not transparent about their recruitment and promotional procedures.

1.3.4 Hypothesis 4

BE organisations are not held accountable for not meeting the employment equity targets.

1.3.5 Hypothesis 5

There are major barriers to achieving employment equity targets in BE organisations.

1.4 Main research question

Is transformation included in the implementation of strategic planning of built-environment organisations?

1.5 The research purpose (usually aim)

This research seeks to investigate the effect of lack of transformation in the built environment organisations and find ways to stimulate transformation.

1.6 Research objectives

The objectives of this research are to:

- Identify employment equity legislation as applicable to BE organisations,
- Determine the employment equity requirements for BE organisations,
- Investigate BE organisations' employment equity targets,
- Establish current barriers to achieving employment equity,
- Establish a proactive way of achieving employment equity.



1.7 Significance of the study

Transformation is an important aspect of the Constitution that can be stimulated to eradicate the imbalances of the past. Thus, this research seeks to establish ways to stimulate the transformation into strategic planning of organisations for built-environment professions.

1.8 Research assumptions

It is assumed that all parties involved in the built environment can read and write in English. It is assumed that parties involved view transformation as an important issue that they will be willing to participate in the study.

1.9 Research ethics

No name of specific or person is mentioned when discussing the results of the study. The issue of gender, ethnicity and age are mentioned in the study, because the study aims to report about EE act which deals specifically with gender and ethnicity. The age is mentioned to differentiate transformation for various age groups in relation with the position they occupy the workforce.

1.10 Summary

This chapter highlighted that transformation is not yet materialised up to expectations in South Africa, because numerous industries are still experiencing slow progress of transformation and built-environment is one of them. This chapter revealed that transformation is not embedded in the strategic planning of organisations, because organisations tend to implement employment equity measure once they receive intention to audit from Department of Labour.

It seems that built environment organisations lack effective strategic plans that promote transformation, fail to use succession planning to embrace transformation, indulge in non-transparent recruitment and promotion procedures that further hamper transformation, and are not held accountable for their lack of transformation.



This study purpose is to investigate the effect of lack of transformation in the built environment organisations and find ways to stimulate transformation by firstly identifying employment equity legislation as applicable to BE organisations. Secondly, by determining the employment equity requirements for BE organisations. Thirdly, by investigating BE organisations' employment equity targets. Fourthly, by establishing current barriers to achieving employment equity. Lastly, by establishing a proactive way of achieving employment equity.

The significance of this study is that transformation is an important aspect of the Constitution that can be stimulated to eradicate the imbalances of the past. The research assumption is that all parties involved in the built environment can read and write in English. It is assumed that parties involved view transformation as an important issue that they will be willing to participate in the study. This study conforms to research ethics that no name of specific or person is mentioned when discussing the results of the study.



CHAPTER 2

LITERATURE REVIEW

2. LITERATURE REVIEW

This chapter begins by defining transformation and discusses existing transformation strategy in the built environment profession. The discussion about the provisions made about transformation in the South African legislation. General organisation processes are being outlined. This chapter also discusses human resources management practices, employment equity targets, discuss several barriers to employment equity, and lastly, draw a conclusion of this chapter.

2.1 Transformation defined

“Transformation is a philosophical progression of change, evoked by the desire to redress the historical disadvantages with a definite emphasis on the enhancement and provision of equal opportunities and access to quality education, training, mentorship, and skills development to radically increase the number and quality of registered built environment professionals” (CBE, 2017b, para. 4).

Tshetedi (2000) believe that transformation is based upon change management. Therefore, the transformation process should be implemented through change management programs that are focusing on changing the culture of an organisation to enable employees’ mind to adapt to establishment transformation processes.

The term transformation refers to an explicit process to primarily redress the imbalances of the past to build a new South African government (White Paper, 1995).

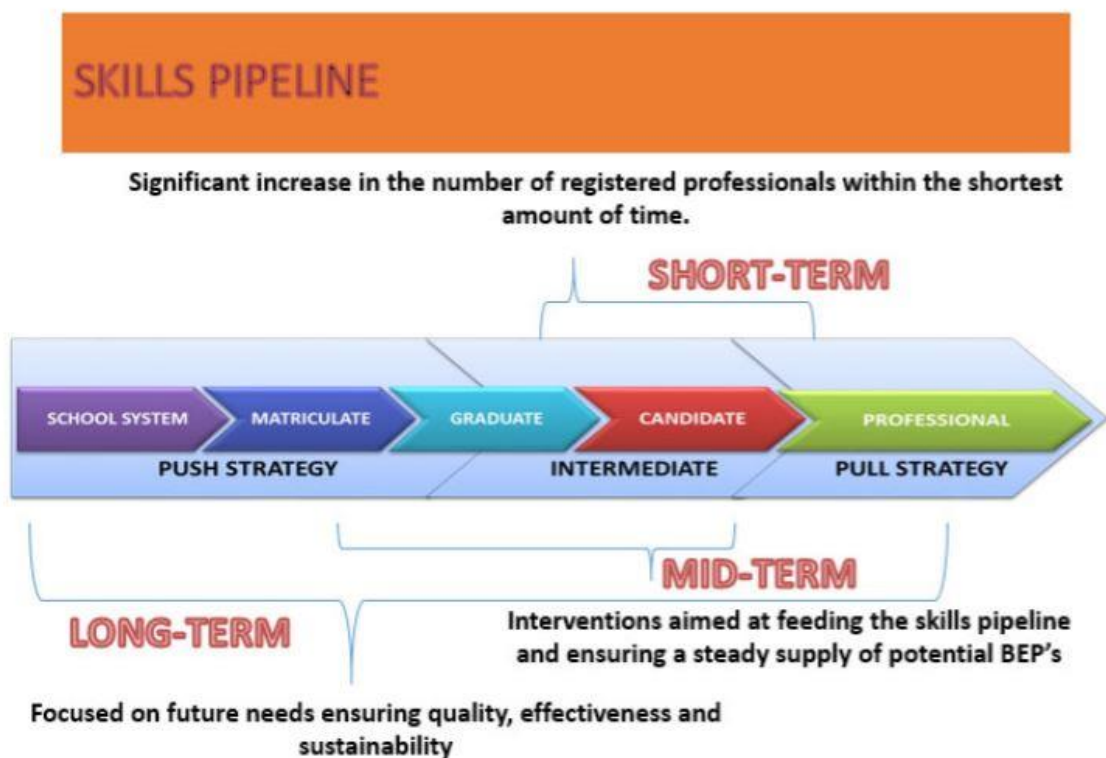
2.2 The existing transformation strategy in the built environment profession

The existing strategy is focusing on building a strong partnership between public service and the built environment private sector. The existing strategy is also focusing on developing the competencies of previously disadvantaged people through education and training that will lead to obtaining of credible educational qualification



that will eventually result to professional registration (CBE, 2021). According to PMG (2017) strengthening of partnership between government and the built environment private sector is crucial for successful implementation of transformation in the built environment. Figure 2.1 shows the existing transformation strategy in the built environment professions.

Figure 2.1: The existing transformation strategy in the built environment professions



Source: (CEB, 2021)

Transformation is one of the important mandates of the CBE 2020/2021 – 2024/2025 Strategic Plan (CEB, 2021). However, the CEB strategic plan focuses on two aspects which are skills development and professional registration. The CEB strategic plan neglects transformation in terms of employment equity.

Transformation and change management should combine with employment equity within all organisational structures to provide a diverse and equal representative workplace (Rasila, 2021).

Transformation should be guided by change management programs to first prepare peoples mind for a shift in the organisation’s culture. This will enable the organisation to be conducive to the implementation of transformation processes (Tshetedi, 2000).

Therefore, currently organisations are not conducive to the implementation of transformation, because they neglect various legislative acts implemented to facilitate transformation. According to Rasila (2021) the Department of Trade and Industry’s Broad-based Economic Empowerment Commission tend to pledge an investigation against certain organisations for defilement of the B-BBEE Act.

2.3 The constitution provisions for public administration

The constitution makes provisions for transparency, fairness, ant-bias, equitability, adequate human resource management, career-development, and public administration to redress the imbalances of the past (SA Constitution, 1996). Thus, that means constitution is the core of transformation.

2.4 Employment in public service

Public service act, (1994) makes provisions for the organisation and administration of the public service, terms of office, retirement, discipline, the regulation of the conditions of employment, and discharge of members of the public service, and matters connected therewith. However, this research focuses on section 9 of public service act which is the employment in the public service.

2.5 Mechanisms for obtaining service of persons

Services of people may be acquired in terms of Public Service Act (1994) by means of:

- Appointments as per section 9, and section 12 for heads of departments;
- Appointments as per section 12A on provisions of policy considerations; or
- Placements by means of transfer as per section 14, including transfers of heads of department in terms of section 12(3), secondments as per section 15, and assignments as per section 32.

2.6 Appointments in public service

An official authority may employ anyone in accordance with the Public Service Act in such a way as may be prescribed (Public Service Act, 1994). For example, the head of department may appoint an individual using a consistent and transparent system that is without bias or prejudice. Thus, the appointment and filling of positions in the public service should be done as follows:

- The appointment should be in line with equality and the other democratic principles and values outlined in the Constitution of South Africa.
- Any appointment made as per section 9 of the public service act should allow and consider all people who applied and qualify for the position concerned
- The evaluation criteria shall be based on competence, knowledge, skills, training, and the need to redress the imbalances of the past, including representation in terms of gender, race, and disability.

2.7 Qualifications for appointment

The Public Service Act (1994) prescribe the conditions for appointing persons in public sector. Firstly, the person that may be appointed permanently in the public sector must be a South African citizen. Secondly, that person must be fit and proper Employment equity act, 1998. This act was implemented to attain equity in the work environment by (Employment equity act, 1998):



- Establishing favourable procedures to recompense the disadvantages in workplace experienced by previously disadvantaged South Africans to warrant their fair representation in all employment levels in the work environment; and
- Encouraging equal opportunities and impartial treatment in employment by eradicating unfair discrimination.

Every employer is obligated to implement an employment equity plan (Labour Guide, 2021). The employment equity plan must clearly set out the necessary steps to attain the objectives stated in the employment equity act.

2.8 Public service act, 1994

This act was implemented to regulate employment conditions in the South African government administration in terms of discipline, office, retirement, and dismissal of employees within government, and other matters related therewith (Public service act, 1994).

2.9 Basic conditions of employment act, 1997

The act was implemented through the South African Constitution section 23(1) to impose the right to impartial labour practices; and to fulfil the obligation of the country as a member to the International Labour Organisation; and to make provisions matters related therewith (Basic conditions of employment act, 1997).

2.10 Broad-Based Black Economic Empowerment act, 2013

The act was implemented to establish a legislative framework for the elevation of black economic empowerment; supporting codes of good practice to endorse economic transformation to grant access and evocative participation of black people in the economy (Broad-Based Black Economic Empowerment act, No 46 of 2013, 2013).

The B-BBEE act is aimed at not just focusing on broad-based ownership and inclusion black management representation at executive level (Selby & Sutherland, 2006).



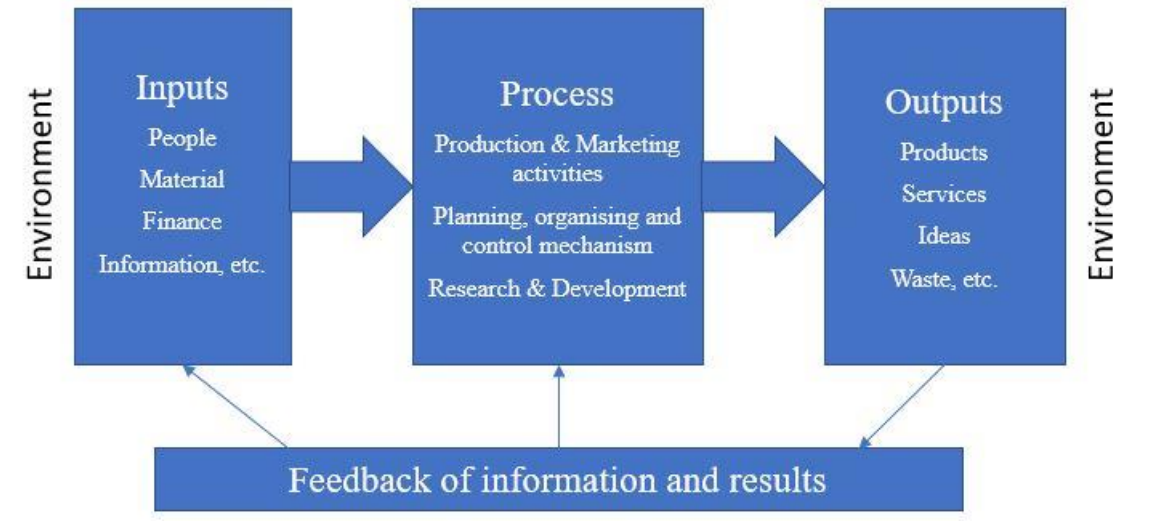
According to Rasila (2021) the B-BBEE act impose a penalty of up to 10% of annual turnover or imprisonment of up to 10 years on entities for violation of this Act.

2.11 General organisation processes in relation to transformation

Transformation is part of a complex framework of ideas about organisations, which is derived from systems theory (Barnes, 2001). It perceives any activity in a organisation as a process in which inputs are converted into outputs of goods and/or services to stakeholders. Therefore, any organisation can be characterised as a sequence of processes that utilise resources to achieve predetermined output. Organisation process is a collection of organisation activities combined with a goal of establishing added value for a specific customer or market (Kaniski & Vincek, 2018). However, in any organisation, it is vital for an organisation to respond to change in the environment it operates in (Gitman *et al*, 2012). Hence, this requires changes to its organisation processes. Figure 2.2a shows the basic cycle of the organisation system.



Figure 2.2a: The basic cycle of the organisation system



Source: (Barnes, 2001)

Systems are much more open, least developed countries (LDCs) like South Africa are characterised by progressively unstable political climate and negative economic growth, budgets are constantly revised, inputs are unpredictable, and planning in the traditional manner is now impossible (Crosby, 1991). Thus, the change in the organisation process will require change in inputs of the organisation sub-systems or making change to the conversion process (Barnes, 2001). These will often correspond to various functional organisation departments, such as Human Resources, Finance, Marketing, and so on, and the interrelationship between these systems is crucial to organisation effectiveness. According to Kaniski and Vincek (2018), basic elements of organisation process are as follows:

- Organisation goals or organisation objectives
- Available resources
- Activities
- Indicators

- Focus on stakeholders or customers; and
- Process holders

Organisation goals and objectives are the most important aspect of management, both in planning and in larger planning-organising-leading-controlling (P-O-L-C) framework (Carpenter, Bauer, & Erdogan, 2012). However, organisation goals tend to be deserted in managerial practice or misaligned with the organisation strategy. Figure 2.2b shows the goals and objectives in the P-O-L-C framework.

Figure 2.2b: Goals and Objectives in the P-O-L-C Framework

<u>Planning</u>	<u>Organising</u>	<u>Leading</u>	<u>Controlling</u>
<ol style="list-style-type: none"> 1. Vision & Mission 2. Strategizing 3. Goals & Objectives 	<ol style="list-style-type: none"> 1. Organisation Design 2. Culture 3. Social Networks 	<ol style="list-style-type: none"> 1. Leadership 2. Decision Making 3. Communications 4. Groups/Teams 5. Motivation 	<ol style="list-style-type: none"> 1. Systems/Processes 2. Strategic Human Resources

Source: (Carpenter *at el*, 2012).

Goals are objectives give the basis for measurement (Carpenter *at el*, 2012). Goals define what the organisation is trying to achieve. Therefore, goals are embedded in the organisation’s strategy. A strategy is the formation of the fundamental long-term goals and objectives of an organisation, and the implementation of the courses of action and the distribution of resources for executing these goals (Nickols, 2016). Mintzberg (1994: 458) defines strategy as “a pattern in a stream of decisions to contrast with a view of strategy as planning”.

Figure 2.2b shows that goals and objectives form part of the planning in the organisation. Thus, it is important to incorporate transformation as part of organisation

goals and objectives. Organisation objectives are quite specific, time-related, quantifiable actions that sustain the accomplishment of a goal (Carpenter *et al*, 2012). Thus, objectives are fundamental requirements and integral part of strategic planning and principles of management.

2.12 Strategic Planning

Strategic planning is managerial activity that outlines how an organisation will achieve its long-term goals (Maleka, 2014). The impact of strategic planning is much more far-reaching, in that it focuses on all aspects of the organisation (Simerson, 8).

Root (2014) believes that for an organisation to establish efficient plans that serve as guide to it, it is important to understand the goals of the strategic corporate plan first.

United Nation (2018) defines Strategic planning as “a process of planning for future and identifying trends and issues against which to align organisation priorities of the office”. Bryson (2017) emphasis that strategic planning in public and non-profit organisations is based on two aspects. Firstly, the leaders and managers of public and non-profit organisations should always exercise discretion. Secondly, leaders and managers must distinguish the action plan through a rationally controlled process of discussion with others when the circumstances confronted with necessitate more than technical solutions.

According to Huettich (2020) strategic planning consists of six steps, namely strategic position identification, gathering information and people, performing SWOT analysis, developing a strategic plan, execution of a strategic plan, and performance monitoring.

2.12.1 Strategic position identification

The ability to properly establish the placement of an organisation in its external environment is indispensable for making a strategic decision (Dimitrova, 2017). Positioning an organisation for success comprises directing its resource position to properly fit expected opportunities and challenges of future environment (Vila, 1991). Korkmaz and Messner (2008) agree that organisations should seek profound



understanding of their evolving environments and shaping their strategies according to dynamic conditions. It assists organisations integrate their assets and activities and ascertain success and sustainability of the organisation.

Positioning is based upon the implementation of a classification system that diminishes the number of factors (Kale & David, 2002). Porter's generic typology is one of the strategies that are identified as suitable strategies for resolving the challenge of developing effective theories of competitive positioning for built environment organisations. According to Korkmaz and Messner (2008) there are two perceptions of competitive strategic position, namely environmental determinism, and strategic choice perspectives.

2.12.2 Porter's generic typology

Porter's generic typology comprises two main aspects namely the scope of competition, and mode of competition (Kale & Arditi, 2002):

- The scope of competition refers to the organisation's decisions on the extensiveness of its operations. The segment, vertical, geographic, and industry are the key aspects of scope of competition.
- The mode of competition refers to organisation's verdicts on the strategy of developing competitive advantage. The cost, time, quality, and innovation are key aspects in the mode of competition.

Porter (1985) states that organisations can implement either cost leadership or differentiation strategies for addressing the mode of competition, and organisations can implement either a focused or a broad approach for addressing scope of competition.

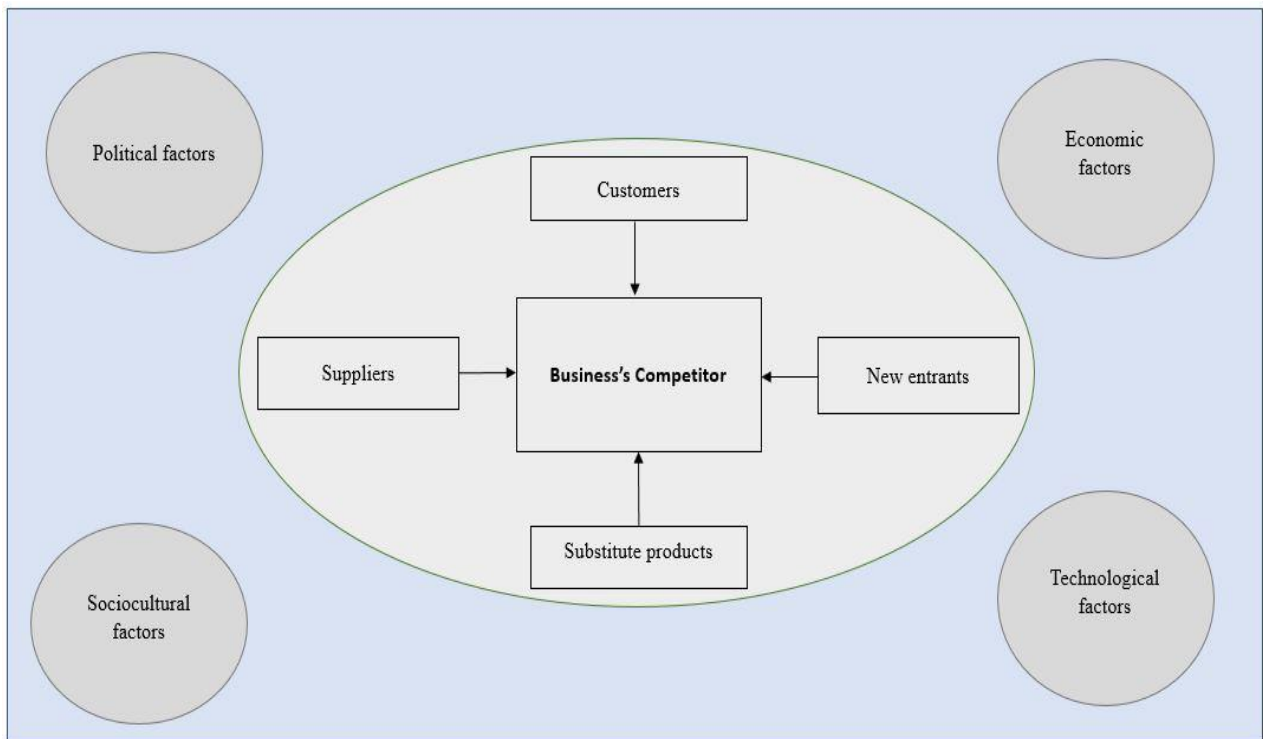
2.12.3 Environmental determinism

Environmental determinism claims that the environment is the principal instrument for clarifying the performance of an organisation (Hanna & Freeman, 1984).



Therefore, strategic leaders have minimal influence on the organisation performance. The organisation operates in a macro and microenvironments with macro and micro environmental factors that influence the performance of the organisation. Figure 2.3 shows macro and microenvironments factors in which organisations operate.

Figure 2.3: Macro and microenvironments factors in which organisations operate



Source: (Korkmaz & Messner, 2008).

The macroenvironment consists of political, economic, technological, and sociocultural (PEST) factors. The organisations have no influence on these macroenvironmental factors; Thus, these factors can be seen as either threats or opportunities. Thus, the PEST analysis is one of the frameworks that is used to examine the macro environmental (country or region level provide appropriate

positioning of the organisations) influence in which the organisations operate (Thompson and Strickland, 1999).

The microenvironment comprises the customers, new entrants, substitute products, and suppliers. The microenvironments' influence has a closer effect on the organisation's ability to make profit or intended impact (Porter, 1979).

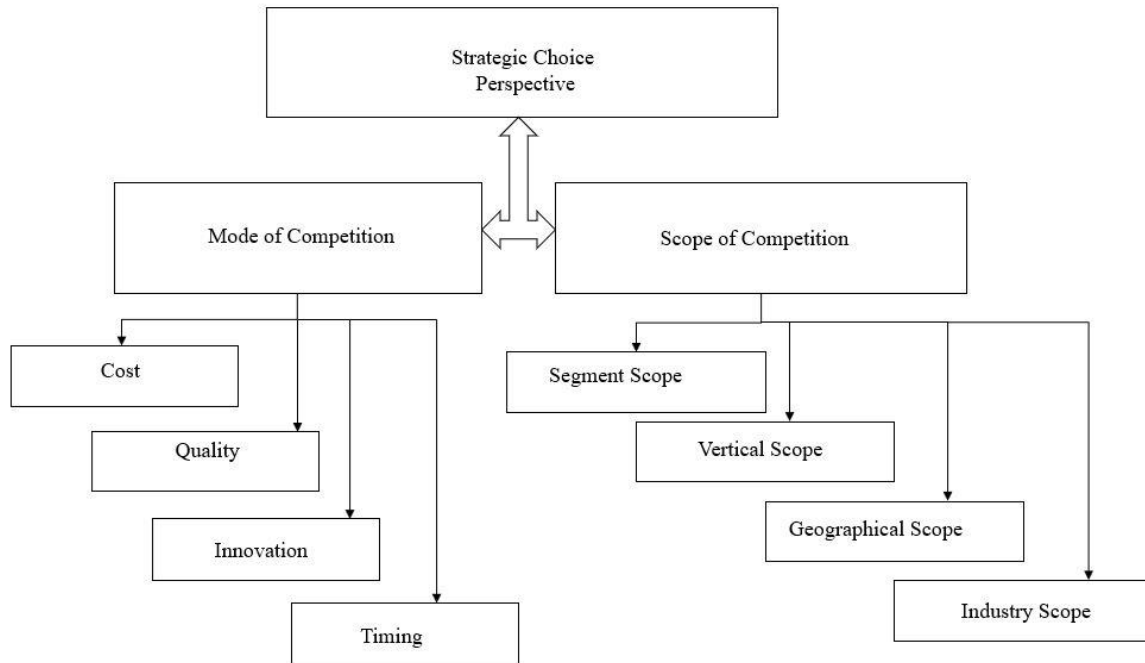
2.12.4 Strategic choice perspectives

Strategic choice perspective argues that organisations can respond to environmental threats and opportunities by using alternative strategic selections directed by the verdicts of strategic leaders to advance organisation performance (Child, 1972). Porter's generic strategies comprise the cost leadership, differentiation, and the attention can be recognised as one of the most referenced strategy classifications (Porter, 1980).

Construction organisations can achieve cost leadership strategy by standardisation of products, high quality of product, shortened project duration, and sizeable services to clients; and gain focus strategy by focusing on certain types of projects, certain geographical locations, or particular kinds of clients (Warzawski, 1996). Strategic choice perspectives are based on two Porter's generic typology, namely the scope of competition, and mode of competition. Figure 2.4 shows strategic perspective in the context of construction industry.



Figure 2.4: Strategic perspective in the context of construction industry



Source: (Korkmaz & Messner, 2008).

The mode of competition consists of organisation’s verdicts on the technique of advancing competitive advantage in terms of cost, quality, timing, and innovation (Kale & Arditi, 2002). The scope of competition consists of organisation’s verdicts on the range of the organisation’s operations.

2.12.5 Gathering information and people

During this phase of strategic planning, one must gather the people and information needed prior to implementation of the plan (Huettich, 2020). Daly (2004) agrees that information gathering is fundamental part of strategic planning, and it should be done prior to implementation of strategic plan.

The presence of quality, dependable data is vital for effective advancement, and assisting an organisation to attain its objectives (Nowduri, 2011). A developing country requires adequate information as the guide to all the organisation’s aspects of social

and economic plans and strategies (Al Hijji et al., 2018). Gathering adequate information is a critical factor for successful management (Goodman, 1993).

Numerous studies show that the information utilised by organisations in formation of strategic verdicts is in line with matters that are categorised under internal and external organisational factors such opportunities, threats, risks, and organisation environment (Brenner, 2005; Li at al., 2003; Oppenheim et al., 2003). Administrative data collected because of government organisations' daily operations has a crucial part in attaining evidence-informed administration and better decisions at program and policy level (Ku & Gil-Garcia, 2015).

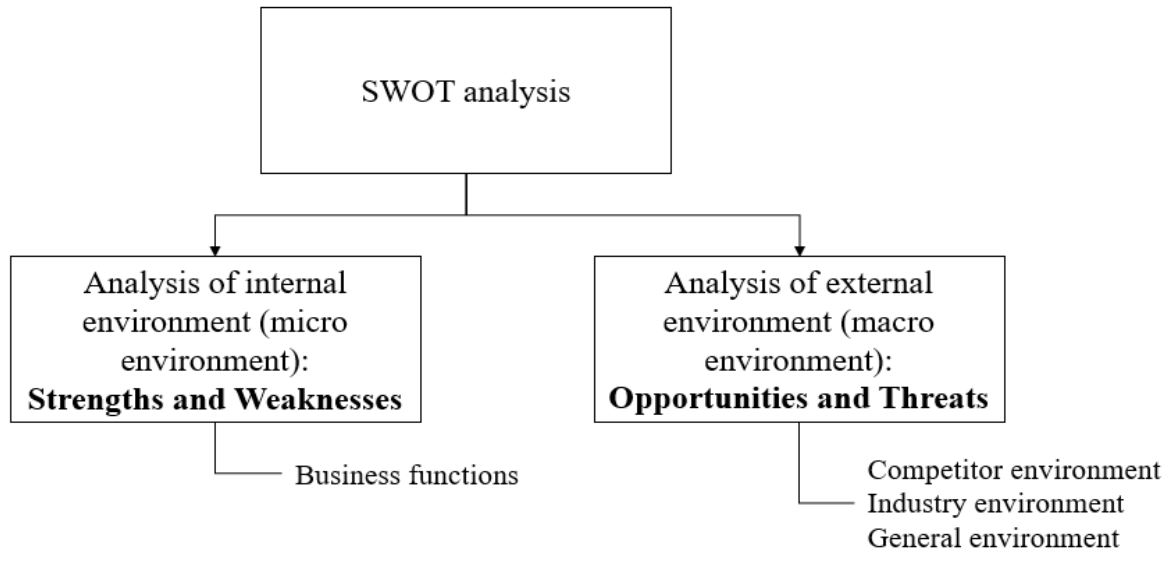
Goodman (1993) argues that the use of advanced technology such as computer conference facilities, emails, image transmission devices increase communication and decision-making options for potential users. Following the information gathering SWOT analysis an easy-to-use internal analysis method is performed (UN, 2018).

2.12.6 Performing SWOT analysis

SWOT is one of the popular strategy analysis and strategy framework (Sarsby, 2016). SWOT is an acronym which refers to Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis assesses the internal strength and weaknesses, and the external opportunities and threats in organisation environment (Sammut-Bonnic & Galea, 2015). Figure 2.5 shows SWOT analysis main components.



Figure 2.5: SWOT analysis main components



Source: (Sammut-Bonnic & Galea, 2015)

SWOT analysis refers to summarised view of the strengths and weaknesses that form internal environment of organisation, the external environment comprising potential opportunities, and the threats that are under consideration within the organisation (Sarsby, 2016).

2.12.7 Developing a strategic plan

Once the internal and external environment are analysed, the management needs to establish the overall direction and goals for the organisation (UN, 2018). During this phase an organisation will create a plan with organisation goals, how the organisation intends to attain the goals, how success will be measured, and state the time limit of goal accomplishment (Huettich, 2020).

Kaplan and Norton (2005) argued that at least 95% of organisation’s employees are uninformed, or have no understanding their organisations’ strategy. Therefore, if the

employees that create value for the organisation are uninformed of the strategy, they are unable to help the organisation in implementing effective strategy. Thus, if the strategy is not implemented effectively, it cannot be executed effectively. Strategic development has dominated strategic execution since managers are better equipped to developing strategy than executing the same (Noble, 1999; Hreviniak, 2006).

2.12.8 Executing a strategic plan

Various departments in the organisation have roles to perform to fulfil strategic plan of an organisation, for example HR department would be responsible for hiring suitable candidates to various positions in the organisation, and the marketing department would be responsible for marketing the organisation endeavour to the target market (Huettich, 2020).

Articulation of the organisation strategy results to strategy being executed effectively; warranting that organisational-level plans are converted into various organisational departments' plans; executing strategic initiatives to deliver on the main plan; and converting personal goals with strategic objectives (Kaplan & Norton, 2005).

2.12.9 Monitoring performance

During this phase an organisation dictates fundamental measures on how well the organisation is observing the strategic plan (Huettich, 2020). This will also help the organisation to making changes and improvements according to the situation at hand.

Selby and Sutherland (2006) propose a model for linking transformation strategies with strategic organisation objectives, human resource strategy and planning activities; and have identified numerous space creations as viable space creation strategies for quickening employment equity at senior management levels. Table 2.1 shows some viable strategies for achieving employment equity.



Table 2.1: Viable space creation strategies for achieving employment equity

Strategies	Rank
(i) Natural attrition	1
(ii) Providing financial incentives for early retirement	1
(iii) Job shadowing	2
(iv) Increasing employability through retraining	3
(v) Voluntary severance	4
(vi) Expatriate assignment	5

Adapted: (Selby & Sutherland, 2006)

Natural attrition and providing financial incentives for early retirement are the most dominant strategies for achieving employment equity. According to Selby & Sutherland (2006) there are several other strategies that can be used for space creation, such as:

- Aiming underperforming white managers or incompetent in diversity management.
- Removing career blockers (person that have reached a plateau in their occupation)
- Identifying critical senior positions that will be vacant soon, and starting recruiting, and transferring necessary skills and knowledge to more blacks to enable them to hold senior positions.

Organisations in the built environment should implement and effectively manage their organisation strategies that incorporate transformation. The main aim of organisation is to fulfil the needs of the human beings and create harmony within the organisation

environment (Singh, Bawa & Sharma, 2015). Human resource practice (HRP) assists in successful accomplishment of strategic organisation goals (Lepak *et al*, 2006).

2.13 Human resources management practice

The competitiveness of today's organisation forces organisation stakeholders to demand every department of the organisation, including HR functions to plainly show their significance to the entire organisational growth and that the organisation human capital contribute to the attainment of the organisation objectives (Baird & Meshoulam, 1998; D'Aveni, 1994; Jackson & Schuler, 1995). HRM is not just strategically vital, it is also very challenging, involving significant trade-offs (Baron & Kreps, 1999). HRM is very diverse in nature, no single approach to HRM is universally practical.

HRM practices refer to practices at organisation's disposal to manage HR by stimulating the development of competencies that are organisation specific, generate complex social relation and produce organisation knowledge to sustain competitive advantage (Minbaeva, 2005; Oliveira & Oliveira, 2011: 657). HRM practices are personnel selection, recruitment, training and development, appraisal of performance, compensation of incentive, procedures of formal grievance, sharing of information, labour/management participation, and employee participation (Huselid, 1995; Lepak *et al*, 2006).

Employment competencies, organisation performance, personnel selection, recruitment and promotion, training and development, and employee participation are more related to the focus of this research. Therefore, these terms will be discussed further.

2.13.1 Employee competencies

Competency is a combination of necessary skills and knowledge for performing a task effectively (Bhardwaj, 2013). Turner and Crawford (1994) have categorised competencies into two types namely, organisation, and personal competencies.



2.13.2 Organisation performance

Organisation performance is the most frequently applied independent variables in organisation studies, and yet it is one of the most ambiguously defined concepts (Rogers & Wright, 1998). According to Georgopoulos and Tennenbaum (1957: 534), organisation performance is “the extent to which an organisation as a social system, given certain resources and means, fulfils its objectives without incapacitating its means and resources and without placing undue pressure upon its members”.

2.13.3 Personnel selection

Personnel selection is a procedure through which an organisation chooses its employees. (Huber *et al*, 1987). Personnel selection is a process of decision-making with an objective to predict the performance of the potential employees (Kapur, 2018; Salgado, 2017). Personnel selection is a process that includes:

- Interviews
- Cognitive ability tests
- Personality inventories
- Job knowledge tests
- Situational judgement tests
- Job experience
- Work sample tests
- Assessment centres
- Biodata
- Reference checks

Personnel selection is one of the most significant processes in choosing organisation’s human resources. According to Salgado (2017), by using the right combination of



predictors, scientific personnel selection can predict over 60% of job performance variance based on individual differences.

2.13.4 Recruitment and promotional procedures

Recruitment is the process of identifying, screening, shortlisting, and appointing the potential employees for the purpose of filling up vacant positions within the organisation (Kapur, 2018). Recruitment process consists of internal and external factors. Internal factors include, organisation size, recruitment policy, the image of the job and the image of organisation. External factors include, unemployment rate, labour market, labour laws, demographic factors, legal considerations, and competitors. An efficient recruitment process creates productivity and shapes a good working environment and good relations between the employees (Tutorialspoint, 2021).

Shandu (2006: 53) revealed that there is ambiguous departmental policies and measures to communicate the objective, equitable, fair, and responsible application of recruitment practices. National departments are unable to determine skills, competencies and traits that are required from candidates for vacancies before advertisement (Motsoeneng, 2011). There is lack of HR planning which leads to inconsistent recruitment procedure and nepotism.

2.13.5 Training and development

The importance of training and development is the improvement of the employee competencies and organisation development (Cho *et al.*, 2006; Thang & Buyens, 2010). This means that training and development has a crucial impact on employee's competencies, and holistic growth of organisation. Problem-solving and production for employees in lower ranks will increase through training and development (SDF, 2021). Thus, this will give them a good record for promotional purposes.

2.13.6 Employee participation

Employment consists of economic and social and a psychological relationship (Baron & Kreps, 1999). Thus, once one aspect of employment is ignored; a substantial threat



in the organisation is triggered. HRM should not be left to HR specialist only, but also to general managers who integrate HR strategy with broader organisation strategy. Hence, employment equity targets need to be set so that each organisation can utilise its employee in a strategic manner to achieve such targets.

2.14 Employment equity targets

Organisations tend to take a reactive approach of implementing employment equity processes when they receive an intention to audit from DoL (SDF Corp Group, 2021). Government is worried about senior level positions of organisation where there is only 15% of African managers from a group that makes up 78% of the South African population (Organisation Insider, 2020).

Hence, the department of labour is getting stricter in enforcing employment equity targets within the organisations operating in South Africa (SDF Corp Group, 2021). The department of labour is going to implement fines between R1.5 million and 2% of turnover, to R2.7 million and 10% of turnover for contravening new employment equity act (Organisation Insider, 2020). This new employment equity Act will be finalised by March 2022 (SA News, 2021). Currently there are several barriers that hinder South African organisations in achieving adequate employment equity targets. Therefore, it is crucial to establish such barriers.

2.15 Barriers to achieving employment equity

Nunoo (2020) reveals that lack of unpleasant work environment and organisational culture that embraces diversity is one of the barriers in achieving employment equity. There are several prevailing barriers to achieving employment equity in South Africa (Selby & Sutherland, 2006; Booysen, 2007). The lack of visible leadership by senior management in supporting employment equity interventions strictly followed by fragment human resource practices are the most significant barriers to transformation in South Africa. Table 2.2 shows the list of barriers to achieving employment equity in accordance with their rankings:



Table 2.2: Barriers to achieving employment equity

Barrier		Rank
(i)	Lack of visible leadership	1
(ii)	Fragmented human resource practices	2
(iii)	Eurocentric organisational culture	3
(iv)	Lack of moral conviction	3
(v)	Lack of structured change management process	4
(vi)	Lack of diversity management competencies on the part of line managers	5

Adapted: (Selby & Sutherland, 2006)

The blame for lack of transformation in an organisation should be directed to the top management (Thomas, 2003; Human *et al*, 1999; Jain *et al*, 2003).

2.16 Summary

This chapter presents that transformation in built environment is aiming at strengthening of partnership between public and private sector. However, the existing built environment transformation strategy as per CBE 2024/2025 strategic plan is focusing on skills development and professional registration and neglecting transformation in terms of employment equity.

This chapter encourages organisations to be conducive to the implementation of transformation process as per the provisions made in the legislations regulating the transformation process in South Africa. However, South Africa as a developing country is characterised by progressively unstable organisation environment and planning in traditional manner is impossible. Therefore, it means that it is very crucial for strategic



plan for transformation to be implemented in South African organisation to honour the sentiments of the South African constitution.

The lack of transformation in terms of employment equity in organisations is a result of lack of visible leadership. Therefore, the top management should take the blame for lack of the employment equity in organisations. The viable space creation strategies for achieving employment are the recommended solution to eradicate lack of employment equity in BE organisations.



CHAPTER 3

RESEARCH METHODOLOGY

This chapter discusses the research methodology, by defining the methodology and discussing the different types of research. This chapter also discusses data collection, population of this research, sample of this research, sampling techniques, how the sample size is determined, the instrument design, instrument administration, data analysis, reliability and validity, ethical consideration, and limitations of the investigation.

3. RESEARCH METHODOLOGY

Research methodology is an approach to logically solve the research problem (Kothari, 2004). According to Collis and Hussey (2014), a methodology is an approach to the process of the research consisting of a body of method. The main objective of the research methodology is to integrate the breach between research problem and alleged solutions (Dadhe, 2016).

Research encompasses various types of methodologies and methods that are usable on research (Collis and Hussey, 2014). A researcher must choose research methodology to use in relation to the scope of the research. A methodological choice involves and effects the method, data collection techniques, and analysis (Saunders, Lewis & Thornhill, 2016). Mouton (1998) states that the choice of methodology depends on the research problem and research objectives. Research can be split into three types (Kumar, 2011; Mayer, 2015):

- Descriptive study – Seeks to systematically describes characteristics of individuals, objects, groups, or environments.
- Exploratory study – Seeks to clarify why and how there is a relationship between two aspects of phenomenon by developing new ideas and discovering solution to complex problems.



- Casual study – Seeks to discover existing associations, interdependences between variables to explain relationship between them.

This study can be regarded as descriptive research type as it associates primary data with secondary that to discover evidence about a phenomenon. However, every study has a method that can be used by the researcher when interpreting the primary and secondary data (Taylor, 2005).

A method is a procedure for collecting and interpreting primary and secondary data (Tichapondwa, 2013). Research method consists of three common types, namely: quantitative, qualitative, and mixed methods. In recent years, mixed method has become unexceptional and unremarkable research method (Buchanan, 1992; Pawson and Tilly, 1997). Quantitative research method is more adherent to scientific method than qualitative research method (Taylor, 2005).

Quantitative research is based upon measuring of quantity and amount (Kothari, 2004). Quantitative research is applicable to a phenomenon that can be presented in quantity. Quantitative research is an objective, formal, and systematic process whereby numerical data is used to obtain data about the world. It is utilised to describe variables, to assess relationship between variables, and to distinguish cause-and-effect interactions among variables. According to Creswell (2002), the aim of quantitatively utilise variables will either be to relate variables, as one usually finds in a survey, or to evaluate sample results, as normally found in experiments.

In quantitative research more control and objectivity can be implemented (Taylor, 2005). The researcher seeks to have scientific control of variables in this research. Therefore, in this study, a quantitative method is utilised to implement control about the objectives of this research through closed questions or scale and applicable phenomenon is expressed in quantity.

This study used a survey to gather data for this study. A survey is a research instrument used to gather primary and secondary data from a sample (Collis & Hussey, 2014). A survey is made to gather primary or secondary data from a sample



with a view to analyse it statistically and to generalise the results to the entire population.

3.1 Data collection

Data collection starts once a research problem and research design has been determined (Kothari, 2004; Kumar, 2011; Collis & Hussey, 2014). There are two major types of data collection in research:

- Primary data – Data collected from an original source, such as surveys, interviews, researchers own experiments and focus groups. For this study, primary data was obtained from a survey that was sent to the built-environment organisations. The built-environment contacts were obtained through Google search engine and walk-ins to the companies' offices.
- Secondary data – Data generated from an existing source such as database, internal records, and publications. Secondary data for this study was obtained from University of Cape Town (UCT) library databases, Google scholar and newspaper sources.

3.2 Population

A population is defined as the entire mass of interest (Pandey, 2015). According to Collis & Hussey (2014), a population is collection of individuals or objects considered for statistical purposes. The population of this study is the Built-Environment Graduates.

3.3 Sample

A sample is a subset of a population (Collis & Hussey, 2014). There are four significant reasons for sampling the population (Kelley, 1999):

- Cost – Travelling to the whole population is costly;
- Time – It takes more time to survey the whole population;
- Impossibility of surveying the population – Sometimes it is impossible to survey the entire population;



- Measurement ruins objects – The measurement can sometimes ruin the object for future utilisation.

There are two common techniques to sample (Kelley, 1999):

- Probability sampling – Refers to selection of sample in a way that each object of the population has a known possibility of being selected for the sample. It is set of random sampling.
- Non-probability sampling – Refers to a sampling method whereby objects in the population have unknown probability of being in the sample. It involves selecting object in the population without using random sampling.

This study used probability sampling technique, because each person in the population has a known possibility of being selected for the sample. In addition, probability sampling comprises of four common methods (Kelley, 1999):

- Cluster sampling;
- Random sampling;
- Stratified sampling; and
- Systematic sampling.

This study applied cluster sampling to select the sample. Cluster sampling is the method in which clusters of participants are representing the population are identified and included in the sample (Jackson, 2011). According to Kelley (1999), cluster sampling is effective with population that is geographical scattered, when it difficult to reach the whole population objects or when the population is fragmented into heterogeneous parts.

Krejcie and Morgan (1970) established a table for determining the sample size. Shown in table 3.1 is the relationship between sample size and population size.

Table 3.1: Table for determining sample size from a given population.

N	S	N	S	N	S	N	S	N	S
10	10	110	86	210	136	320	175	550	226
20	19	120	92	220	140	340	181	600	234
30	28	130	97	230	144	360	186	650	242
40	36	140	103	240	148	380	191	700	248
50	44	150	108	250	152	400	196	750	254
60	52	160	113	260	155	420	201	800	260
70	59	170	118	270	159	440	206	850	265
80	66	180	123	280	162	460	210	900	269
90	73	190	127	290	165	480	214	950	274
100	80	200	132	300	169	500	217	1000	278

Source: Krejcie and Morgan (1970: 608)

Where N = total population and S = sample size.

The sample of this research is the graduates in the Quantity surveying profession, Architectural profession, Region and Town planning, Engineering profession practicing in infrastructural service delivery, Construction and Project management profession in South Africa.

3.4 Instrument design

A web survey incorporating demographic information of the respondent in section A was developed. Section B assesses the HR structure of the respondent's organisation, this includes designated group representation in various levels of the organisation, and how recruitments and promotions are organized in the respondent's organisation. In addition, a Likert Scale (rating from 1 to 5) was used to gather respondent's data about the HR processes in the respondent's organisation. Section C assesses barriers to transformation in the respondent's organisation, a Likert Scale (rating from 1 to 4) respondent's data.

In Section D, a Likert Scale (rating from 1 to 5) was used to gather respondent's data employment equity in strategic planning of organisation. In Section E, a Likert Scale



(rating from 1 to 5) was used to gather respondent's data incorporation of succession plan in the strategic planning of organisation. In Section F, a Likert Scale (rating from 1 to 5) was used to gather respondent's data accountability for not meeting employment equity targets

3.5 Instrument administration

A web survey with a brief description of the purpose of the research was distributed to various organisations through the emails of ideal population sample and to the webpages of organisations such as ASAQS and SACPCMP. A web survey is an online survey which allows for questionnaire design, distribution, and reporting (Siva Durga Prasad Nayak and Narayan, 2019). Web survey has significant advantage over other formats if conducted properly (Evans and Mathur, 2005).

3.6 Data analysis

The data obtained from the web survey was converted into Microsoft Excel Spreadsheet. The bar charts, pie charts, tables, and frequency tables were developed using the data from respondents (web survey). The insertion of results (number of responses, bar charts, pie charts and tables formulated from responses) was divided into sections as presented in the web survey:

- Section A: Demographic information;
- Section B: Human Resource Management of the organisation;
- Section C: Barriers to transformation;
- Section D: Employment equity in the strategic planning of organisations;
- Section E: Incorporation of succession plan in the strategic planning of the organisation;
- Section F: Accountability for not meeting employment equity targets.

The results were analysed by means of descriptive statistics, where mode, mean, median, standard deviation and skewness were calculated, and the ranking was established.



3.6.1 Section A: Demographic information

Data from the respondents containing demographic information was analysed and in terms of frequency. Where the percentages were presented in bar charts. The comparison between the percentages was done to establish facts about information given by respondents

3.6.2 Other sections

Data related to section B, C, D, E, and F is graphically analysed by calculating frequency (as percentage) in terms of Likert scale, mode mean, standard deviation, and ranking. Table 3.2 show data interpretation of section B, C, D, E, and F.

Table 3.2: Data interpretation of section B, C, D, E, and F.

Section	Mode interpretation	Mean interpretation	Standard deviation interpretation
B D E F	1 – I strongly disagree; 2 – I disagree; 3 – I am <u>neutral</u> ; 4 – I agree; 5 – I strongly agree;	0.50 to 1.49 (I strongly disagree); 1.50 to 2.49 (I disagree); 2.50 to 3.49 (I am <u>neutral</u>); 3.50 to 4.49 (I agree); 4.50 to 5.00 (I strongly agree)	0.00 to 1.00 (Responses are grouped extremely close together); 1.01 to 2.00 (Responses slightly grouped together); and 3.00 to 4.90 (Responses are not closely grouped together)
C	1 – Not a barrier; 2 – Minor barrier; 3 – Major barrier; 4 – Extreme barrier;	0.50 to 1.49 (Not a barrier); 1.50 to 2.49 (Minor barrier); 2.50 to 3.49 (Major barrier); 3.50 to 4.00 (Extreme barrier)	0.00 to 1.00 (Responses are grouped extremely close together); 1.01 to 2.00 (Responses slightly grouped together); and 3.00 to 3.90 (Responses are not closely grouped together)

The skewness measures the asymmetry of the distribution of responses to a particular question in relation to its mean. If the skewness is positive that means most respondents are greater than the mean value. If the skewness is negative that means most responses are less than the mean value

3.7 Dealing with bias in the study

Scientific research is about data collection, analysis, interpretation, and reporting in a transparent way, honestly and without any deviation from the truth, any deviation from



the truth is called bias (Simundic, 2013). In quantitative research, a well-designed research protocol outlining data collection and analysis can assist minimising bias (Smith & Noble, 2014). In this study data collection is clearly outlined, an online survey was used to collect primary data from participants, and the analysis of data was done using descriptive statistics.

According to Steven et al (2008) randomisation assist in minimising selection bias whereby the participants meet the study aims. Thus, for this study a randomisation was done by sending out emails with an online survey link to various white owned built-environment firms and ensure that Whites access to participate in the study and much as Blacks do.

3.8 Reliability and validity

Reliability and validity are the tests used to ascertain the quality of any empirical research (Takawira, 2019). Reliability is a measure of regularity should a separate study be undertaken; it should have the same results (Somekh & Lewis, 2007). Reliability is achieved by collecting and analysing enough and convincing evidence with the aim of reducing biases and errors in a study (Davies, 2007; Somekh & Lewin, 2006).

Therefore, for this study, reliability on data collected was done on a web survey which was formulated from the existing literature on lack of transformation in the organisations both locally and internationally. Data was analysed using well established descriptive statistical techniques such as mean, median, mode, standard deviation, and skewness.

Validity is an extent to which a concept is accurately measured in quantitative research (Heale & Twycross, 2015). When measuring variables based on variable's ranking with respect to each other is performed through an ordinal scale (Salkind, 2010).

The existing literature of this research were used as a guide to formulate valid questions that this research aimed to pose through a web survey. The existing literature was correctly referenced to ensure validity. An ordinal scale was used to



measure variables on the web survey based on their relative raking with respect to one another in each data set. The web survey was posted to site where people are built environment practitioner, who can read and write English.

3.9 Ethical consideration

In research ethics, confidentiality includes a responsibility on the researcher in ensuring that any use of data collected from or disseminated by human topics favours the dignity and autonomy of the respondents and does not violate the interests of people (Bos, 2020). Therefore, every effort was made in ensuring that the confidentiality of data collected will be maintained. Each survey was allocated a four-character code, consisting of two letters and two numbers e.g., PA08. Those were randomly allocated and had no relation to your personal data or the organisation that the participant work for. The data collect by the survey process was utilised mainly for this research objective. The raw data of the survey is only known to the student and supervisor.

3.10 Limitations of the investigation

The study was limited to built-environment graduates working in South Africa. The views of other graduates from other professions were ignored. There was also a lack of participation from the sample. The lack of funding to pay transport to visit built-environment graduates working in South Africa at their workplaces around selected population sample. Lastly, there was no good distribution of respondents around South African provinces, responses were only coming from three out of nine provinces.

3.11 Summary

This chapter revealed that this study is regarded as descriptive research that utilised quantitative research method to implement control about the objectives of this research through closed questions or scale and applicable phenomenon is expressed in quantity. The study used web survey to collect primary data from a sampled population of BE graduates. Data analysis was done by converting web survey into Microsoft Excel Spreadsheet. The bar charts, pie charts, tables, and frequency tables



were developed using the data from respondents (web survey). Data related to section B, C, D, E, and F is graphically analysed by calculating frequency (as percentage) in terms of Likert scale, mode mean, standard deviation, and ranking. In this study data collection is clearly outlined, an online survey was used to collect primary data from participants, and the analysis of data was done using descriptive statistics. Reliability on data collected was done on a web survey which was formulated from the existing literature on lack of transformation in the organisations both locally and internationally. The existing literature was correctly referenced to ensure validity. Every effort was made in ensuring that the confidentiality of data collected will be maintained. The study was limited to built-environment graduates working in South Africa.



CHAPTER 4

RESULTS, ANALYSES, AND INTERPRETATION

4. RESULTS, ANALYSES, AND INTERPRETATION

In chapter 3, the methodology for conducting this research was presented. This chapter presents the results of the research which was conducted in accordance with the methodology presented in chapter 3 based on the literature review. The results of this research are based on survey that was created on surveymonkey.com. The survey was distributed to various organisations, including ASAQS and SACPCMP.

4.1 RESULTS

There are 36 people who responded to the survey, but only 32 viable responses were received. The results from the respondents are divided as follow:

- Section A: Demographic information;
- Section B: Human Resource Management of the organisation;
- Section C: Barriers to transformation;
- Section D: Employment equity in the strategic planning of organisations;
- Section E: Incorporation of succession plan in the strategic planning of the organisation;
- Section F: Accountability for not meeting employment equity targets.

4.1.1 Section A: Demographic information

Section A of the survey is made up of demographic information. This information is of great importance to this research as it is used to compare outcomes of responses from various respondents with different demographic information. The demographic information as shown on table 4.1.



Table 4.1: Demographic information

Race	Gender	Age group	Highest qualification	Name of institution where qualification is obtained	Current occupation	Current professional registration	Sector of practice	Years of experience in construction	Ideal position	Type of company of respondent	Province of practice
Black	M: 56% F: 13%	18-35: 41% 36-50: 25% 51-60: 3% 61-65: 3%	Matric: 3% Nated Diploma: 3% Diploma: 6% Btech: 16% Honours: 25% Masters: 16%	NMU: 6% UJ: 6% UP: 6% WITS: 9% UFS: 6% CPUT: 22% Other: 15%	PM: 6% QS: 50% Site Agent: 3% CM:3% Assessor: 3% Student: 3%	Pr: 13% Can: 13% No status: 13% Unspecified: 30%	Private: 41% Public: 16% Both: 13%	>3 years: 19% 3 to 5 years: 13% 6 to 10 years: 13% 11 to 15 years: 13% 16 to 20 years: 6% 21 to 30 years: 3% 31 to 40 years: 3%	Entry-level: 13% Intermediate level: 25% Mid-level: 16% Senior level: 16%	Consultant: 22% Government: 13% Contractor: 19% Insurance: 3% Manufacturing: 3% SOE: 3% Property developer: 3%	WC: 22% GP: 38% EC: 9%
White	M: 16% F: 3%	18-35: 3% 36-50: 3% 61-65: 9% Over 65: 3%	National higher Diploma: 3% Under-grad degree: 3% Honours: 18%	NMU: 3% UP: 6% WITS: 3% NWU: 3% TUT: 3%	QS: 13% T&R Planner: 3% Manager: 3%	Pr: 13% Can: 3% No status: 3%	Private: 19%	>3 years: 3% 3 to 5 years: 6% 11 to 15 years: 3% 31 to 40 years: 6% < 40 years: 6%	Intermediate level: 3% Mid-level: 3% Senior level: 6% Executive-level: 3% Retired: 3%	Consultant: 13% Contractor: 3% Self-employed: 3%	WC: 6% GP: 9% EC: 3%
Indian	M: 0% F: 3%	18-35: 3%	Honours: 3%	UKZN: 3%	QS: 3%	Pr: 3%	Public: 3%	11 to 15 years: 3%	Senior level: 3%	Government: 3%	WC: 3%
Coloured	M: 6% F: 0%	36-50: 3%	Masters: 3%	CUT: 3%	QS: 3%	Can: 3%	Public: 3%	6 to 10 years: 3%	Senior level: 3%	Government: 3%	WC: 3%



The data collected from respondents was skewed since majority of respondents were from the previously disadvantaged groups. Efforts to limit the skewness of data was made by sending numerous emails with an online survey was sent to several white-owned companies. However, only few responses were received.

Most participants in this study are Black males between the ages of 36 to 50 years with post graduate qualifications. Most participants in this study obtain their qualifications from CPUT and are practicing as either Candidate Quantity Surveyors or Professional Quantity Surveyors. Most respondents are working in the private sector with less than 3 years of experience. Most of these respondents are working in Gauteng for consultants at an intermediate level.

The second most dominant participants are White males between the age 61 to 65 years with post graduate qualifications. Most whites have obtained their post graduate qualifications from UP and are practicing as Professional Quantity Surveyors in private sector. Most of these participants are practising as consultants in Gauteng at a senior level and are practicing in government at a senior level in the Western Cape.

All the coloured and Indian participants have post graduate qualifications. However, Coloured participants are more dominant than Indians. Coloured participants are all males and Indian participants are females. Indian participants possess Professional Quantity Surveyor status whereas Coloured participants possess Candidate Quantity Surveyor Status. All Indian participants obtain their qualification in UKZN, and all Coloured participants obtain their qualifications in CUT.

4.1.2 Section B: Human Resource Management of the organisation

Section B of the survey is made up of HRM of the organisation. This information is of great importance to this research as it is used to assess the HR structure and processes of different respondents' organisations. Table 4.2 show information about pertaining to existence of HR practitioners and awareness of employment equity plan.



Table 4.2: HR structure and awareness

	Qualified HR practitioner in respondent's organisation	Awareness of respondent about any employment equity plan in the respondent's organisation
Black	Yes = 34% No = 19%	Yes = 31% No = 16%
White	Yes = 3% No = 13%	Yes = 3% No = 9%
Indian	Yes = 3% No = 0%	Yes = 3% No = 0%
Coloured	Yes = 0% No = 0%	Yes = 0% No = 0%

Most respondents (40%) say there is a qualified HR practitioner in their organisation, and 35% say there is no qualified HR practitioner in their organisation. Most respondents (37%) also aware of employment equity plan in their organisation, and 25% is not aware of employment equity plan in their organisation.

4.1.2.1 Estimated number of employees in respondent's organisation

The respondents were asked to state the estimated number of employees in their organisation. Hence, the size of respondent's organisation was deduced from the estimated number of employees each respondent provided. Figure 4.1 shows a pie chart representation of respondent's organisation size.

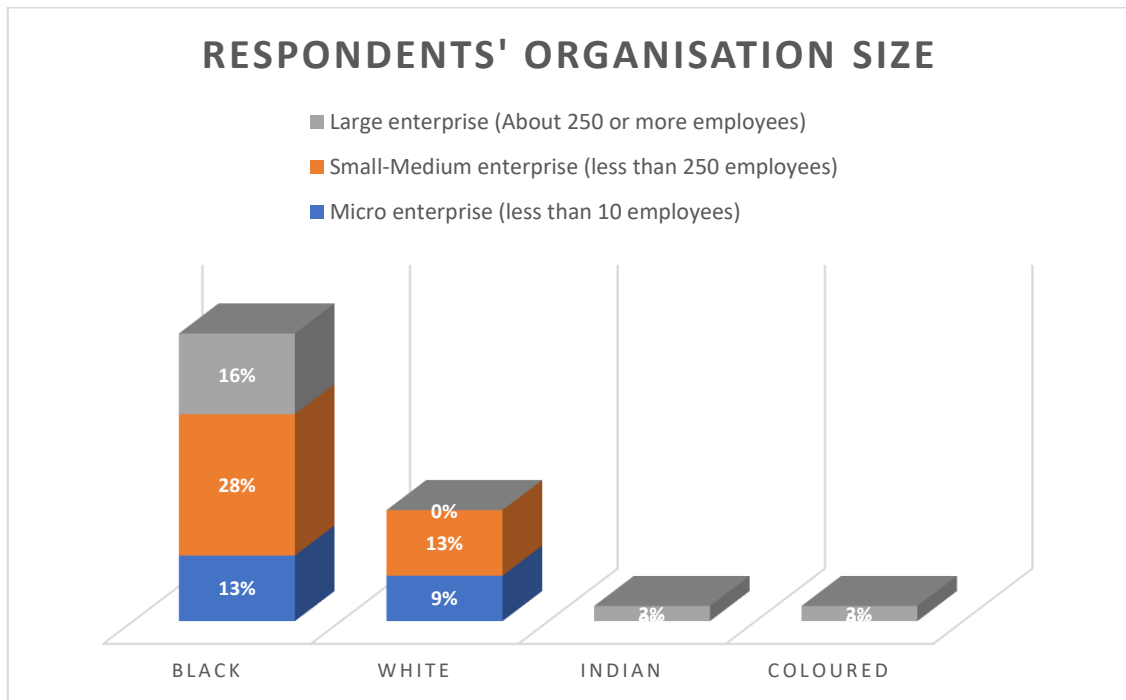


Figure 4.1: Respondents' organisation size

Most (28%) respondents are Blacks working for large enterprise. Coloureds and Indians are a minority (each representing 3%) working for large enterprise.

4.1.2.2 Estimated percentage of designated group in various levels in respondents' organisation

The number of designated group members is very important to ascertain whether the employment equity is adhered to by the built environment organisations. Table 4.3 shows estimated percentage of designated group in various levels in respondents' organisation.

Table 4.3: Estimated percentage of designated group in various levels in respondents’ organisation

	Black	White	Indian	Coloured
Estimated percentage of designated group in entry-level in respondents’ organisation	Less than 10% = 8,82% 10-20% = 2,94% 21-30% = 8,82% 31-40% = 5,88% 41-50% = 2,94% 51-60% = 2,94% 61-70% = 2,94% 71-80% = 5,88% 81-90% = 17,65% 90-100% = 8,82%	Less than 10% = 0% 10-20% = 2,94% 21-30% = 0% 31-40% = 0% 41-50% = 0% 51-60% = 0% 61-70% = 0% 71-80% = 0% 81-90% = 0% 90-100% = 0%	Less than 10% = 0% 10-20% = 0% 21-30% = 0% 31-40% = 2,94% 41-50% = 2,94% 51-60% = 2,94% 61-70% = 2,94% 71-80% = 2,94% 81-90% = 2,94% 90-100% = 2,94%	Less than 10% = 0% 10-20% = 0% 21-30% = 0% 31-40% = 0% 41-50% = 0% 51-60% = 0% 61-70% = 0% 71-80% = 0% 81-90% = 0% 90-100% = 0%
Estimated percentage of designated group in intermediate level in respondents’ organisation	Less than 10% = 5,88% 10-20% = 5,88% 21-30% = 17,65% 31-40% = 0% 41-50% = 5,88% 51-60% = 5,88% 61-70% = 2,94% 71-80% = 0% 81-90% = 0% 90-100% = 2,94%	Less than 10% = 0% 10-20% = 0% 21-30% = 0% 31-40% = 2,94% 41-50% = 0% 51-60% = 0% 61-70% = 0% 71-80% = 0% 81-90% = 0% 90-100% = 0%	Less than 10% = 0% 10-20% = 0% 21-30% = 2,94% 31-40% = 2,94% 41-50% = 2,94% 51-60% = 2,94% 61-70% = 2,94% 71-80% = 2,94% 81-90% = 2,94% 90-100% = 2,94%	Less than 10% = 0% 10-20% = 0% 21-30% = 0% 31-40% = 0% 41-50% = 0% 51-60% = 0% 61-70% = 0% 71-80% = 0% 81-90% = 0% 90-100% = 0%



Chapter 4 – Results, analyses, and interpretation

<p>Estimated percentage of designated group in mid-level in respondents' organisation</p>	<p>Less than 10% = 8,82% 10-20% = 11,76% 21-30% = 8,82% 31-40% = 14,71% 41-50% = 8,82% 51-60% = 5,88% 61-70% = 5,88% 71-80% = 5,88% 81-90% = 2,94% 90-100% = 5,88%</p>	<p>Less than 10% = 0% 10-20% = 0% 21-30% = 0% 31-40% = 0% 41-50% = 0% 51-60% = 0% 61-70% = 0% 71-80% = 0% 81-90% = 0% 90-100% = 0%</p>	<p>Less than 10% = 0% 10-20% = 2,94% 21-30% = 0% 31-40% = 0% 41-50% = 0% 51-60% = 0% 61-70% = 0% 71-80% = 0% 81-90% = 0% 90-100% = 0%</p>	<p>Less than 10% = 0% 10-20% = 0% 21-30% = 0% 31-40% = 0% 41-50% = 0% 51-60% = 0% 61-70% = 0% 71-80% = 0% 81-90% = 0% 90-100% = 0%</p>
<p>Estimated percentage of designated group in senior or executive-level in respondents' organisation</p>	<p>Less than 10% = 17,65% 10-20% = 5,88% 21-30% = 2,94% 31-40% = 0% 41-50% = 2,94% 51-60% = 0% 61-70% = 0% 71-80% = 0% 81-90% = 2,94% 90-100% = 8,82%</p>	<p>Less than 10% = 0% 10-20% = 0% 21-30% = 2,94% 31-40% = 0% 41-50% = 2,94% 51-60% = 0% 61-70% = 0% 71-80% = 0% 81-90% = 0% 90-100% = 0%</p>	<p>Less than 10% = 2,94% 10-20% = 0% 21-30% = 0% 31-40% = 0% 41-50% = 0% 51-60% = 0% 61-70% = 0% 71-80% = 0% 81-90% = 0% 90-100% = 0%</p>	<p>Less than 10% = 0% 10-20% = 0% 21-30% = 0% 31-40% = 0% 41-50% = 0% 51-60% = 0% 61-70% = 0% 71-80% = 0% 81-90% = 0% 90-100% = 0%</p>



Most respondents (20.59%) say there is about 81-90% of designated groups at entry-level in their organisations. Most respondents (20.59%) say there is about 21-30% of designated groups at intermediate level in their organisations. Most respondents (14.71%) say there is about 31-40% of designated groups at mid-level in their organisations. Most respondents (20.59%) say there is about less than 10% of designated groups at senior or executive-level in their organisations.

4.1.2.3 Recruitment process in respondents' organisation

The respondents were asked open-ended question to briefly explain how the recruitment process is organized in their organisation; the following are the answers from the respondents:

Most respondents say recruitment is done by following a process of job advertisement, shortlist, interview, and position award. However, some respondents were silent, unsure, and some deemed recruitment process in their organisation as not applicable.

“Senior management approach HR letting them know that a post needs to be filled, HR sends through various forms to complete, HR requests that the senior management select an interview panel made up of certain staff dependant on the qualifications of the post, gender, and race group. The recruitment process handled by HR and the interview process is handled by senior management with the supervision of HR. includes a lot of policy”.

“Post is advertised on a public platform, Online Applications received and shortlisted candidates are invited to interview, then best candidates hired”. “Job advertisement, shortlist, interview and position award”.

4.1.2.4 Promotion process in respondents' organisation

The respondents were asked open-ended question to briefly explain how the promotion process is organized in their organisation; the following are the answers from the respondents:



Most respondents state that promotion in their organisation is based on performance. However, some respondents were silent, unsure, and some deemed promotion process in their organisation as not applicable.

4.1.2.5 HR Department functionality

The Likert scale (1 to 5) was used to gather information from the respondents about the HR functions are discharged in their organisations. Figure 4.2 shows a graphical representation of the HR functionality.



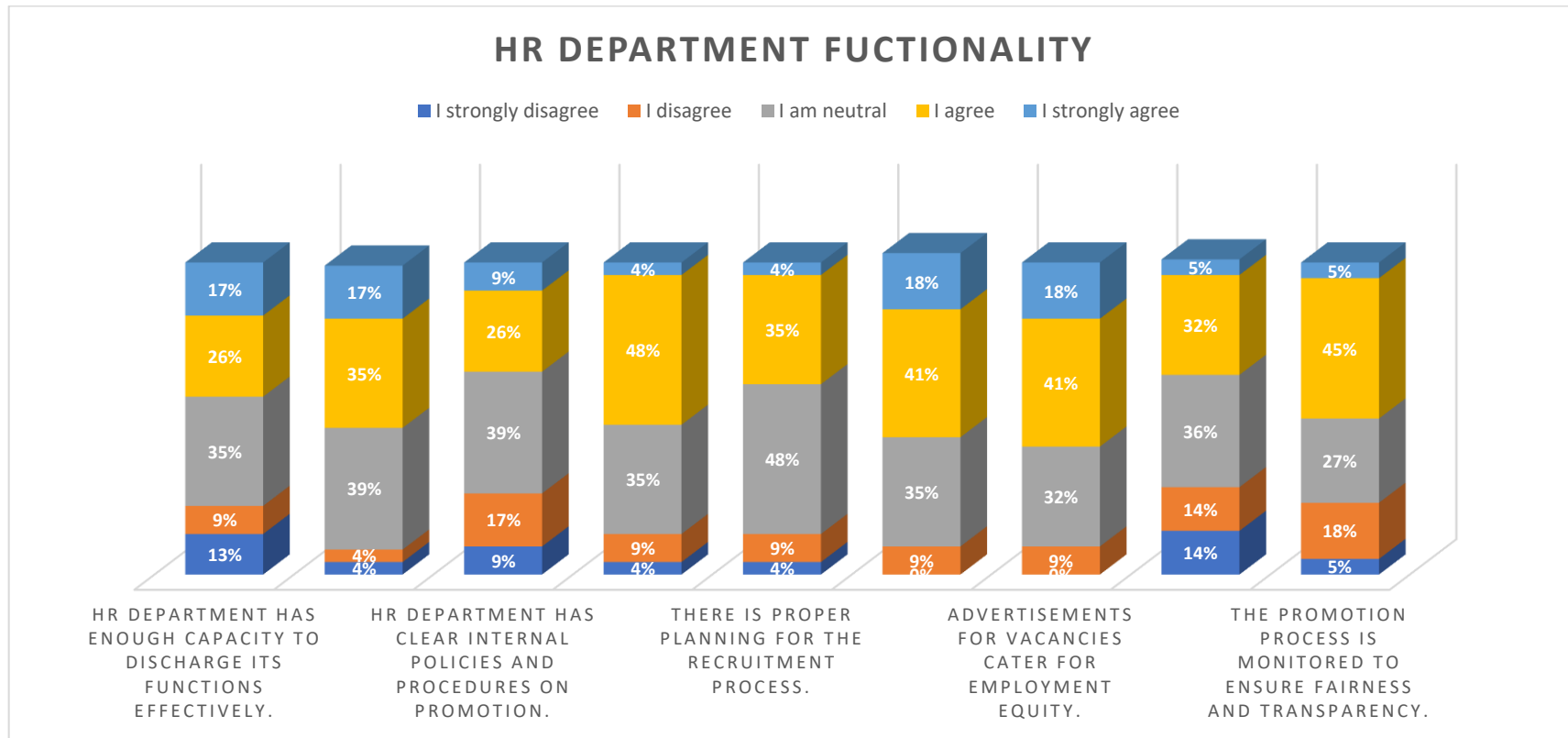


Figure 4.2: HR department functionality



Most respondents (35%) are neutral about the capacity of HR to effectively discharge its functions in respondents' organisations.

4.1.3 Section C: Barriers to transformation

Section C of the survey is made up of barriers to transformation. This information is very crucial in ascertaining barriers that hinder transformation in the built environment organisations. The following are the more prominent barriers to transformation:

- Lack of visible leadership
- Fragmented human resource practices
- Undervaluing African leadership
- Ignoring non-European perspectives
- Eurocentric organisational culture
- Lack of moral conviction in leadership
- Lack of structured change management process
- Lack of diversity management competencies on the part of line managers

A barrier scale (1 to 4) was utilised to gather information from the respondents about the barriers to transformation in their organisations. Figure 4.3 shows a graphical representation of barriers to transformation.



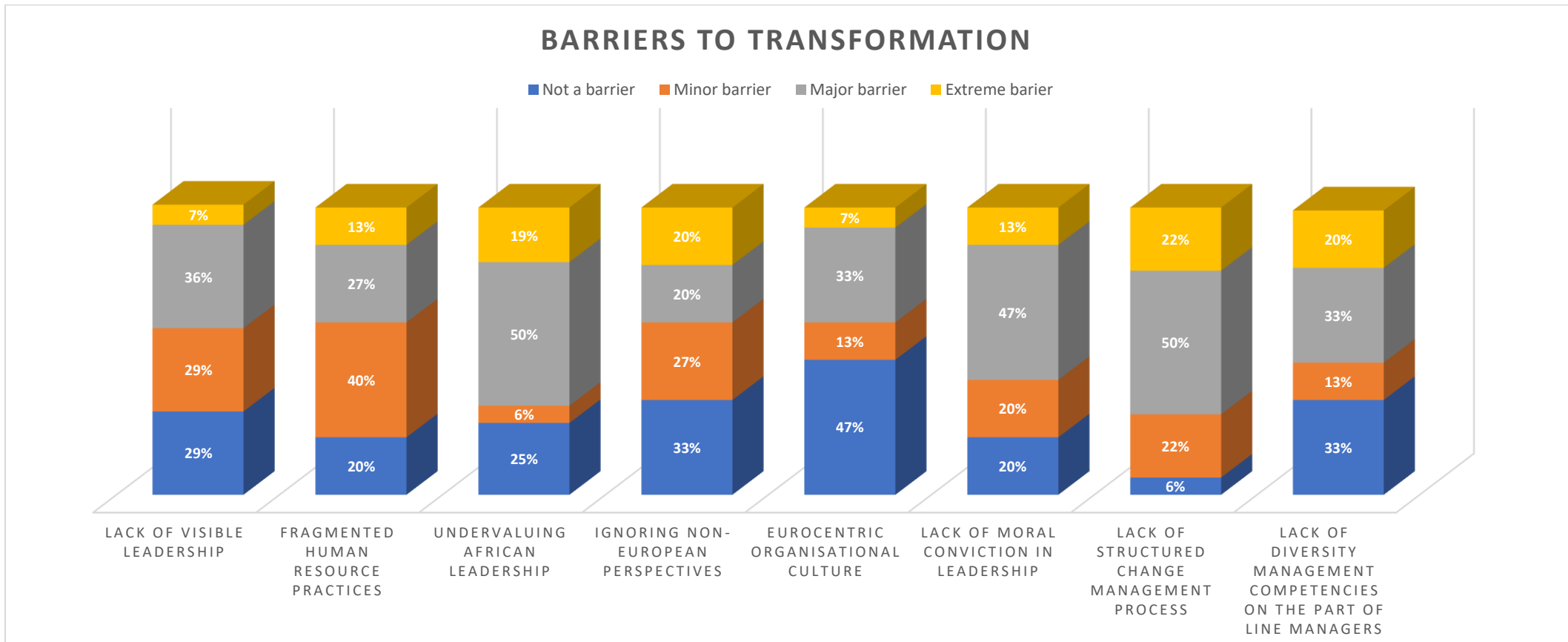


Figure 4.3: Barriers to transformation



Most respondents (50%) reveal that undervaluing African leadership, and lack of structured change management process are the major barrier. However, a majority of 22% rate lack of structured change management process as an extreme barrier.

4.1.4 Section D: Employment equity in the strategic planning of organisations

Section D of the survey is made up of employment equity in the strategic planning of organisations. This information is very crucial in ascertaining employment equity in relation to strategic planning of the built environment organisations. The following are key issues that one should consider when evaluating or implementing employment equity in relation to strategic planning of an organisation:

- There are clear objectives of the company about employment equity
- The process of making decisions to attain organisation objectives regarding employment equity within my organisation are clearly documented
- The process of making decisions regarding employment equity within my organisation is consistently followed by the management
- The process of allocating resources regarding employment equity within my organisation is clearly documented
- The process of allocating resources regarding employment equity within my organisation is consistently followed by the management
- Employment equity is included in the strategic planning of the business

A Likert scale (1 to 5) was utilised to gather information from the respondents about the employment equity in the strategic planning of organisations. Figure 4.4 shows a graphical representation of employment equity in the strategic planning of organisations.

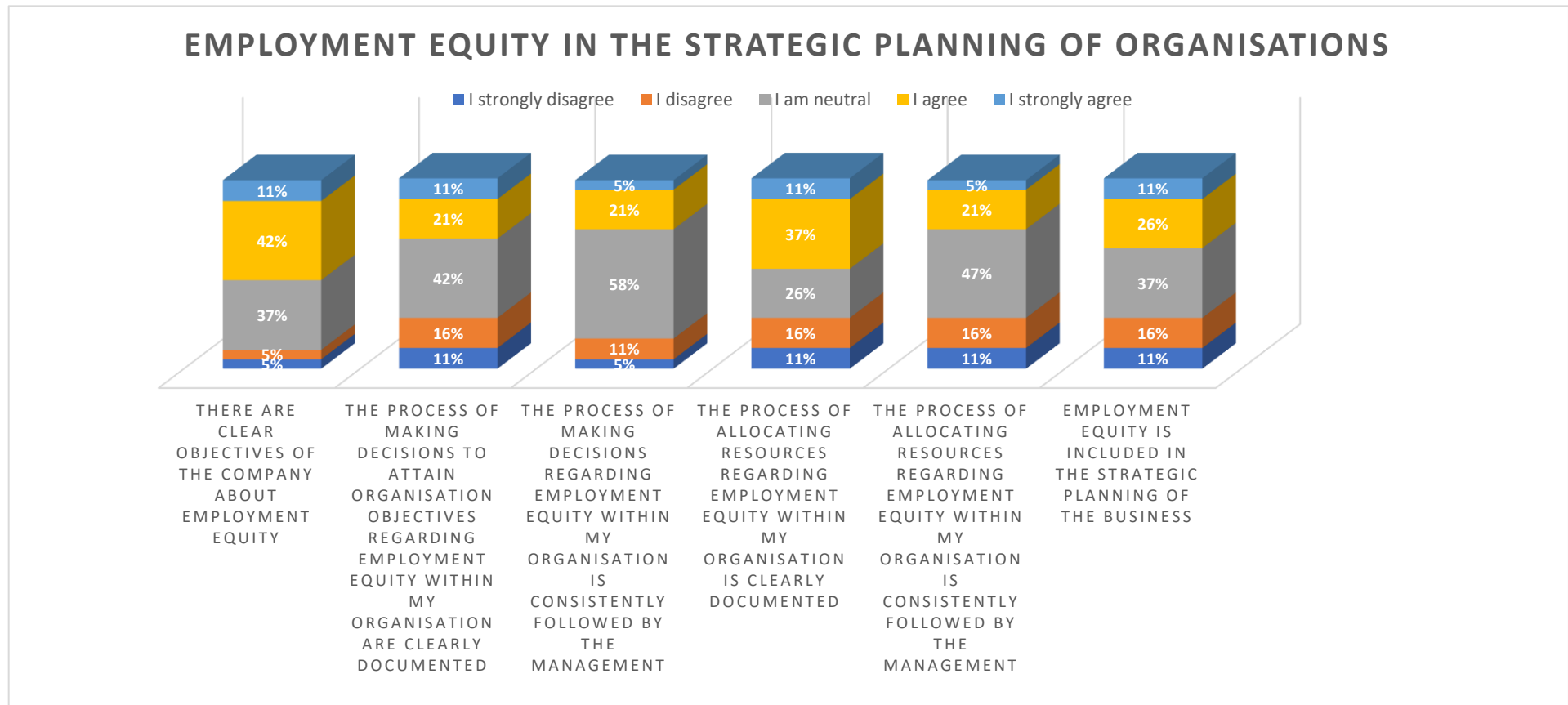


Figure 4.4: Employment equity in the strategic planning of organisations

Most respondents (42%) agree that There are clear objectives of the company about employment equity.

4.1.5 Section E: Incorporation of succession plan in the strategic planning of the organisation

Section E of the survey is made up information about incorporation of succession plan in the strategic planning of an organisation. This information is very vital in determining the status of succession planning in the built environment organisations. The following are key issues about incorporation of succession plan in relation to strategic planning of an organisation:

- My organisation promotes development of employees' skills and competencies
- My organisation promotes mentorship of junior staff to become professionals
- My organisation sends its employees to various trainings to enhance their knowledge
- My organisation creates promotion of internal junior staff to senior roles
- My organisation incorporates succession plan into the strategic planning

A Likert scale (1 to 5) was utilised to gather information from the respondents about the incorporation of succession plan in the strategic planning of the organisation. Figure 4.5 shows a graphical representation of the incorporation of succession plan in the strategic planning of the organisation.



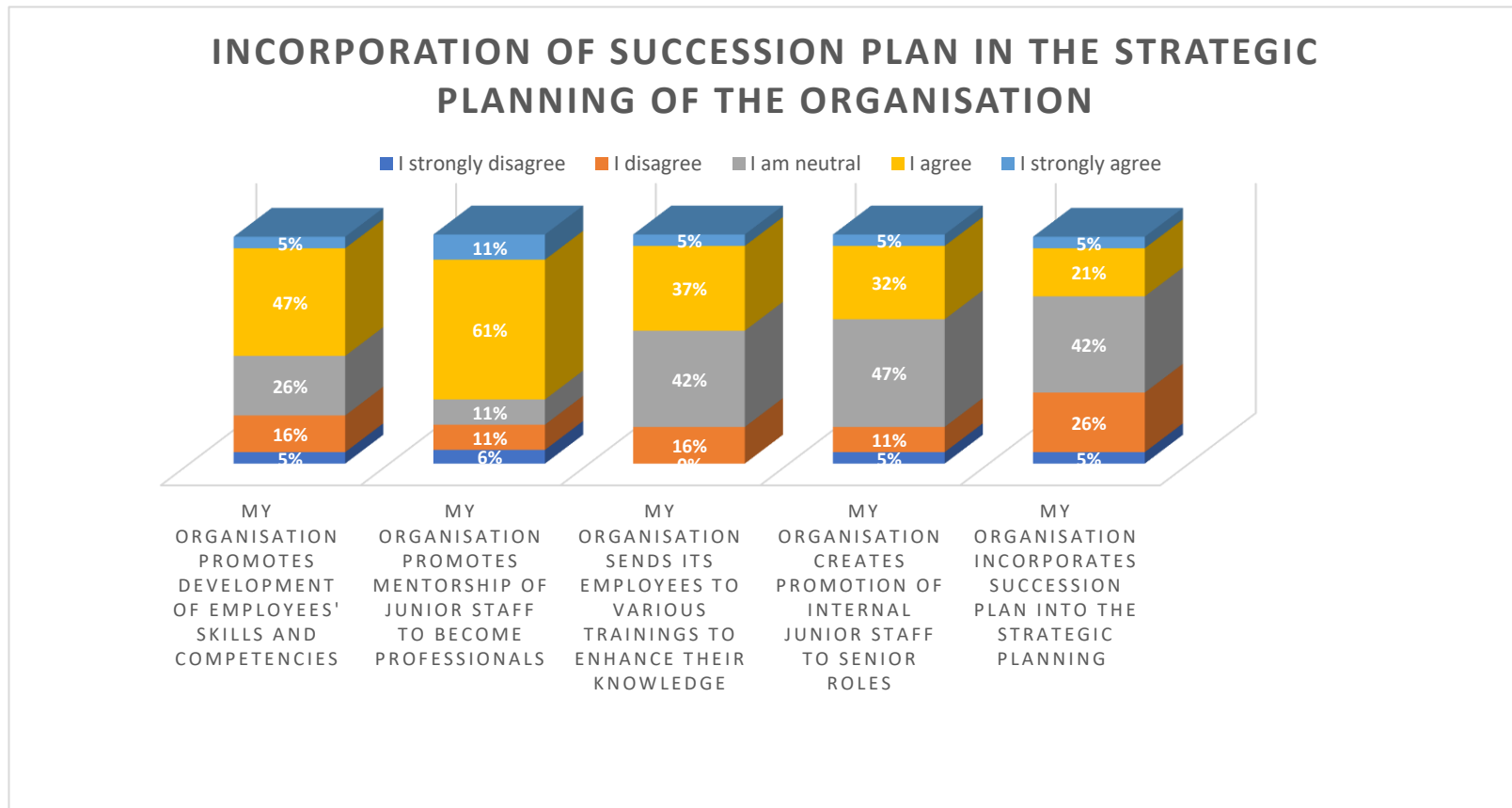


Figure 4.5: Incorporation of succession plan in the strategic planning of the organisation

Most respondents (61%) agree that their organisations promote mentorship of junior staff to become professionals, and a majority of 11% strongly agree that their organisations promote mentorship of junior staff to become professionals. A majority of 26% disagree that their organisations incorporate a succession plan in the strategic planning.

4.1.6 Section F: Accountability for not meeting employment equity targets

Section F of the survey is made up information about accountability for not meeting employment equity targets in an organisation. This information is very vital in determining the status of accountability for not meeting employment equity targets in the built environment organisations. The following are key issues that respondents were asked to respond on:

- There is a fair representation of designated groups in all occupational categories and levels in my workplace
- Employment equity is achieved in my workplace
- Employment equity targets in my workplace is monitored internally
- Employment equity targets in my workplace is monitored by a third-party

Figure 4.6 shows representation of the accountability for not meeting employment equity targets.



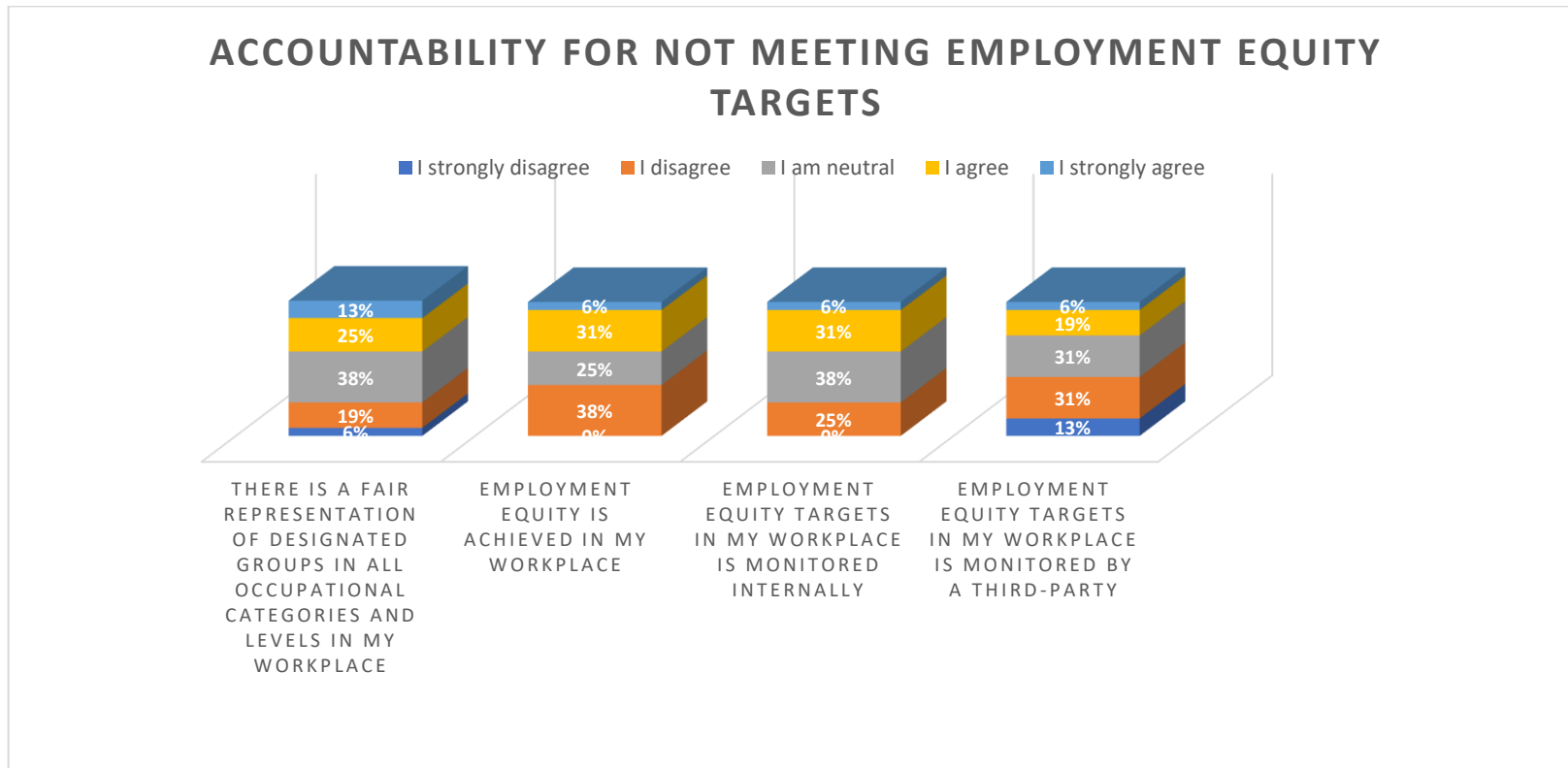


Figure 4.6: accountability for not meeting employment equity targets

Most respondents (38%) disagree that employment equity is achieved in their workplace, and a majority of 31% disagree that employment equity targets in their workplace is monitored by a third-party. Most respondents say employment equity targets in their workplace is monitored internally, and there is a fair representation of designated groups in all occupational categories and levels in my workplace.

Respondents were also asked to state any issues that in their views lead to lack of transformation in the built environment. Among the issues stated by the respondents, the following are key:

- Transfer of knowledge and skills to junior staff to get holistic understanding of their professions;
- Lack of succession plan and racial preferences, old people are still working as consultant instead of employing young graduates;
- Underpayment of employees.

4.2 DATA ANALYSIS

Data for this study is analysed using descriptive statistics. According to Trochim (2006: online) descriptive statistics are used to explain the basic features of the data in a study. Descriptive statistics are used to present quantitative descriptions in a simple summary. Data is presented in frequency distribution tables and the calculation of mode, mean median, standard deviation, skewness, and ranking are incorporated in the frequency distribution tables.

4.2.1 Section B: Human Resource Management of the organisation

Section B consists of HRM of an organisation where data is analysed using frequency tables. Table 4.5 shows HRM the respondents' organisations together with frequency of data, mode, mean, median, standard deviation, skewness, and ranking.



Table 4.5: The HRM of the organisation

Human Resource Management in respondents' organisations	Frequency					Mode	Mean	Median	Standard deviation	Skewness	Rank
	1	2	3	4	5						
Proper consideration is given to skills, competencies, and traits before a position is advertised	0%	9%	32%	41%	18%	4	3,68	2,68	2,03	0,15	1
Advertisements for vacancies cater for employment equity	0%	9%	32%	41%	18%	4	3,68	2,68	2,03	0,15	1
The human resource department has clear internal policies and procedures on recruitment	4%	5%	39%	35%	17%	3	3,56	2,61	2,00	0,26	2
The recruitment process is monitored to ensure fairness and transparency	4%	9%	35%	48%	4%	4	3,39	2,65	1,94	0,79	3
The promotion process is monitored to ensure fairness and transparency	5%	18%	27%	45%	5%	4	3,27	2,73	1,91	0,81	4
There is proper planning for the recruitment process	4%	9%	48%	35%	4%	3	3,26	2,52	1,90	0,79	5
The human resource department has enough capacity to discharge its functions effectively	13%	9%	35%	26%	17%	3	3,25	2,65	1,90	0,68	6
The human resource department has clear internal policies and procedures on promotion	9%	17%	39%	26%	9%	3	3,09	2,61	1,85	0,89	7
There is proper planning for promotion process	13%	14%	36%	32%	5%	3	3,02	2,64	1,83	0,33	8
Average						3	3,36	2,64	1,93	0,54	



The ranking is established by first calculating the mean of each HRM related aspect. The aspect that had the highest mean was ranked high. Then the mode was determined. The HRM of the organisation had a mode between 3 and 4 where respondents either agree or strongly agree that there is proper HRM in their organisation respectively. The average mode was 3 which means most respondents agree that there is proper HRM in their organisations.

The mean of all HRM aspects was between 3 and 4, and the average mean was 3.36 which means that the respondents were neutral about the HRM in their organisations. The median was more than 2 but less than 3, and the average median was 2.64, which means the average middle value of responses was less than 3. The standard deviation of all HRM aspects was above 1, but less than 2 which means responses were slightly grouped together. The average standard deviation was 1.93 which means responses are slightly grouped together.

The skewness of all HRM aspects was positive which means most responses are greater than the mean value. The average skewness was positive which means that the average number of responses was greater than the mean value.

4.2.2 Section C: Barriers to transformation

Data that deals with barriers to transformation is analysed using frequency tables. Table 4.6 shows barriers to transformation in the respondents' organisations together with frequency of data, mode, mean, median, standard deviation, skewness and ranking.

Table 4.6: Barriers to transformation

Barriers to transformation	Frequency				Mode	Mean	Median	Standard deviation	Skewness	Rank
	1	2	3	4						
Lack of structured change management process	6%	22%	50%	22%	3	2,88	2,78	1,78	0,95	1
Undervaluation of leadership of persons from designated ethnic groups	25%	6%	50%	19%	3	2,63	2,94	1,70	0,91	2
Lack of moral conviction in leadership from designated ethnic groups	20%	20%	47%	13%	3	2,53	2,80	1,66	1,70	3
Lack of diversity management competencies on the part of organisation leadership	33%	13%	33%	20%	3	2,38	2,87	1,61	-0,41	4
Fragmented human resource practices	20%	40%	27%	13%	2	2,33	2,60	1,59	0,67	5
Ignorance of non-European perspectives	33%	27%	20%	20%	1	2,27	2,73	1,57	0,73	6
Lack of visible leadership	29%	29%	36%	6%	3	2,19	2,71	1,54	-1,61	7
Eurocentric organisational culture	47%	13%	33%	7%	1	2,00	2,87	1,47	0,39	8
Average					2	2,40	2,79	1,61	0,42	



The ranking is established by first calculating the mean of each barrier to transformation. The barrier to transformation that had the highest mean was ranked high. The mode was determined, and it was established that the mode of responses is ranging from 1 to 3, which means were “Not a barrier” to “major barrier”. None of the responses had an extreme barrier. The average mode of all eight barriers to transformation was 2 which was considered as minor barrier.

The mean of all barriers to transformation was between 2 and 3. The average mean was 2.40 which was considered as a minor barrier. However, 3 out of 8 had a mean that is more than 2.49 which were regarded as major barriers. The median was more than 2 but less than 3, and the average median was 2.79, which means the average middle value of responses was less than 3.

The standard deviation of all 8 barriers to transformation was above 1, but below 2 which means responses were slightly grouped together. The skewness of 2 out of eight barriers to transformation were negative, which means these responses were less than mean. The skewness of 6 out of eight barriers to transformation were positive which means most of these responses were greater than the mean. The average skewness was positive which mean that the average number of responses was greater than the mean.

4.2.3 Section D: Employment equity in the strategic planning of organisations

Data that deals with employment equity in the strategic planning of organisations is analysed using frequency tables. Table 4.7 shows employment equity in the strategic planning of organisations in the respondents’ organisations together with frequency of data, mode, mean, median, standard deviation, skewness and ranking.

Table 4.7: Employment equity in the strategic planning of organisations

Employment equity in the strategic planning of organisations	Frequency					Mode	Mean	Median	Standard deviation	Skewness	Rank
	1	2	3	4	5						
There are clear objectives of the company about employment equity	5%	5%	37%	42%	11%	4	3,49	2,63	1,97	0,57	1
The process of allocating resources regarding employment equity within my organisation is clearly documented	11%	16%	26%	37%	11%	4	3,24	2,74	1,90	0,98	2
Employment equity is included in the strategic planning of the organisation	11%	16%	37%	26%	11%	3	3,13	2,63	1,86	0,98	3
The process of making decisions regarding employment equity within my organisation is consistently followed by the management	5%	11%	58%	21%	5%	3	3,10	2,42	1,85	1,80	4
The process of making decisions to attain organisation objectives regarding employment equity within my organisation are clearly documented	11%	16%	42%	21%	11%	3	3,08	2,58	1,85	1,71	5
The process of allocating resources regarding employment equity within my organisation is consistently followed by the management	11%	16%	47%	21%	5%	3	2,93	2,53	1,80	1,52	6
Average						3	3,16	2,59	1,87	1,26	



The ranking is established by first calculating the mean of each factor that affects the employment equity in the strategic planning of an organisation. The factor that affects the employment equity in the strategic planning of an organisation that had the highest mean was ranked high.

The mode was determined, and it was established that the mode of responses is ranging from 3 to 4, which means were “I am neutral” to “I agree”. The average mode of all factors that affects the employment equity in the strategic planning of an organisation was 3 which was considered as neutral. The mean of all factors that affects the employment equity in the strategic planning of an organisation was between 2 and 3. The average mean was 3.16 which was considered as a neutral. The median was more than 2 but less than 3, and the average median was 2.59, which means the average middle value of responses was less than 3.

The standard deviation of all factors that affects the employment equity in the strategic planning of an organisation was above 1, but below 3 which means responses were slightly grouped together. The skewness of all factors that affects the employment equity in the strategic planning of an organisation were positive which means most of these responses were greater than the mean. The average skewness was positive which mean that the average number of responses was greater than the mean.

4.2.4 Incorporation of succession plan in the strategic planning of the organisation

Data that deals with incorporation of succession plan in the strategic planning of the organisation is analysed using frequency tables. Table 4.8 shows incorporation of succession plan in the strategic planning of the organisation in the respondents' organisations together with frequency of data, mode, mean, median, standard deviation, skewness and ranking.



Table 4.8: Incorporation of succession plan in the strategic planning of the organisation

Incorporation of succession plan in the strategic planning of the organisation	Frequency					Mode	Mean	Median	Standard deviation	Skewness	Rank
	1	2	3	4	5						
My organisation promotes mentorship of junior staff to become professionals	6%	11%	11%	61%	11%	4	3,60	2,89	2,01	2,19	1
My organisation sends its employees to various trainings to enhance their knowledge	0%	16%	42%	37%	5%	3	3,31	2,58	1,92	0,26	2
My organisation promotes development of employees' skills and competencies	5%	16%	26%	47%	5%	4	3,28	2,74	1,91	1,07	3
My organisation creates promotion of internal junior staff to senior roles	5%	11%	47%	32%	5%	3	3,21	2,53	1,89	0,88	4
My organisation incorporates succession plan into the strategic planning	5%	26%	42%	21%	5%	3	2,92	2,58	1,79	0,52	5
Average						3	3,26	2,66	1,90	0,98	



The ranking is established by first calculating the mean of each factor that affects the incorporation of succession plan in the strategic planning of the organisation. The aspects that affect the Incorporation of succession plan in the strategic planning of the organisation that had the highest mean was ranked high.

The mode was determined, and it was established that the mode of responses is ranging from 3 to 4, which means were “I am neutral” to “I agree”. The average mode of all factors that affects the incorporation of succession plan in the strategic planning of the organisation was 3 which was considered as neutral. The mean of all the factors that affect incorporation of succession plan in the strategic planning of the organisation was between 2 and 3. The average mean was 3.26 which was considered as a neutral. The median was more than 2 but less than 3, and the average median was 2.66, which means the average middle value of responses was less than 3.

The standard deviation of all factors that affects the incorporation of succession plan in the strategic planning of the organisation was above 1, but below 3 which means responses were slightly grouped together. The skewness of all factors that affects the incorporation of succession plan in the strategic planning of the organisation were positive which means most of these responses were greater than the mean. The average skewness was positive which mean that the average number of responses was greater than the mean.

4.2.5 Accountability for not meeting employment equity targets

Data that deals with accountability for not meeting employment equity targets of the organisation is analysed using frequency tables. Table 4.9 shows accountability for not meeting employment equity targets in the respondents’ organisations together with frequency of data, mode, mean, median, standard deviation, skewness and ranking.

Table 4.9: Accountability for not meeting employment equity targets

Accountability for not meeting employment equity targets	Frequency					Mode	Mean	Median	Standard deviation	Skewness	Rank
	1	2	3	4	5						
There is a fair representation of designated groups in all occupational categories and levels in my workplace	6%	19%	37%	25%	13%	3	3,20	2,63	1,89	0,49	1
Employment equity targets in my workplace is monitored internally	0%	25%	38%	31%	6%	3	3,18	2,62	1,88	-0,33	2
Employment equity is achieved in my workplace	0%	38%	25%	31%	6%	2	3,05	2,75	1,84	-0,33	3
Employment equity targets in my workplace is monitored by a third-party	13%	31%	31%	19%	6%	3	2,74	2,69	1,74	-0,13	4
Average						3	3,04	2,67	1,83	-0,08	



The ranking is established by first calculating the mean of each factor that affects the accountability for not meeting employment equity targets of the organisation. The factor that affects the accountability for not meeting employment equity targets of the organisation that had the highest mean was ranked high.

The mode was determined, and it was established that the mode of responses is ranging from 2 to 3, which means were “I disagree” to “I am neutral”. The average mode of all factors that affects the accountability for not meeting employment equity targets of the organisation was 3 which was considered as neutral. The mean of all the factors that affects accountability for not meeting employment equity targets of the organisation were greater than 2 but less than 4. The average mean was 3.04 which was considered as a neutral. The median was more than 2 but less than 3, and the average median was 2.67, which means the average middle value of responses was less than 3.

The standard deviation of all factors that affects the accountability for not meeting employment equity targets of the organisation was above 1, but below 3 which means responses were slightly grouped together. The average skewness was negative which mean that the average number of responses was less than the mean.

4.3 INTERPRETATION / DISCUSSION OF RESULTS

This section discusses the findings on the responses that were analysed in the previous section (Data analysis) and interpret them further. The interpretation of the results is based on five sections namely, Human Resource Management of the Organisation, Barriers to transformation, Employment equity in the strategic planning of the organisation, Incorporation of succession plan in the strategic planning of the organisation, and Accountability for not meeting employment equity targets.



4.3.1 Human Resource Management of the Organisation

When analysing the results on HRM of the organisation, the ranking was used to establish the how the respondents agree to the HRM aspect. Thus, the results showed that “Proper consideration is given to skills, competencies, and traits before a position is advertised” is ranked highest (number 1) which shows that HRM of respondents’ organisations give appropriate regard to skills, competencies, and traits before a position is advertised.

Advertisements for vacancies cater for employment equity is an HRM aspect that is also ranked highest (number 1) based on the results, which shows that HRM from the respondents’ organisation advertises vacancies that cater for employment equity. The second highest ranked (number 2) HRM aspect is that the HR department has unambiguous internal policies and procedures on recruitment, and the third ranked (number 3) is that the recruitment process is monitored to ensure fairness and transparency. This shows that there is slight fairness and transparency about the recruitment process.

However, the average mean of the results is 3.36 which is means the respondents were neutral about the overall HRM aspects of their organisations. Therefore, it is not certain that the recruitment and promotion process in the respondents’ organisation is well planned or well presented. These results are supported by the findings of Motsoeneng (2011) that there is lack of HR planning which leads to inconsistent recruitment procedure and nepotism. Some respondents reveal that promotion is done according to racial preference.

There is a lack of comprehensive departmental policies and procedures to enlighten the objective, fair, equitable and accountable utilisation of the recruitment practices (Sandu, 2006: 53). SDF (2021) also reported that there is no clear guidelines and information that could enable organisations to proactively implement employment equity.



4.3.2 Barriers to transformation

When analysing the results on barriers to transformation, the ranking was used to establish the extent of barriers to transformation. Thus, the results showed that lack of structured change management process was ranked highest (number 1), undervaluation of leadership of persons from designated ethnic groups was ranked second highest (number 2), and lack of moral conviction in leadership from designated ethnic groups third highest (number 3). These three barriers are regarded as major barriers. According to Selby and Sutherland (2006) the lack of visible leadership is ranked highest, followed by fragmented human resource practices, and Eurocentric organisational culture.

Among others CIDB (2017) and EAAB (2017) revealed that poor skills development, capacity constraints within clients' departments, market factors, fraud and corruptions are major barriers to transformation in the built-environment. Therefore, the results of this research are somehow inconsistent with the claims made in the literature about the barriers to transformation. The average mean of barriers to transformation was 2.40 which most barriers to transformation as seen as minor barriers. Therefore, this statement is supported by Selby and Sutherland (2006) that there are several prevailing barriers to achieving transformation in South Africa.

4.3.3 Employment equity in the strategic planning of the organisation

When analysing the results on employment equity in the strategic planning of the organisation, the ranking was used to establish extent to which each of the employment equity aspect contribute to the employment equity in the strategic planning of the organisation. Thus, the results showed there are clear objectives of the company about employment equity, ranked highest (number 1). The process of allocating resources regarding employment equity within respondent's organisation is clearly documented was ranked second highest (number 2), and employment equity

is included in the strategic planning of the organisation was ranked third highest (number 3).

The respondents were neutral about all these employment equity aspects, and the average mean of all the employment equity aspects was 3.16. None of the respondents agree that employment equity is included in the strategic planning of their organisation. Therefore, the sentiments of Suttner (2014) and South African Labour News (2018) that say that Blacks cannot access several opportunities, the practical effects of democracy are reproduction of inequalities are supported by these results. The results are slightly relevant to SDF (2021) who revealed that organisations tend to implement employment equity when they receive an intention to audit from Department of Labour.

Thus, the results showed that there is a shortage of designated group at an intermediate level and there is a shortage of designated group at senior level. The results that most blacks are employed at lower ranks are also supported by Franks (2014) who revealed majority of Africans employed at lower ranks. Therefore, BE organisations do not include employment equity in their strategic planning.

4.3.4 Incorporation of succession plan in the strategic planning of the organisation

When analysing the results on incorporation of succession plan in the strategic planning of the organisation, the ranking was used to establish the extent to which succession plan is incorporated in the strategic planning of the organisation. The results on table 4.8 showed that mentorship of junior staff to become professionals is ranked highest (number 1), organisations that send employees to various training is ranked second highest (number 2), and organisation that promotes development of employees' skills and competencies is ranked third highest (number 3).

Most respondents agree that their organisations promote mentorship of junior staff to become professionals. However, the respondents remained neutral about the other



five aspects that are related to incorporation of succession plan in the strategic planning of the organisation. The average mean of all six aspects that are related to incorporation of succession plan in the strategic planning of the organisation was 3.26 which means that the respondents were neutral.

Most respondents who answered the open-ended question relating to lack of transformation revealed that old people that should have retired are still employed instead of employing young graduates. Therefore, there is a lack of succession plan in the strategic planning of built environment organisations. These results are supported by CBE (2017a) that there is lack of skills development of previously disadvantaged individual in the built environment is South Africa.

The shortage of African professionals is clearly demonstrated in the data: there were more African respondents (69%) than white respondents (19%), however, each ethnic group had the equal percentage of registered professionals (13%), thereby indicating that proportionally, there are less African professionals than white professionals. CBE (2017a) reported that there is only 26% of previously disadvantaged individuals that are registered as professionals, whereas whites represent 74%.

4.3.5 Accountability for not meeting employment equity targets

When analysing the results on accountability for not meeting employment equity targets, the ranking was used establish to extent to which accountability for not meeting employment equity targets is observed in an organisation. The results showed that fair representation of designated groups in all occupational categories and levels in my workplace is ranked highest (number 1), employment equity targets in my workplace is monitored internally was ranked second highest (number 2), and employment equity is achieved in my workplace was ranked third highest (number 3). However, the respondents were neutral about all the top three ranked accountability aspects.

The average of all four aspects related accountability for not meeting employment equity targets was 3.04 which means that the respondents were neutral. Thus, the respondents neither agree nor disagree that there is accountability for not meeting employment equity targets in their organisation. Department of labour is getting stricter in enforcing employment equity targets within the organisations operating in South Africa (SDF Corp Group, 2021). The department of labour is going to implement fines between R1.5 million and 2% of turnover, to R2.7 million and 10% of turnover for contravening new employment equity act (Organisation Insider, 2020). However, this new employment equity act was meant to be finalised by March 2022 (SA News, 2021).

The accountability for not meeting employment targets in built-environment organisation is not observed since the new employment equity act had not been finalised during the time of data collection of this research. Thus, the organisations were not yet obliged to abide by the act.

4.4 Summary

This chapter revealed that 32 viable responses were received from the surveyed sample. Data for this study was analysed using descriptive statistics. This chapter revealed that there is no certainty that the recruitment and promotion process in the respondents' organisation is well planned or well presented. This chapter portrayed that there are prevailing barriers to achieving transformation in South Africa. This chapter reported that BE organisations do not include employment equity in their strategic planning. This chapter portrayed that there is a lack of succession plan in the strategic planning of built environment organisations. This chapter also revealed that the accountability for not meeting employment targets in built-environment organisation is not observed.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter provides the summary study, conclusion, limitations recommendations and areas of further research. The summary opens with the main objective of the study, and then it briefly discusses the literatures review and sub-problems. It also provides the summary of the method used to gather data, the instrument design, sampling, and data analysis. Furthermore, the findings from results and interpretation thereof, and makes recommendations and areas of future research.

5.1 REVISITING THE RESEARCH OBJECTIVES

This research aimed at exploring the effect of lack of transformation in the built environment organisations. Thereafter find ways to stimulate the transformation inclusion into strategic planning of organisations across various sectors of economy. This research was conducted because, most of the South African youth remain outside the mainstream of transformation process, and even those who benefitted from transformation are mainly found at lower positions.

Therefore, transformation progress is deemed as very slow in terms of delivering employment equity in the built environment. The built environment consists of slow progress in terms of transformation compared to other sectors of economy (Musonda et al, 2019). There are essential policy limitations that have restricted economic performance and general wellbeing of people. The lack of skills development of previously disadvantaged individual continue to prevail in South African Built-Environment professions.

According to SDF (2021) organisations tend to be reactive when it comes to Employment Equity implementation, in that they only start the process when they receive an intention to audit from Department of Labour (DoL). Therefore, built environment organisations should begin to act and commit to transformation in a



proactive, progressive, and strategic manner to uphold the sentiments shared in the Constitution of South Africa. Thus, it is indispensable to conduct research on the effect of lack of transformation in the built environment organisations and thereafter find ways to stimulate the transformation inclusion into strategic planning of organisations across various sectors of economy.

This research tested five hypotheses. Firstly, it was discovered that none of the respondents agree that employment is included in the strategic planning in their strategic planning. Secondly, the respondents believe that BE organisations do not incorporate succession plan in their strategic planning. Thirdly, the views of respondents shows that BE organisations are slightly transparent about their recruitment and promotional procedures. The respondents neither agree nor disagree that there is accountability for not meeting employment equity targets in their organisation. Lastly, the sentiments of respondents revealed that there are minor barriers to achieving employment equity targets in BE organisations.



This research can be classified as descriptive research and it was conducted using a quantitative method. The survey was used to collect primary data for this study. The population of this research is the Built Environment Graduates and Human Resource Managers. A web survey with a brief description of the purpose of the research was distributed to various organisations through the emails of ideal population sample and to the webpages of organisations such as ASAQS and SACPCMP. There were 36 people who responded to the online survey, but only 32 people who agreed to participate on the survey, the other 4 people declined to participate.

The findings from respondents showed that the majority (81%) of respondents were males. African respondents were the most participated race in this study with 69% participation, Whites had 19% participation, Indian and Coloureds both had 3% participation, and 6% was unspecified. Hence, the data was skewed as most participants were Africans, but data is not necessarily biased, and it is still relevant as a reflection of those for whom transformation is an issue.

The youth was the most (47%) participated age group with 47% participation. Most (41%) respondents had honours degree. Majority of respondents obtained their qualifications at CPUT. Which means there is inconsistency in respondents' educational information, because CPUT does not offer honours degree in built environment.

Most (76%) respondents were Quantity Surveyors. Most (35%) respondents were registered professionals. However, Africans constitute 18.84% of registered professional and Whites constitute 68.42% of registered professionals. This proves that there are more registered white professionals than blacks. According to CBE (2017a) there is only 26% of previously disadvantaged individuals that are registered as professionals, whereas whites represent 74%. Most respondents are practicing in the private sector as consultants with 11 to 40 years' experience in construction with an ideal position at senior level, and majority of these respondents are based in Gauteng.



Chapter 5 – Summary, conclusions and recommendations

Most (40%) respondents say there is a qualified HR practitioner in their organisation, and most respondents (37%) say they are aware of the employment equity plan in their organisations. Majority (68%) of respondents work for large enterprise. Most respondents say there is 81% – 90% designated group at an entry-level in their organisation. Most respondents say there is 21% – 30% designated group at an intermediate level in their organisation.

Most respondents say there is 10% – 20% designated group at mid-level in their organisation. Therefore, there is a fair representation of designated groups at mid-level. The verifiable specified designated group representation in senior or executive-level of respondents' organisation is less than 10% of designated group in senior or executive-level. There is a 37% shortage of designated group at senior level.

It is not certain that the recruitment and promotion process in the respondents' organisation is well planned or well presented. These results are supported by the findings of Motsoeneng (2011) that there is lack of HR planning which leads to inconsistent recruitment procedure and nepotism. Some respondents reveal that promotion is done according to racial preference. There is a lack of detailed departmental policies and procedures to inform the objective, fair, equitable and responsible application of the recruitment practices (Sandu, 2006: 53). SDF (2021) also reported that there is no clear guidelines and information that could enable organisations to proactively implement employment equity.

The results showed that lack of structured change management process and undervaluation of leadership of persons from designated ethnic groups are the major barriers in South Africa. This statement is not supported by the views of Selby and Sutherland (2006) who mentioned that the lack of visible leadership by senior management in supporting employment equity interventions strictly followed by fragment human resource practices are the most significant barriers to transformation in South Africa. Among others CIDB (2017) and EAAB (2017) revealed that poor skills development, capacity constraints within clients' departments, market factors, fraud and corruptions are major barriers to transformation in the built-environment. Therefore, the results of this research in terms of barriers to achieving employment



equity are somehow inconsistent with the claims made in the literature about the barriers to transformation in South Africa.

None of the respondents agree that employment equity is included in the strategic planning of their organisation. Therefore, the sentiments of Suttner (2014) and South African Labour News (2018) that say that black people cannot access several opportunities, the practical effects of democracy are reproduction of inequalities are supported by these results. The results are slightly relevant to SDF (2021) who revealed that “organisations tend to be reactive when it comes to Employment Equity implementation, in that they only start the process when they receive an intention to audit from Department of Labour”.

Thus, the results showed that there is a shortage of designated group at an intermediate level and there is a shortage of designated group at senior level. The results that most black people are employed at lower ranks are also supported by Franks (2014) who revealed majority of Black Africans employed at lower ranks. Therefore, BE organisations do not include employment equity in their strategic planning.

Most respondents were neutral about the incorporation of succession plan in the strategic planning of the organisation. However, most respondents who answered the open-ended question relating to lack of transformation revealed that old people that should have retired are still employed instead of employing young graduates. Therefore, there is a lack of succession plan in the strategic planning of built environment organisations.

These results are supported by CBE (2017a) that there is lack of skills development of previously disadvantaged individual in the built environment in South Africa. Africans represent 69% of the sample, whites represent 19% of the sample. However, they both Africans and Whites have equal number of registered professionals (13%). The results show that there is shortage of Africans who are professionals. CBE (2017a) reported that there is only 26% of previously disadvantaged individuals that are registered as professionals, whereas whites represent 74%.



The respondents neither agree nor disagree that there is accountability for not meeting employment equity targets in their organisation. Department of labour is getting stricter in enforcing employment equity targets within the organisations operating in South Africa (SDF Corp Group, 2021). The department of labour is going to implement fines between R1.5 million and 2% of turnover, to R2.7 million and 10% of turnover for contravening new employment equity act (Organisation Insider, 2020). However, this new employment equity act was meant to be finalised by March 2022 (SA News, 2021).

The accountability for not meeting employment targets in built-environment organisation is not observed since the new employment equity act had not been finalised during the time of data collection of this research. Thus, the organisations were not yet obliged to abide by the act.

5.2 CONCLUSIONS IN TERMS OF OBJECTIVES

The first objective of this research was to identify employment equity legislation as applicable to BE organisations, and the second objective of this research is to establish employment equity requirements for BE organisations. The employment equity act of 1998 is applicable to BE organisations to establish favourable actions measures to redress the disadvantages in employment experienced by previously disadvantaged people of South Africa to ensure their equitable representation in all occupational categories and levels in the workforce and promoting equal opportunities and fair treatment in employment by eliminating unfair discrimination.

The literature reveal that organisations tend to be reactive to the implementation of the employment equity. Organisations only start the implementation of employment equity when they receive an intention to audit from Department of Labour (DoL). The results from the respondents show that none of the respondents agree that employment equity is included in the strategic planning of their organisation. The government is concerned about the shortage of African managers. Therefore, there is no equitable representation of designated group at senior level. The results from respondents also

show that there is less than 10% of designated group at senior level in their organisations.

The third objective of this research was to establish BE organisations' employment targets. The accountability for not meeting employment targets in built-environment organisation is not observed since the new employment equity act had not been finalised during the time of data collection of this research. Thus, the organisations were not yet obliged to abide by the act.

The fourth objective of this research was to establish barriers to achieving employment equity. Therefore, among others, lack of structured change management process, undervaluation of leadership of persons from designated ethnic groups, and lack of moral conviction in leadership from designated ethnic groups are seen as the major barrier to transformation in BE organisations. CIDB (2017) and EAAB (2017) revealed that poor skills development, capacity constraints within clients' departments, market factors, fraud and corruptions are major barriers to transformation in the built environment. Therefore, the results of this research are somehow inconsistent with the claims made in the literature about the barriers to transformation in South Africa.

The fifth objective of this research was to establish a proactive way of achieving employment equity. Therefore, the use of viable space creation strategies for achieving employment can proactively eradicate lack of employment equity in BE organisations.

5.3 TESTING OF HYPOTHESES

This section briefly discusses the findings from the respondents (primary data), and tests hypotheses that were drawn based on the sub-problems of this study. This study consists of five hypotheses.

5.3.1 Hypothesis 1

The interpretation of results shows that none of the respondents agree that employment is included in the strategic planning in their strategic planning.



5.3.2 Hypothesis 2

The respondents believe that BE organisations do not incorporate succession plan in their strategic planning.

5.3.3 Hypothesis 3

The views of respondents shows that BE organisations are slightly transparent about their recruitment and promotional procedures.

5.3.4 Hypothesis 4

The respondents neither agree nor disagree that there is accountability for not meeting employment equity targets in their organisation.

5.3.5 Hypothesis 5

The sentiments of respondents revealed that there are minor barriers to achieving employment equity targets in BE organisation.

5.4 RECOMMENDATIONS

South Africa as a developing country is characterised by progressively unstable organisation environment and planning in traditional manner is impossible. Therefore, it means that it is very crucial to strategically plan for transformation to be implemented in South African organisation to honour the sentiments of the South African constitution. The CEB strategic plan focuses on two aspects which are skills development and professional registration (CEB, 2021). The CEB strategic plan neglects transformation in terms of employment equity. Selby and Sutherland (2006) propose a model for linking transformation strategies with strategic organisation objectives, human resource strategy and planning activities; and have identified several space creations as viable space creation strategies for accelerating employment equity at senior management levels. The recommendation from preceding analyses is made below:



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- The HR practitioners of organisations should begin to make use of these viable space creation strategies for achieving employment equity.
- The DoL should enforce the law by regulating BE organisations in terms of HR processes to ensure that employment equity targets are being met. There should be publication of quarterly reports about employment equity targets in organisation at provincial level to ensure that all provinces are closely watched.
- CEB should include employment equity targets in their strategic plan to ensure that designated groups are well placed in the workforce.

5.5 AREAS OF FURTHER RESEARCH

This research had not received participation from all South African provinces. Thus, the results are fragmented and may not reflect a true provincial representation. Hence, further research could be to investigate lack of transformation inclusion in the strategic planning of organisations in the built environment professions at a provincial level.

This research had not looked at the main causes of barriers to employment equity in built environment organisations. Therefore, further research can be undertaken to investigate the main causes of barriers to employment equity at national or provincial level.



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APPENDIX A: COVERING LETTER



Dear Sir/Madam,

RE: Lack of transformation inclusion in the strategic planning of organisations in the Built Environment Professions in South African

I am an MSc Project Management student at the University of Cape Town. In partial fulfillment of the degree, I must conduct a research dissertation based on a specific topic relating to the construction industry.

The rationale behind the research is that there is a slow progress of transformation in the built environment. Therefore, this research seeks to investigate the effect of lack of transformation in the built environment organisations. Thereafter find ways to stimulate the transformation inclusion into the strategic planning of organisations across various sectors of economy. Thus, your response as a Built-environment Practitioner is essential.

Please note that all the information you provide will be kept anonymous and confidential, at no time will your answers be identified with your name or any other information that could identify you.

I would therefore kindly request you to complete and return the questionnaire before the 18 of November 2021.

Thank you for your cooperation.

Kind regards,

Lunga Mabovu

Cell: +27 (0)72 198 5948

E-mail: mbvlun001@myuct.ac.za

Mrs Le Juene

Supervisor

Researcher



APPENDIX B: SURVEY



Lack of transformation inclusion in the strategic planning of organisations in the Built Environment Professions in South Africa

by Lunga Mabovu

Section A: Demographic Information

Please tick (ü) the correct box below.

1. Please indicate your gender

- Male Female

2. Please indicate your race

- African Indian Asian
 Coloured White Other

3. Please indicate your age group

- 18-35 36-50 51-60
 61-65 Above 65 Other



4. Please indicate your highest qualification

- | | | |
|---|-------------------------------|---|
| <input type="radio"/> Diploma | <input type="radio"/> BTech | <input type="radio"/> Post Grad Diploma |
| <input type="radio"/> Under Grad Degree | <input type="radio"/> Honours | <input type="radio"/> Master |
| <input type="radio"/> Doctorate | <input type="radio"/> Other | If other, please specify: _____ |

5. Name of the Institution where you obtained your qualification

- | | | |
|---|---|--|
| <input type="radio"/> University of Cape Town | <input type="radio"/> University of Pretoria | <input type="radio"/> University of South Africa |
| <input type="radio"/> Nelson Mandela University | <input type="radio"/> University of Witwatersrand | <input type="radio"/> University of Kwazulu Natal |
| <input type="radio"/> University of Johannesburg | <input type="radio"/> University of Free State | <input type="radio"/> North-West University |
| <input type="radio"/> Stellenbosch University | <input type="radio"/> Cape Peninsula University of Technology | <input type="radio"/> Tshwane University of Technology |
| <input type="radio"/> University of the Western Cape | <input type="radio"/> Rhodes University | <input type="radio"/> University of Zululand |
| <input type="radio"/> Monash University | <input type="radio"/> Vaal University of Technology | <input type="radio"/> Walter Sisulu University |
| <input type="radio"/> University of Limpopo | <input type="radio"/> University of Forth Hare | <input type="radio"/> Central University of Technology |
| <input type="radio"/> Durban University of Technology | <input type="radio"/> Other | If other, please specify: _____ |

6. Please indicate your current occupation

- | | | |
|---|---|--|
| <input type="radio"/> Engineer | <input type="radio"/> Quantity Surveyor | <input type="radio"/> Health & Safety Practitioner |
| <input type="radio"/> Architect | <input type="radio"/> Land Surveyor | <input type="radio"/> Director/CEO |
| <input type="radio"/> Project Manager | <input type="radio"/> Town & Regional Planner | <input type="radio"/> General Manager |
| <input type="radio"/> Construction Manager | <input type="radio"/> Property Valuer | <input type="radio"/> Other |
| <input type="radio"/> Site Agent/Technician | <input type="radio"/> HR Manager | If other, please specify: _____ |

7. Please indicate your current professional registration



- Candidate Professional No professional status

8. Please briefly explain how the recruitment process is organized in your company

9. Please briefly explain how the promotion process is organized in your company



10. Please indicate (ü) in the table below whether you agree with the statements in the table below

(1) I strongly disagree; (2) I disagree; (3) I am neutral; (4) I agree; (5) I strongly agree

The human resource department has enough capacity to discharge its functions effectively.	I strongly disagree	I disagree	I am <u>NEUTRAL</u>	I agree	I strongly agree
The human resource department has clear internal policies and procedures on recruitment.	I strongly disagree	I disagree	I am <u>NEUTRAL</u>	I agree	I strongly agree
The human resource department has clear internal policies and procedures on promotion.	I strongly disagree	I disagree	I am <u>NEUTRAL</u>	I agree	I strongly agree
The recruitment process is monitored to ensure fairness and transparency.	I strongly disagree	I disagree	I am <u>NEUTRAL</u>	I agree	I strongly agree
There is proper planning for the recruitment process.	I strongly disagree	I disagree	I am <u>NEUTRAL</u>	I agree	I strongly agree
Proper consideration is given to skills, competencies and traits before a post is advertised.	I strongly disagree	I disagree	I am <u>NEUTRAL</u>	I agree	I strongly agree
Advertisements for vacancies cater for employment equity.	I strongly disagree	I disagree	I am <u>NEUTRAL</u>	I agree	I strongly agree



There is proper planning for promotion process	I strongly disagree	I disagree	I am NEUTRAL	I agree	I strongly agree
The promotion process is monitored to ensure fairness and transparency.	I strongly disagree	I disagree	I am NEUTRAL	I agree	I strongly agree

Section C: Barriers to transformation

Please indicate (ü) in the table below the degree to which you perceive the variables listed be a barrier to achieving employment equity. (1) not a barrier; (2) somewhat of a barrier (minor barrier); (3) a definite barrier (major barrier); (4) an unsurmountable barrier (extreme)

Lack of visible leadership	Not a barrier	Minor barrier	Major barrier	Extreme barrier
Fragmented human resource practices	Not a barrier	Minor barrier	Major barrier	Extreme barrier
Undervaluation of leadership of persons from designated ethnic groups	Not a barrier	Minor barrier	Major barrier	Extreme barrier
Ignorance of non-European perspectives	Not a barrier	Minor barrier	Major barrier	Extreme barrier
Eurocentric organisational culture	Not a barrier	Minor barrier	Major barrier	Extreme barrier
Lack of moral conviction in leadership from designated ethnic groups	Not a barrier	Minor barrier	Major barrier	Extreme barrier



Lack of structured change management process	Not a barrier	Minor barrier	Major barrier	Extreme barrier
Lack of diversity management competencies on the part of organisation leadership	Not a barrier	Minor barrier	Major barrier	Extreme barrier

Section D: Employment equity in the strategic planning of organisations

-

The following is brief description of terms

Strategic planning is an organisational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward a common goal in response to changing environment

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Employment equity is derived from the Employment Equity Act No 55 of 1998, with a primary purpose of achieving employment 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

1. Please indicate (ü) in the table below whether you agree with the statements in the table below

(1) I strongly disagree; (2) I disagree; (3) I am neutral; (4) I agree; (5) I strongly agree

There are clear objectives of the company about employment equity	I strongly disagree	I disagree	I am NEUTRAL	I agree	I strongly agree
The process of making decisions to attain organisation objectives regarding employment equity within my organisation are clearly documented	I strongly disagree	I disagree	I am NEUTRAL	I agree	I strongly agree
The process of making decisions regarding employment equity within my organisation is consistently followed by the management	I strongly disagree	I disagree	I am NEUTRAL	I agree	I strongly agree



The process of allocating resources regarding employment equity within my organisation is clearly documented	I strongly disagree	I disagree	I am neutral	I agree	I strongly agree
The process of allocating resources regarding employment equity within my organisation is consistently followed by the management	I strongly disagree	I disagree	I am neutral	I agree	I strongly agree
Employment equity is included in the strategic planning of the organisation	I strongly disagree	I disagree	I am neutral	I agree	I strongly agree

Section E: Incorporation of succession plan in the strategic planning of the organisation

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The following is brief description of terms

Succession planning comprises preparing employees for future roles, may be through training, mentorship, etc.

1. Please indicate (ü) in the table below whether you agree with the statements in the table below

(1) I strongly disagree; (2) I disagree; (3) I am neutral; (4) I agree; (5) I strongly agree

My organisation promotes development of employees' skills and competences	I strongly disagree	I disagree	I am neutral	I agree	I strongly agree
My organisation promotes mentorship of junior staff to become professionals	I strongly disagree	I disagree	I am neutral	I agree	I strongly agree
My organisation sends its employees to various trainings to enhance their knowledge	I strongly disagree	I disagree	I am neutral	I agree	I strongly agree
My organisation creates promotion of internal junior staff to senior roles	I strongly disagree	I disagree	I am neutral	I agree	I strongly agree
My organisation incorporates succession plan into the strategic planning	I strongly disagree	I disagree	I am neutral	I agree	I strongly agree



Section F: Accountability for not meeting employment equity targets

1. Please indicate (ü) in the table below whether you agree with the statements in the table below

(1) I strongly disagree; (2) I disagree; (3) I am unsure; (4) I agree; (5) I strongly agree

There a fair representation of designated groups in all occupational categories and levels in my workplace	I strongly disagree	I disagree	I am unsure	I agree	I strongly agree
Employment equity is achieved in my workplace	I strongly disagree	I disagree	I am unsure	I agree	I strongly agree
Employment equity targets in my workplace is monitored internally	I strongly disagree	I disagree	I am unsure	I agree	I strongly agree
Employment equity targets in my workplace is monitored by a third-party	I strongly disagree	I disagree	I am unsure	I agree	I strongly agree

Please state below any other issue(s) that in your view lead(s) to lack of transformation in the built-environment

