

CHAPTER 1

INTRODUCTION AND PROBLEM STATEMENT

1.1 THE CURRENT IMPORTANCE OF AFFIRMATIVE ACTION IN THE AUTOMOTIVE INDUSTRY

One of the most alarming affirmative action labour developments in the South African economy is the vast gap between the demand and the supply of skilled designated managers in the labour market. Designated managers (D_{SGN}) are previously disadvantaged employees (i.e. black men, all women and disables). Swanepoel, Erasmus, Van Wyk & Heinz (2003) warn that if South Africa wants to succeed in real skills transformation and wishes to balance economic and social growth, it has to pay real attention to key designated management career development (MCD) challenges. South African organisations tend to try quick-fix affirmative action programmes and hence often find that their efforts fail. The main obstacles to success are a lack of responsibility and accountability for designated MCD programmes and a failure to foster two-way human resources development (HRD) communication (Swanepoel *et al.*, 2003).

At the start of the 21st century, automotive business continues to globalise. The way people work together is undergoing a metamorphosis, subject to the impact of massive technical skills shortages (NPI, 2002; Avolio, 2001). At the same time, conventional workplace methods have also changed what one would call “our organisation” and how people work together across time, distance and cultures (business to business /customers and people). The business association between organisation and management development structures that can make adjustments before the old business model (such as workshop job costing, grinding, spot and seam welding activities) is all “dried up”. According to data supplied by the South African Chamber of Business (Department of Trade and Industry, 2004), South African exports of vehicle and parts accessories to the United States of America surged by 86.2% in October 2002, an increase of 54 million dollars. Minister Alec Erwin (Department of Trade and Industry, 2004) has indicated that so far South Africa’s strategy to become an internationally competitive economy

has focused mainly on lowering tariffs and becoming an export-oriented economy. In the global market, this is clearly not enough.

The status of the implementation of affirmative action programmes does not yet offer black managers enough career paths or succession plans or even give them many responsibilities or power over resources. Consequently, many black managers are not committed to their work, but rather focus on job-hopping in order to stay out of frustrating positions (Firer & Saunders, 2003). South African managers face unique challenges and therefore, one cannot merely transplant even the best international practices into local automotive organisations uncritically (Pretorius & Swanepoel, 2002).

The researcher's interest in the importance of affirmative action in a management context began when he joined a very large international automotive manufacturing company in 1981 as a training co-ordinator for the introduction of quality circles. His task was to go out into the factory with videos, overhead transparencies and training materials to convince workers to join a quality circle team. He was to act as a management propagandist and to facilitate employee involvement and a participative management programme. These practices were influenced by the Japanese techniques for business survival. These techniques usually focused on strategic issues for the company concerned, ensuring cost effectiveness with regard to "waste management", which was then thought to be the secret to business success (Naidoo, 1999). The "Three Ps" (pay, people and politics) were taboo subjects, according to these Japanese techniques and the principles explained during the presentation (Christie, 1996). Due to the success of some Japanese multinational automotive companies, representatives of other companies and numerous consultants came to witness for themselves the techniques used to empower workers to achieve an organisation that was a lot leaner and meaner. Management claimed that it could guarantee its employees that their jobs were safe if they were part of quality circle teams. Only non-members could be at risk. Tragically, nearly seven thousand of those workers, many of whom were quality circle members, lost their jobs in the nineties. Two years later after 1995, South African multinational automotive companies suffered a heavy blow due to lengthy worker strikes and wage disputes. Finally, in 1997, employees rose up in favour of the

advancement of black managers in the workplace. Many black employees were retrenched at that time and workers lost their trust in and respect for the Japanese techniques for advancing black managers in the workplace (Department of Labour, 2001). Their main concern was that the Japanese techniques did not look at improving the skills of management and advancement models upward through the Human Resources (HR) ranks, but only at better-equipped programmes that empower the employees on the shop-floor (factors such as the elimination of unwanted factory waste, housekeeping, cost savings, problem-solving, safety and health, quality circle teams and continuous improvement).

1.2 BACKGROUND TO THE AUTOMOTIVE INDUSTRY

At a launch of a technological centre in 2002, Clive Williams, the Chief Executive Officer (CEO) of the National Automotive Association of Component and Allied Manufacturers (NAACAM) highlighted the country's need to form a "Skills Catalyst" to create, not a knowledge-based initiative, but a technology transfer base (AIDC, 2002). Currently, the South African automotive industry depends largely on foreign expertise (DTI, 2004). Therefore, it is time to move from our previous "donkey-driven workforce" to a phase of digital, technical and technology-driven knowledge (Wessels, 2002).

According to the South African economy and skills development research report (Department of Labour, 2000a), real gross domestic product (GDP) increased from a negative rate in the first quarter of 1994 to over 6% in the last quarter of 1994. Then it fell to less than 2% per annum in 1995 and increased to over 3% again in 1996. The economy went into a recession in 1997 and bottomed out in 1998, with resurgent growth in 1999. The real value and importance of the automotive sector in terms of the South African economy in the year 2001 was an added 11% to the country's economic gross domestic profit margin, mainly in its vehicle export market (with a projected 4.5% annual growth rate in the GDP). South Africa has an average of over seven million vehicles on its roads. The total revenue from the automotive industry for 1999 was R117 billion, going up to R131 billion in 2001, with in excess of R14 billion in capital investment (Van Zyl, 2001).

The CSIR and the Fraunhofer Gesellschaft in Germany undertook a study previously to establish the managerial, technical and manufacturing needs of the local automotive industry (AIDC, 2002). About 80 South African automotive companies were involved in the survey, including all the major automotive assemblers. Based on this study, the HR needs have been categorised into four main areas (see Figures 1.1 and 1.2, overleaf):

- training at the worker level (37%);
- technical skills (14%);
- training at an engineering level (30%); and
- management skills (19%).

Of these, management skills were the organisational scarce skills needs that directed this study.

This shows that there is an urgent need for skills development and the empowerment of the workforce. South Africa needs to accelerate its current management advancement programmes to the level of other multinational stakeholders. If this can be achieved, South Africa will be able to sustain all its foreign long-term business opportunities in this industry.

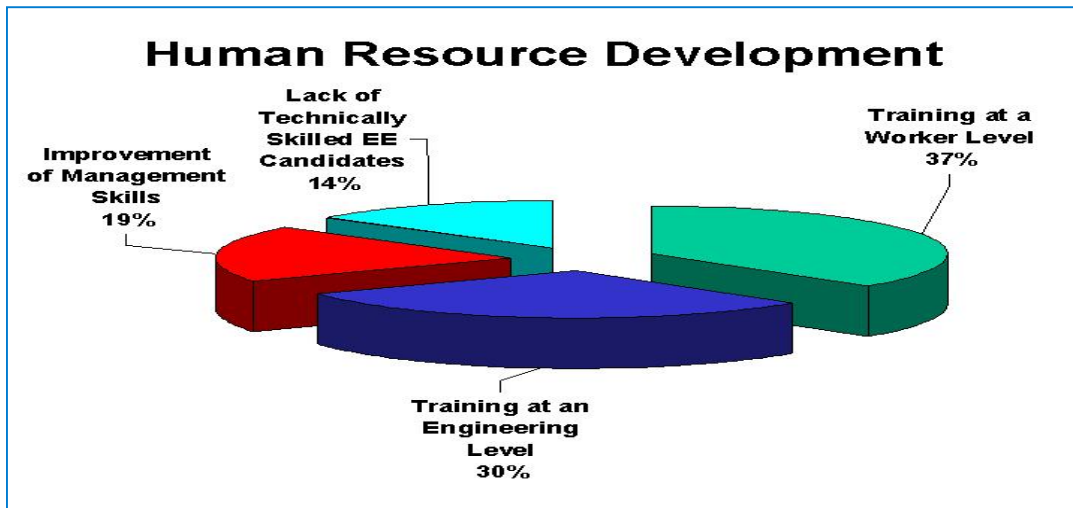


Figure 1.1: Breakdown of current HRD skills in the South African automotive industry (AIDC, 2002)

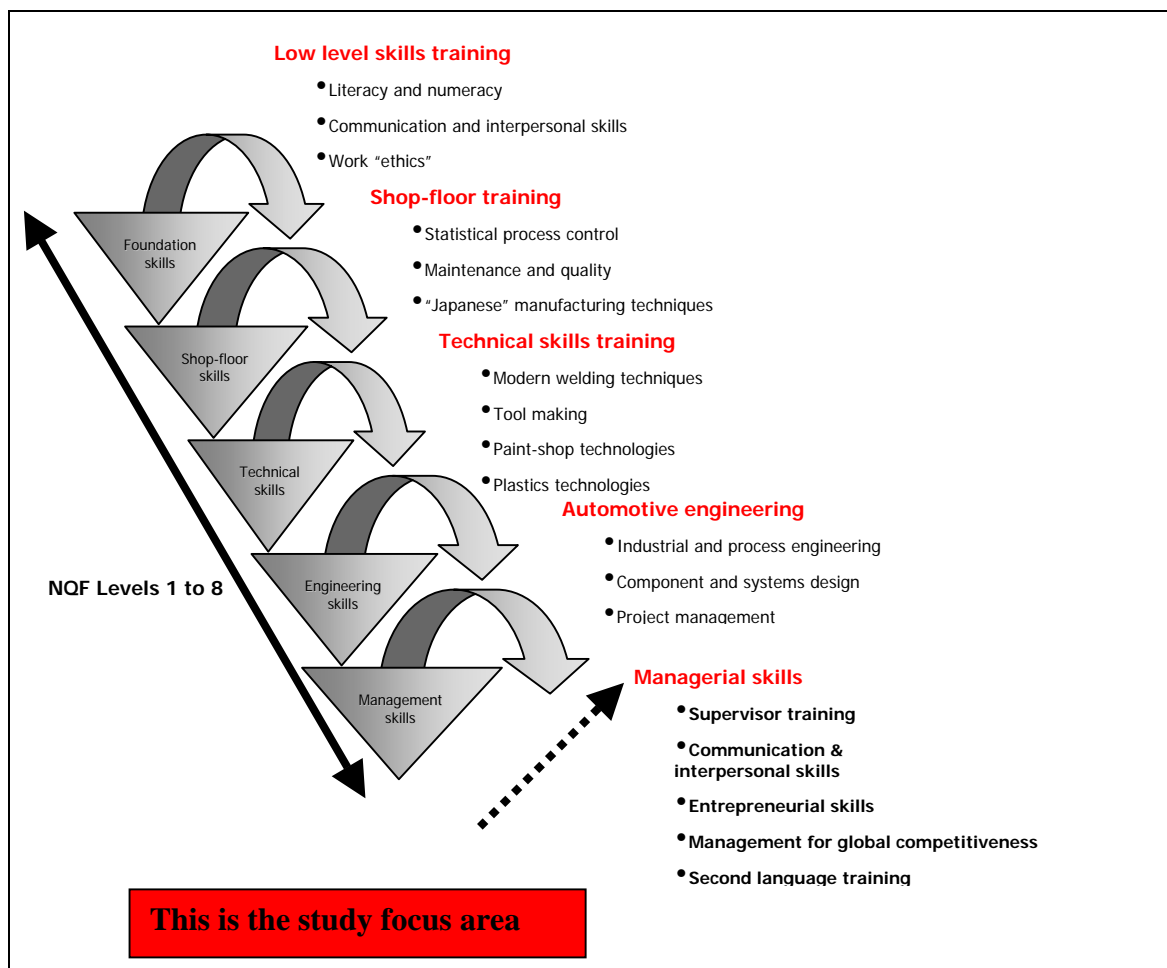


Figure 1.2: HRD needs across eight skills levels (AIDC, 2002)

Relative to its market size, the South African automotive industry is strong, and with the announcement of increased investment by BMW (with its new three series right-hand drive vehicles for global market supply), Fiat and Toyota, the industry is set to grow from strength to strength. Furthermore, macro-economic factors such as the government's Motor Industry Development Programme (MIDP) and, ironically, a weak Rand exchange rate, have provided further incentives for the educational development of managers in the local industry. *Business Report* (2002: 17) says that "in the latest quarterly review of business conditions in the new manufacturing industry, production increased from 357 364 units in 2000 to 407 036 units last year, while world production declined from 58.06 million to 55.77 million during the same period". This shift has a positive impact on both employment levels at a 1.3% growth rate, and on manufacturing capacity utilisation rates, at about 76%, matching the global average.

According to the Department of Trade and Industry (2004), the automotive sector continued to increase its share of the South African trade balance in 2003, confirming its status as the leading manufacturing sector in South Africa. This key sector has also improved its position to become a major contributor to the economy. Labour legislation is committed to continue government's close relationship with the automotive sector to ensure that the government's objectives in terms of GDP growth, employment equity, affirmative action and black empowerment are met.

1.3 FOCUS OF THE STUDY

As it is one of the key contributors to GDP, it is imperative that the automotive industry contributes to the eradication of skills shortages and that it ensures competent managerial capacity. The current appointment of persons from the designated affirmative action groups within the automotive industry in managerial and senior positions has not yet achieved the desired results (Maseke, 2000). In a pilot study, the researcher and approximately twenty previously disadvantaged managers (black men, women and disabled persons) within ten different automotive component companies conducted a triangulated survey in 2002. Observations were made and a feedback questionnaire was completed in order to examine the problems facing black managers, in line with the procedure suggested by Mouton (2001). This pilot survey revealed that

no affirmative action career-pathing models or a staff succession plan existed in the ten companies, and that there is a greater emphasis on lacking management career development (MCD).

Using information from this pilot research, the current study was undertaken to identify management career-pathing needs using a sample of potential Designated (D_{SGN}) and Non-Designated managers (ND_{SGN}), and to study their perceptions of the training needs of previously disadvantaged managers and the action(s) needed to develop previously disadvantaged managers for advancement (so-called MCD skills). The term “MCD” is used in a comprehensive sense to encompass the different ways in which managers improve their capabilities. This includes management education (which is often taken to refer to structured learning in an institutional context) and formal career skill levels (which are often used to mean acquiring knowledge and skills related to work requirements by informal means – such as job experience, vocational education, in-company training and external education).

If the South African automotive sector is to develop beyond its current status as an emerging economic sector, there is a great need to base its development on intellectual capital rather than on physical capital (as in the industrial age). How can this be achieved? In a study of 27 South African organisations by Firer and Saunders (2003), when these companies were asked whether they had an appropriate organisational structure in place to accommodate the placement of black managers in work designs and technologies to lead to effective team formation, only 18% of the organisations responded positively.

The MCD challenge facing corporate organisations is to develop a D_{SGN} career advancement model. This process will accelerate the building of an effective and efficient career framework for managers to move up in management echelons. Figure 1.3 shows how the MCD of designated managers coincides with the problems facing the government and the need in the automotive business sector for an adequate supply of skilled black managers. D_{SGNS} perceive themselves as playing a meaningful role within the redressing of employment equity and black economic empowerment in these organisations. It is important for the automotive sector to take note of the defined problem in order to accelerate the career development and advancement of D_{SGNS}. This

would enable these organisations to facilitate and harness the designated management potential to meet the future challenges of matching internal transformation to a new environment (the new global economy).

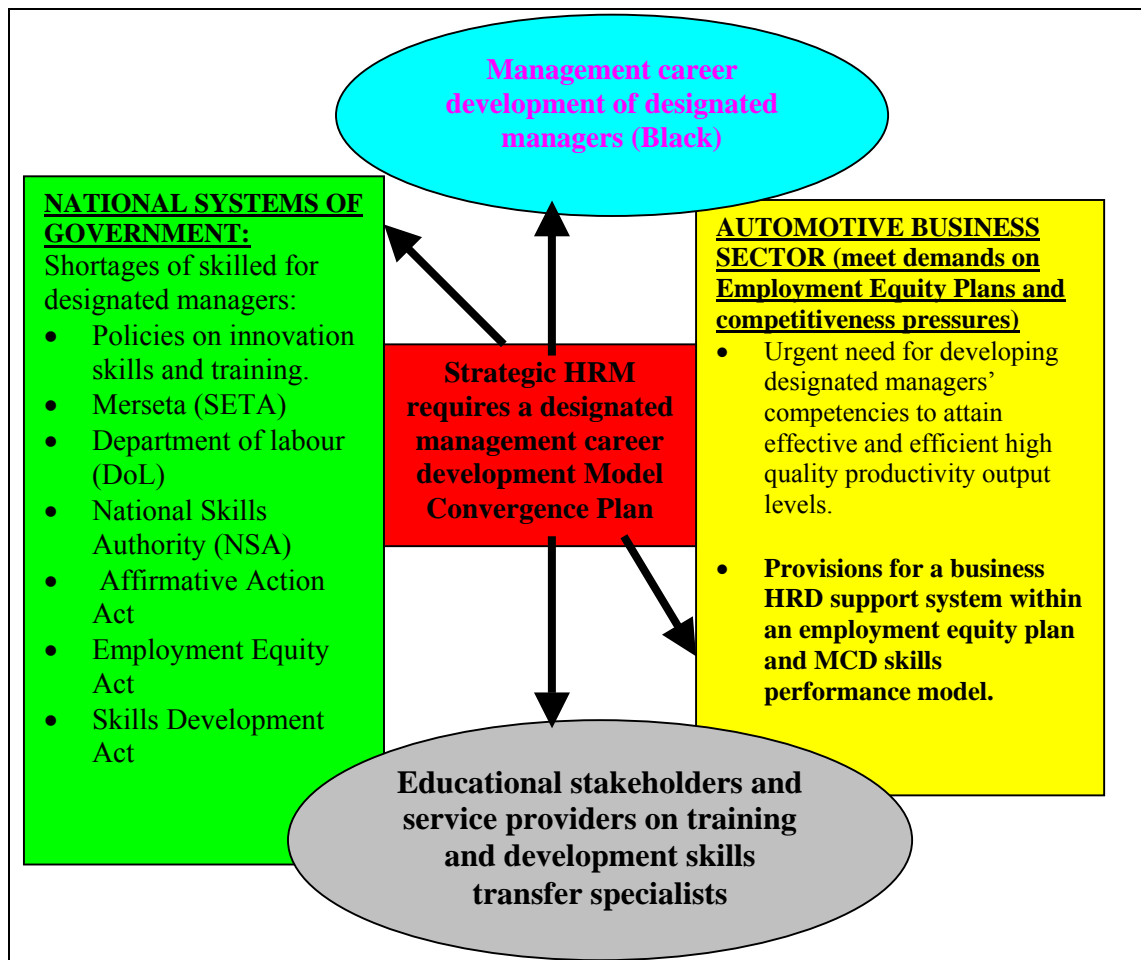


Figure 1.3: A conceptual model defining the problem discussed in this study

Eskom's Chairman, Khoza (2002) has reportedly said that a dependence on Western models of management development was undermining South Africa's ability to achieve its goals. These career models do not address the core of the problem properly, namely the lack of MCD opportunities and the skills shortages among D_{SGNS} . The current problem facing the South African automotive business sector is an inadequate supply of skilled D_{SGNS} , a lack of excellence in education and the failure to develop world-class motor industry workplace competencies so that managers can occupy quality management positions (Department of Trade and Industry, 2004).

Microsoft Chairman Bill Gates has commented that the survival of the work environment depends on everyone's moving as fast as possible (the human resources development composition of speed) (Annunzio, 2001). This suggests that only 5% of a company's metamorphosis is represented by the technological transformation process. The other 95% is represented by changes in HRM (career development and culture), which is at the heart of leadership.

Currently, the South African economic market growth in the demand for skilled managers and executive appointments is reflected in the growing number of recruitment advertisements, with a database now containing details of well over 30 000 advertised positions. The job market is indicating that the worst thing job-seekers can do is to try to be someone they are not (*Business Times Careers*, 2002a).

The business index (2002) for general manufacturing is made up of appointments (23%), services (22%), primary industries (20%), technology (17%), commerce (6%) and other business (12%). The demand for appointments is continuing to grow, and higher levels of demand result from serious management skills shortages. Lastly, there is no formal or informal partnership between management and employees to work towards resolving the career issues to the benefit of both parties. The shortage of skills at all the lower and middle management levels is one of the most serious problems, and it is also the most overlooked threat to the achievement of economic growth targets in South Africa over the next five to ten years (*Business Times Careers*, 2002b). However, after years of apartheid-induced skills neglect, South Africa is on the threshold of a potential training and skills revolution. The Skills Development Act and the compulsory levy which has been effective since April 2000 will do more than compel organisations to set aside funds for the training and development of employees.

The *Management Today Year Book* (2003) states that during the 1990s middle management in organisations reacted to changing competitive conditions by restructuring, downsizing, outsourcing, layering and mass redundancies, all of which restricted their organisational performance promotions and the growth of middle management. Middle management was seen as a "barrier to effective organisational management" (Avolio, 2001) and many attempts at strategic change were said to have failed due to middle management resistance. Yet the dismissal of middle managers due

to lean-and-mean tactics has resulted in the loss, to a large extent, of embedded knowledge and tacit routines. In most models of strategy implementation, middle managers are seen as the suppliers of information and the recipients of decisions made by top management. At best, they fulfil a supporting role. However, strategy formulation and implementation must focus on emergent strategies; D_{SGNS} are crucial in shaping strategy through innovation and strategic entrepreneurship.

Lumka and Associates (2002), a black placement and recruiting company, has reported an urgent need for mentors for the designated management level. This requires leadership, decision-making, strategy and emotional intelligence. The main concern is that people are now being pushed into positions in so short a time that they are set up for failure. Cohen (2000) argues that the mentorship model involves interaction “between equals at different levels to help one another. It is not teaching. It involves sharing experiences in a spirit of trust and confidentiality”. Cited in Christoph Kòpke (2003:30), Chairman of Daimler Chrysler (mentor), states: “Companies are trying to retain key staff because the risks of recruiting the wrong individual are high. Individuals with management potential are identified and developed with the guidance of a more experienced and older individual. As it is not easy to find effective mentors higher up in an organisation, companies sometimes recruit mentors externally. This has led to the need for the creation of a professional mentorship body that will develop a code of conduct for mentors, establish a mentorship forum, and so on” (*Management Today Year Book*, 2003:14).

Before this selection can take place, a well-defined career path needs to be clearly discussed with the prospective trainee. Various options and possibilities for promotion, together with a realistic time frame, should be made available. This would create realistic expectations and more motivational directedness for trainee managers. Mentoring is a powerful instrument of change to accelerate upward mobility and it builds on existing natural learning processes (Waterman, Waltman & Collard, 1994).

A lack of D_{SGN} career development, coupled with earlier admission restrictions to tertiary institutions, has led to a vacuum of black professionals in this country. This lack of D_{SGN} skills is of great concern to many companies. Millions of Rands are being spent

annually on management training programmes in order to right this imbalance. The rationale for such actions vary from pressure from concerned parent companies overseas to guilt and the desire to do what is right, to fear of impending legislation and just good business sense. Whatever the reason, no company wants to invest money in training ventures or black advancement programmes without positive results.

In 2002, the Deputy Director-General of the Department of Trade and Industry, Alister Ruiter (2002) claimed that a high number of unemployed people in South Africa are not employable. Due to a lack of relevant automotive managerial skills, there is a need for effective training and career development plans. This statement recognises the need for managers to acquire expertise in the area of general career management planning, both to ensure effective management and to develop successors (Human, 1992). These challenges act as catalysts for change and require corporate organisations to realign their strategies, their mission to reinforce the importance of training and MCD for their designated and targeted managers. South Africa has a shortage of skilled managers and there is a continuing brain drain of highly skilled white personnel. There is a need for an appropriate management career-pathing model, which is important to redress the gap and past imbalances, thereby creating a sustainable capacity of the relevant competencies for all sectors and the automotive sector in particular.

The NPI (2002) has highlighted some of South Africa's traditional management styles and the lack of effective MCD in terms of excellent techniques within global and competitive markets. In South Africa, ranked 42nd out of 46 countries, it seems necessary to address the massive shortage of technically skilled managers in previously disadvantaged groups for a high level of economic growth and job creation. The root of the problem is that previously disadvantaged groups were poorly represented in the fields of engineering and management, which provide key positions in the economy that reflect and centre the power of strategic decision-making techniques for business advancement. Most members of previously disadvantaged groups are placed at relatively junior levels of management, predominately in HR departments in "specialist" positions to serve blacks (Department of Labour, 2001). The HR members chosen to facilitate the implementation of the MCD programme are sometimes themselves not skilled in the effective assessment of career plans and development models. This has led

to a misinterpretation of fundamental concepts of career development and was passed on to employees via training and facilitation sessions. The South African private sector is experiencing high skilled HR development shortages, especially at managerial levels, and this shortage will worsen.

New laws have been introduced, such as the Employment Equity Act, No 55 of 1998 (Republic of South Africa, 1998a) and the Skills Development Act, No 97 of 1998 (Republic of South Africa, 1998b) to end some of the old labour skills practices and to provide practical and generic guidance on the job skills aspects of non-educational and training requirements. The Employment Equity Act states that every employer must ensure that black people, women and disabled people have a fair chance to be employed and to be developed at all levels of a company. The South African Constitution (Republic of South Africa, 1996) indicates that affirmative action must be used where necessary to promote people who have been disadvantaged and to end inequality.

Currently, the large multinational automotive manufacturing sector influences South Africa's new global business trends. Foreign professional experts working in South Africa are tremendously expensive to the automotive sector and they reduce the opportunities of the local disadvantaged managers. As South African organisations acknowledge the skills deficiency, more attention is being paid to the identification and correction of training needs at various levels. A lack of a strategic career skills development plans also diminishes the potential benefits that the company could get from the intellectual power of members of previously disadvantaged groups. Statistics show that previously disadvantaged groups are poorly represented in the managerial levels of multinational organisations.

A statistical analysis of inequality reduction done by Breakwater Monitor Survey (1999) has revealed that 2.99% of black managers are in the top managerial ranks. However, 89% of them earn the lowest grade salaries. White men and women hold 84% of management positions in South African companies. The statistics of the Department of Labour (2001) also indicate that white employees still constitute about 74% of management promotions and 54% of skilled promotions. Men of all races hold 83% of management positions. One of the members of the South African Black Management Forum, Professor Nkuhlu (1995:23), remarked that "there will be a shortfall of 200 000

managers in South Africa by the year 2000” and less than 5% of the total senior managers will be black. This predicament has come to pass with the ratio of manager to non-manager reveals (1:50 compared to international standards of 1:12).

In terms of the supply and demand for labour revealed by the Department of Trade and Industry (2004), there appears to be a shortage of approximately 103 000 managers for executive and management positions in South Africa, as well as a shortage of approximately 442 000 professional, technical and highly skilled people, while there is an oversupply of approximately 2.8 million people who have no skills at all (Department of Trade and Industry, 2004). Technological innovation increases the importance of training, because new entrants into the market must not only be trained, but technological change also necessitates continuous retraining. Generally speaking, South Africa has sufficient unskilled labour, energy and material resources at its disposal, but there is a shortage of capital, trained managers and career-pathing of managers in technology (Erasmus & Van Dyk, 1999). According to a private sector survey of the 60 biggest companies operating in South Africa, conducted by the University of Cape Town (1999), these figures most probably underestimate employment inequalities in the country from 1996 and 1997. Nevertheless, the survey established that in September 1994, fewer than 7% of all management posts (Paterson Grade D and above) were held by black men or women. In September 1995 this figure was lower than 10%. Within the same sample of companies, the 10% threshold of black managers had just been crossed in March 1996, but the 12% threshold had not yet been reached in March 1997. The increase had slowed. On the other hand, from September 1994 to March 1997, blacks represented 98% of employees at the lowest grade (Paterson A). As for women, black or white, they comprised less than 11% of management in 1994 and around 14% in 1997 (with 87% of them being white managers). The National Development Strategy (Department of Labour, 2001) revealed that the workforce profiles by race and gender in South Africa in 2000 still showed that white men and women filled 71.3% of management positions, while black men and women represented less than 16.4% of the management sample.

Based on the literature and current trends within the automotive industry, a lack of management career-pathing is the main focus of research. The research problem could

be stated as follows: the current existence of career management programme does not lead to effective career planning and development models.

1.4 SCOPE OF THE INVESTIGATION AND OBJECTIVES OF THIS STUDY

This section gives a brief introduction to the research problem and the exploration of the factors which influence the career-pathing development of potential D_{SGN} employees and their appointment to managerial positions in order to formulate a “career-pathing model landscape” for management advancement in the workplace. The study aims to investigate the current situation with regard to career-pathing, development, training and the placement of persons from the designated groups in order to identify management and career development and training models so that successful managers are placed on merit.

The HRM model in Figure 1.3 illustrates the research problem and the relationship between strategic objectives in the organisational support system. The current statistics of the World Competitive Report show that South Africa is ranked 39th out of 49 countries and is making steady progress. This research study is aimed at mobilising managers into creating a sense of hope and purpose in any business situation within a company. South Africa has achieved this politically and has a proven track record to illustrate automotive business sustainability. However, the real issue is to translate the political successes into economic prosperity and to enable South Africans to undergo a major positive paradigm shift in sustaining business leadership excellence (*Management Today Year Book*, 2003). There is an acute shortage of potentially skilled designated managers in South Africa and this trend is likely to continue with the on-going braindrain of high-level N_{DSGNS} expertise. This study will also explore HR skill factors that may influence the MCD model for D_{SGNS}' appointments to management positions for “workplace management advancement” applications.

The intention of this research is to engage in the effective and scientific development of an MCD “model” for previously disadvantaged managers in the workplace. The concepts of MCD are topics that are not well understood by all levels of employees and misconceptions may prevail regarding the meaning of career expectations. Management

is often not properly trained and is uninformed regarding the process of career management and development. It is hoped that through this research explanations of the importance of understanding career management will be derived to encourage both managers and employees to be actively involved in MCD.

The primary objective of this study is to explore and formulate a new strategic model to enhance the MCD potential of designated managers to ensure that the lack of appropriate and adequate managerial skills development in South Africa's automotive sector is addressed within the involvement of automotive business activities.

In order to achieve the main objective, the secondary objectives of the study are therefore

- to investigate the commitment of top management to the career-pathing and development of future middle/lower DSGNS and N_{DSGNS};
- to examine the role of automotive organisations in South Africa with reference to MCD and development HRM strategies for future DSGN groups (black men, women and disabled persons);
- to do an in-depth literature study on relevant concepts with a significant impact on automotive organisation MCD interventions for the training and development of future DSGNS (a standardised HRM career development model); and
- to do additional literature surveys and gain professional expert advice on the concepts and applications of the MCD “models” under study. These sources will be consulted with the following objectives:
 - to determine whether the HRM of an organisation has MCD programmes in place, and if so, whether they are effective for both DSGNS and N_{DSGNS};
 - to ascertain whether HRM is committed to the organisational strategic business plan's vision and mission in the implementation of the various relevant MCD programmes;
 - to determine whether there is a standardised MCD model (of any nature) in place, and whether there is a difference between its effectiveness for DSGNS and N_{DSGNS};

- to ascertain the perceptions of top management on the establishment of internal and external programme monitoring bodies to evaluate and align employment equity with the expected plans for designated MCD programmes;
- to formulate a new strategic HRM model for a flatter form of organisational structuring to accelerate the MCD potential of future D_{SGNS} to meet the needs of the automotive sector;
- to develop an exploratory integrated model linked to designated MCD and strategic HRM activities; and
- to ascertain whether setting up processes for a core advisory focus group that can be linked and formulate strategies around a company's strategic HRM planning requirements.

It is hoped that this research will explain the importance of understanding career management, and that both managers and employees will be encouraged to be actively involved in MCD advancements. As a new South African manager, the researcher would like to be involved in the creation and development of the automotive manufacturing sector's own indigenous approaches to an effective MCD model to advance D_{SGNS} throughout the upper echelons in the MCD process. This research also strives to recognise the best practical MCD model by means of which to close organisational gaps to achieve management advancement and world class competitiveness. This study will hopefully lead to a greater understanding of the challenges faced in an attempt to improve business in diversity, shaped by multicultural competencies, a key to participation in a global economy.

1.5 TECHNIQUES USED AND ASPECTS CONSIDERED

Various MCD areas and techniques that tend to be neglected in the workplace are examined. These include coaching, high-powered teams, rewarding teams, workplace counselling, staff retention, natural and informal transfer training, information technology and a world-class framework process of mentorship programmes (Rees & Porter, 2001). Current literature, HRM models, questionnaires, interviews and best practices techniques have been investigated to be used as a guide to formulate an MCD

model for the development of DSGNS in the automotive sector for critical and non-critical workplace activities.

In keeping with the objectives outlined, the research methodology for the study provides both primary and secondary data. Primary data was collected in the form of structured surveys, which were statistically analysed, using the research methods set out in Chapter 4.

The secondary data focused on a literature review as a basis for the examination of a theoretical framework as articulated in international and local articles, survey findings in related fields of study, and accredited publications (see Chapters 2 and 3). These sources were subjected to a further analysis, benchmarked against existing management career development models, and their impact on South African organisations in line with the criteria set out in the Employment Equity Act, No 55 of 1998 (Republic of South Africa, 1998a) and the Skills Development Act, No 97 of 1998 (Republic of South Africa, 1998b). The HRM design model was critical for the formulation of a systematic designated MCD model that depended on a variety of management development factors. Some are beyond the control of the individual (such as organisational needs and goals, internal structures, and reward systems). Others are personal (such as individual goals, knowledge, skills and abilities). To develop and implement effective policies and procedures that would add value to organisations, HR must be able to build business cases and understand various markets where organisations compete.

The findings of other researchers focusing on the training and development of potential DSGNS are discussed. Chapters 2 and 3 conclude with reviews and examinations of various MCD models for advancement integrated with strategic HRM and business plans.

Moving on from the analysis of the designated MCD models and against the backdrop of the literature review, Chapter 4 proposes a systematic MCD model which is linked to organisational HRM strategy. This chapter also examines emerging trends in managing the HR function, as well as the importance of monitoring bodies for DSGNS career development initiatives. Furthermore, the research methodology and research

procedures are discussed in detail. The choice and development of the research instrument, the development and execution of the research procedures, and the statistical methods used to analyse the collected data are also discussed in this chapter.

The results and interpretations of the survey are described in Chapter 5. This section discusses the chi-square testing statistical method for a significant level set at $p < 0.05$ and whether the test results are accepted or not accepted according to the statistical analysis. Factor analysis was used to analyse the career dimension survey. The recommendations and conclusions of this research are addressed in Chapter 6.

1.6 SUMMARY

This study is intended to provide a holistic view of the current status of top management commitment, especially with regard to MCD and advancement interventions for future D_{SGNS}. Furthermore, it should provide insight into the progression of D_{SGNS} in the hierarchies of South African automotive organisations. Against the backdrop of a literature review and on empirical survey, strategies for designated MCD programmes are formulated, to assist in progress towards redressing past imbalances.

It is anticipated that this study will provide useful HRM strategies for automotive organisations in South Africa. It will facilitate capacity building, in terms of HR, in the various designated groups and the MCD of previously disadvantaged personnel, with appropriate competencies and accredited management skills. It will also provide an opportunity to forge stronger institutional links between organisations to enhance the development of a spectrum of MCD initiatives for D_{SGNS} advancement.