

- FINAL RESEARCH THESIS -
ROLE CONFLICT OF BUSINESS RESCUE PRACTITIONERS

By

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ROLE CONFLICT OF BUSINESS RESCUE PRACTITIONERS

1 CHAPTER 1: INTRODUCTION

1.1 BACKGROUND AND PROBLEM STATEMENT

The phenomenon of business rescue is relatively new. Chapter 6 of the new South African Companies Act 71 of 2008 (hereafter referred to as the Act) that introduced Business rescue only came into effect in May of 2011 (South Africa, 2008), and although there are streams of research emerging from the field of business rescue (Levenstein, 2015; Rosslyn-Smith & Pretorius, 2015; le Roux & Duncan, 2013; Pretorius & Holtzhausen, 2013; du Preez, 2012), the phenomenon is still largely unexplored (Pretorius, 2013:3). The focus of this business rescue research is on the roles played by business rescue practitioners (BRPs). Once appointed, BRP's have a duty to fulfil various roles that are crucial to the success of the rescue proceedings. For the purpose of this study, a role can be described as a position that holds certain responsibilities and/or expectations that need to be fulfilled or met in order to achieve a desired outcome. In this case, the successful implementation of a business rescue plan. Roles of the BRP include the role as a CEO or manager, officer of the court, investigator, planner, and implementer. In addition, the BRP assumes roles outside those of a rescue operation; these roles are associated with their careers outside of business rescue as well as personal roles such as parent, and/or community member, for example.

Rescue proceedings happen in a short period of time and BRP's are under pressure to fulfil each role successfully under time constraints. For example, the practitioner has 10 days between his/her appointment as a practitioner and the first creditors meeting to investigate the affairs of a company to determine if there is a reasonable prospect of rescuing the company. This generally results in the BRP spending all or most of his/her time involved with the rescue, leaving little to no time for the BRP to dedicate to other roles in their lives. Further to this, it can be assumed that the "*demand for time*" of the roles a practitioner assumes during rescue proceedings change throughout the course of the rescue proceedings. Time constraints and varying time demands of role priorities result in

role conflict such that the role expectations of BRP's differ during different phases of the rescue proceedings, as well as outside of a rescue. Role conflict exists because fulfilling the priorities of one role makes it more difficult to fulfil the priorities of another.

1.2 PROBLEM STATEMENT

It is evident from the literature that BRP's need to play certain roles professionally and personally, while doing their duties (Pluut, 2016:3; Jayasuriya & Bhadra, 2014:169; Pretorius, 2013:15; Biddle, 1979:8). Furthermore, it is also evident that a conflict of where to allocate time towards role priorities exists. However, what has not been shown from the existing literature is where the role conflict exists during a rescue proceeding, and the extent in which role conflict exists.

1.3 PURPOSE STATEMENT

The purpose of this qualitative study is to develop a better understanding of the roles played by BRP's, role conflict experienced by BRP's, and the extent in which conflict occurs, specifically, during the first three phases of a business rescue operation.

1.4 RESEARCH QUESTIONS

The role responsibilities of the business rescue practitioner begin immediately on the day of appointment. However, the various demands for time of the roles played by the practitioner during rescue proceedings are not static. This is because the role expectations of the practitioner change during the course of rescue proceedings, for example, the practitioner is expected to investigate affairs of a business shortly after appointment, and later on during the proceedings, the practitioner is expected to implement the plan, should it be approved by the creditors committee. Furthermore, at the end of an average working day, practitioners go home in which they must attend to various personal and family responsibilities. For this reason, and, in addition to understanding the role conflict of business rescue practitioners, this study aims to answer the following research questions:

- What additional roles, if any, do business rescue practitioners play?

- Where does role conflict exist for business rescue practitioners during a business rescue?
- How does role conflict of the business rescue practitioner change during the first three phases of a business rescue?

1.5 ACADEMIC VALUE AND CONTRIBUTION OF STUDY

There is a gap in the research relating to the roles of BRP's and the role conflict experienced by practitioners. The study aims to identify the major sources of role conflict experienced by BRP's. Furthermore, the study aims to identify the extent to which conflict occurs. In doing so, this research will contribute to the emerging literature on business rescue, as well as facilitate better understanding of the conflict present in the business rescue process.

The rest of the study is structured as follows: firstly, Chapter 2 explores existing literature that focuses on the role conflict and the roles that business practitioners play in their personal capacities. Secondly, Chapter 3 outlines the theory relating to business rescue and the context of roles in business rescue. Thirdly, a discussion of the methodology with particular reference to the research design, sampling, the data collection method, method of data analysis, criteria to ensure trustworthiness, and ethical considerations that was used in this study follows. Chapter 5 then reports the findings of this study, followed by a discussion thereof in Chapter 6. This section of the paper reports on the participants' reflection on their past experiences with business rescue and the time business rescue practitioners generally spend on each of their potential roles. Lastly, the study is concluded with a summary of the findings, theoretical and managerial implications, and limitations and recommendations for future research.

2 CHAPTER 2: ROLE CONFLICT THEORY

2.1 ROLE THEORY: THE FOUNDATION OF ROLE CONFLICT

Throughout the literature, role theory is explained in various ways and from different perspectives (Adigbuo, 2007:88; Brookes, Davidson, Daly & Halcomb, 2007:147-148; Henry & Stevens, 1999:242). According to Biddle (1986:70-75) academics in the research realm have explored five different perspectives on role theory. These include: cognitive, organisational, functional, structural, and symbolic interactionist role theory. However, role theory is largely concerned with patterns of human behaviour that is focused on roles and role expectations, social positions and identities, social structure, and individual behaviours (Adigbuo, 2007:88; Henry & Stevens, 1999:242). According to Murray (1998) (in Valdez, 2009:340), role theory is “the study of behaviours characteristic of people within given contexts”. Similarly, Biddle (1986) in (Mathu, 2008:7) notes that role theory is used to explain the expected behaviours of individuals within certain social contexts in which behaviours are context-specific and governed by their social position and situation. The foundation of role theory is based on the notion that the behaviours and actions of individuals who occupy certain social positions are determined by the expectations and perceptions of those positions or roles (Fellows & Kahn, 2013:670; McCarthy & Edwards, 2011:174; Mathu, 2008:7-8). In addition, role theory tries to explain how individuals occupying social positions interpret the perceptions and expectations of context-specific roles and translate those perceptions and expectations into plans of action (Fellows & Kahn, 2013:671). Biddle (1968:68) refers to role theory as “patterned and characteristic social behaviours, parts or identities that are assumed by social participants, and scripts or expectations for behaviour that are understood by all and adhered to by performers”.

Role theory argues that behaviour is guided by the expectations of an individual and the expectations of other people. Role theory is applicable to all realms of social life, such as religion and family (Fellows & Kahn, 2013:671; Ozmete & Hira, 2011:393), and therefore is applicable to this research for the social lives of business rescue practitioners, as well as their lives as business practitioners. In line with literature above, this research proposes that business rescue practitioners occupy certain social positions (roles), and these positions or roles are accompanied by expected and perceived behaviours and actions

which are applicable or appropriate to successful functioning of those roles (Jayasuriya & Bhadra, 2014:169). The social roles of business rescue practitioners are discussed below.

2.2 THE ROLES OF THE BUSINESS RESCUE PRACTITIONER NOT AS A BUSINESS RESCUE PRACTITIONER

A role can be defined as a part an actor plays, a function which is performed during a particular situation or process, or a duty assigned to, or assumed by a person which carries socially expected behaviours (Oxford English Dictionary, 2016k). Similarly, a role governs what behaviours should be performed by a person holding a particular social position (McCarthy & Edwards, 2011; Mwaura, 2011:25). For example, a managing position holds certain expectations to be fulfilled by the holder of that position, such as delegating and providing information (Henry & Stevens, 1999:242). Furthermore, a role has actions and/or responsibilities that are appropriate within certain social contexts and assumed to fulfil a particular activity (Ahn & Sandhu, 2000:208). A role sets rules, boundaries or norms which determine which actions and behaviours are acceptable, given the context (Jayasuriya & Bhadra, 2014:169; Biddle, 1979:8). For the purpose of this study, a role can be described as a position that holds certain responsibilities and/or expectations that need to be fulfilled or met in order to achieve a desired outcome (Biddle, 1979:8).

Individuals play various and multiple roles throughout their lives, each of which holds different expectations and calls for different behaviours. These roles can be both work related roles and non-work related roles (Jayasuriya & Bhadra, 2014:169; Biddle, 1979:8). Work related roles are those roles or positions individuals hold in their work environments. In other words, individuals are assigned to these roles by the company they work for, and they are paid to fulfil these roles as an employee (Pluut, 2016:3; James, Besen, Matz-Costa & Pitt-Catsoupes, 2012:5; Wickham & Parker, 2007:443). Non-work related roles are roles that individuals have outside of work; these include being a child, parent, sibling, friend, caregiver, spouse, community member, leisure roles (Pluut, 2016:3; Hancock, 2012:185; James *et al.*, 2012:5; King, Baldwin, Currie & Evans, 2010:196; Kirchmeyer, 1992: 232; Wilber, 1984:104). For the purpose of this research, roles include BRP roles during business rescue; these are discussed in Chapter 3, and BRP roles outside of

business rescue, such as a non-business rescue related work, partner/spouse, parent/grandparent, community member, and personal roles. These roles are discussed below.

2.2.1 The business rescue practitioner role in his/her own job/career

A career can be defined as the course an individual follows in his/her professional life or work experience over time (Oxford English Dictionary, 2016a; O'Shea, Monaghan & Ritchie, 2014:227). A person's career begins from when they enter the work force until they leave the workforce, and can be described as a "planned patter of work" during this time (Meyer, Allen & Smith, 1993:540). A career is a person's chosen profession or occupation (Reference, 2016). Examples include: artist, doctor, mechanic, teacher, and lawyer, among many others (Robinson, 2016). For the purpose of this research, own job or career refers to the day-to-day job of the business rescue practitioner. This particular role would be fulfilled by a business rescue practitioner if he/she were not a business rescue practitioner, or assuming he/she had no rescues to participate in.

2.2.2 The business rescue practitioner role as a partner/spouse

A partner refers to the other member of a married or unmarried couple (Brawarsky, Brooks, Mucci & Wood, 2004:263). Individuals have the responsibilities as a member of a couple, such as respect, keeping promises, and providing care for the other member of the couple (Otterstrom, 2016; Cheal, 2003:265). In addition, a partner/spouse is generally a source of social support. Social support refers to a social resource which is exchanged between people with the purpose of enhancing well-being, and offsetting the negative effects of stressful environments (Pluut, 2016:23; Chiu, Yeh & Huang, 2015:311). Social support involves receiving and giving love, attention, care, respect, appreciation, and trust (Deniz & Hamarta, 2016:72; Rey, Extremera & Peláez-Fernánde, 2016:436). As a member of a couple, the BRP will have a responsibility to his/her partner/spouse to provide social support.

2.2.3 The business rescue practitioner role as a parent/grandparent

A parent refers to an individual who has a child; this person takes on parental responsibilities towards that child (Merriam-Webster, 2015; Oxford English Dictionary, 2016i). According to the South African Children's Act 38 of 2005, Section 18 (2), parents have both the rights and responsibility to care for, maintain contact with, act as the guardian of and contribute to the maintenance of their child/children, as well as assist the child/children with legal matters (South Africa, 2009). A grandparent on the other hand refers to an individual who is the parent of a child's mother or father (Oxford English Dictionary, 2016d) and plays the role of a caregiver, mentor, role model, and/or nurturer (A Better Child, 2016; Denham & Smith, 1989:346).

2.2.4 The business rescue practitioner role as a community member

A community member is a person who interacts, and reacts with other members living in a community, and who is a part of a social network (BusinessDictionary, 2016; Mothiba & Malema, 2009:49). Community members have a responsibility to the community which includes respect, participation, and cooperation (Nanzer, n.d.). Social support is also applicable in terms of the community member role, since social support provides for being a member of a social network of communication and mutual assistance (Rey *et al.*, 2016:436). Robbins (1995) in Deniz & Hamarta (2016:73) states that people participate in and identify with the social world in order to satisfy their need of belonging. Therefore, the role as a community member is important for BRPs to satisfy this need. Examples of community members include; social welfare members and church members (Dictionary.com, 2016).

2.2.5 The business rescue practitioner role in his/her own personal capacity

The term personal refers to a single private individual, rather than a group of people (Cambridge Dictionary, 2016). Personal time in this research includes any time spent on oneself, for example, sleeping, exercising, or hobbies (Hall, Kossek, Briscoe, Pichler & Lee, 2013:541). Although the author is aware that certain activities such as exercise and hobbies may include interaction with others, in other words, contains a social aspect, this

study explored the personal role bases on the definition above. That is one's private life that does not include other people. The social aspect has been included under the community member role.

There are many roles an individual enacts, both work related and non-work related. All these roles will have various expectations and varying impacts on both an individual's work and personal life (Pluut, 2016:4; Jayasuriya & Bhadra, 2014:169). Role theory states that when expectations of a role differ or become inconsistent or contradictory of another role, a conflict of roles occurs (Wickham & Parker, 2007:446; Rizzo, House & Lirtzman, 1970:151). Role conflict is common stressor in the lives of individuals, in this case business rescue practitioners, since they have to play multiple roles at once, thus, role theory has given rise to terms such as role conflict, role ambiguity, and work-life conflict (Han, Wang & Dong, 2014:475; De Villiers & Kotze, 2003:15; Biddle, 1986:70).

2.3 ROLE CONFLICT

Role conflict occurs when the demands or expectations of a role interfere with, or make it more difficult to fulfil the demands or expectations of another role (Hämmig, Gutzwiller & Bauer, 2009:2; De Villiers & Kotze, 2003:15). Generally role conflict occurs because an individual must take on more than one role at the same time, in which they may not be able to adequately fulfil those roles. This is because individuals may become overly engaged in those roles, and the expectations of each of those roles may be incompatible or inconsistent with each other (Pluut, 2016: 2; Jayasuriya & Bhadra, 2014: 72; Sahadev, Seshanna & Purani, 2014: 74; Trayambak, Kumar & Jha, 2012:45; Sullivan, 2009).

Literature identifies five types of role conflict. These include intra-sender conflict, intra-role conflict, inter-sender conflict, inter-role conflict and role overload (Novriansa & Riyanto, 2016:68; Trayambak *et al.*, 2012:45; Solarsh, 2012:12; Kahn *et al.*, 1964 in Bako, 2014:36; De Villiers & Kotze, 2003:15). They can be defined as follows:

- Intra-sender conflict is the conflict that occurs when a role sender expects the role receiver to fulfil contradicting or inconsistent expectations. In other words, the expectations of the role sender contradict the norm (Bako, 2014:36; Han *et al.*, 2014:475; Trayambak *et al.*, 2012:45; Roussy, 2013:553).

- Intra-role conflict is a personal conflict such that the expectations of a particular role are inconsistent with the values, ethics and attitudes of the role receiver (Bako, 2014:37; Roussy, 2013:553).
- Inter-sender conflict is the conflict that occurs when the role receiver receives expectations or demands from two different role senders, and these demands and expectations are incompatible with each other (Bako, 2014:36; Han *et al.*, 2014:475; Roussy, 2013:553).
- Inter-role conflict occurs when an individual enacts more than one role, and the expectations of one role are incongruent with the expectations associated with another role (Bako, 2014:36; Han *et al.*, 2014:475; Roussy, 2013:553).
- Role overload refers to a situation in which the role receiver is required to fulfil a number of expectations from different roles and he/she does not have the capability, motivation, or time capacity to fulfil those roles effectively. An individual experiences role overload when the demands placed upon him/her exceeds his/her available resources (Bako, 2014:15; Trayambak *et al.*, 2012:45; Solarsh, 2012:15; De Villiers & Kotze, 2003:15).

The term “role sender” refers to the person who places the demand upon or communicates expectations to the role receiver. A “role receiver” on the other hand is the person who receives the expectations and is responsible for fulfilling the expectations of a role (Eys, Carron, Beauchamp, & Brays, 2005:386). It can be seen from the above descriptions of the types of role conflicts, that intra-sender conflict and inter-sender conflict are a result of conflicting expectations from role senders, while intra-role conflict and inter-role conflict are a result of an individual’s own conflicting role expectations. This study examines the conflict of multiple roles which may collide with each other as well as the perceived expectations of roles from different parties that may collide with each other (Pluut, 2016:3).

The impacts of role conflict have been researched extensively. Role conflict negatively affects job performance and job satisfaction, goal achievement, as well as an individual’s belief in their ability to successfully fulfil a role (Han *et al.*, 2014:476; Sahadev *et al.*, 2014:72). In addition, individuals experience work-related anxiety, lower commitment levels towards their roles, higher turnover intention, as well as a threatened self-esteem, reputation, and status (Novriansa & Riyanto, 2016:70; Han *et al.*, 2014:474-476). In a

study conduct by Schaufeli, Bakker, van der Heijden and Prins (2009:155) role conflict was found to be a “full mediator” between burnout and well-being, and between workaholism and job demand. Moreover, role conflict impacts may be viewed in terms objective impacts and psychological impacts. Objective impacts occur when an individual has to deal with everyday problems such as a lack of time, and conflicting schedules. In this sense, individuals may exert a lot of time and effort to meet the demands and expectations of their roles. The psychological impact on the other hand relates to the visceral effects such as high levels of stress, and feeling overwhelmed by commitments. In order to cope with role conflicts, individuals are required to use their available resources such as time and emotional energy, however, since people only have a limited amount of resources available to them, using those resources to cope with conflict consequently also depletes the resources available to meet other role demands (Pluut, 2016:5; Han *et al.*, 2014:476; De Villiers & Kotze, 2003:16). More simply, Pluut (2016:2) expands on the “scarcity” approach in Marks (1977) by using the example of personal resources as a battery. People start the day with a “charged battery” that is made up of time, energy, and attention. These personal resources become drained during the day as people attend to multiple role expectations at work and then return home to fulfil other life or family roles, and generally end the day with an “empty battery”.

In addition to the types of role conflicts described above, role theory also refers to role ambiguity. Although the focus of this research is on role conflict and not role ambiguity, mention must be made to role ambiguity because of its significance in role conflict literature and research. Role ambiguity can be defined as and occurs when the role receiver is unsure about the expectations that he/she should fulfil within a particular role. Role ambiguity is a result of the lack of information, communication, specificity and consistency in roles expected to be fulfilled by the role receiver (Teh, Yong & Lin, 2014:1367; Solarsh, 2012:13; Shenkar & Zeira, 1992:57). Role ambiguity differs to role conflict since role ambiguity arises when expected roles are different from perceived role, while role conflict arises when the perceived roles are different to the actual roles to be performed (Bako, 2014:14). When an individual experiences role ambiguity, his/her performance is negatively affected because ambiguity can result in a lack of confidence to fulfil role expectations, as well as pressure and tension that may affect both work life, and personal life (Teh *et al.*, 2014:1367; Solarsh, 2012:13). Figure 2.1 indicates how role conflict and role ambiguity relate to role theory.

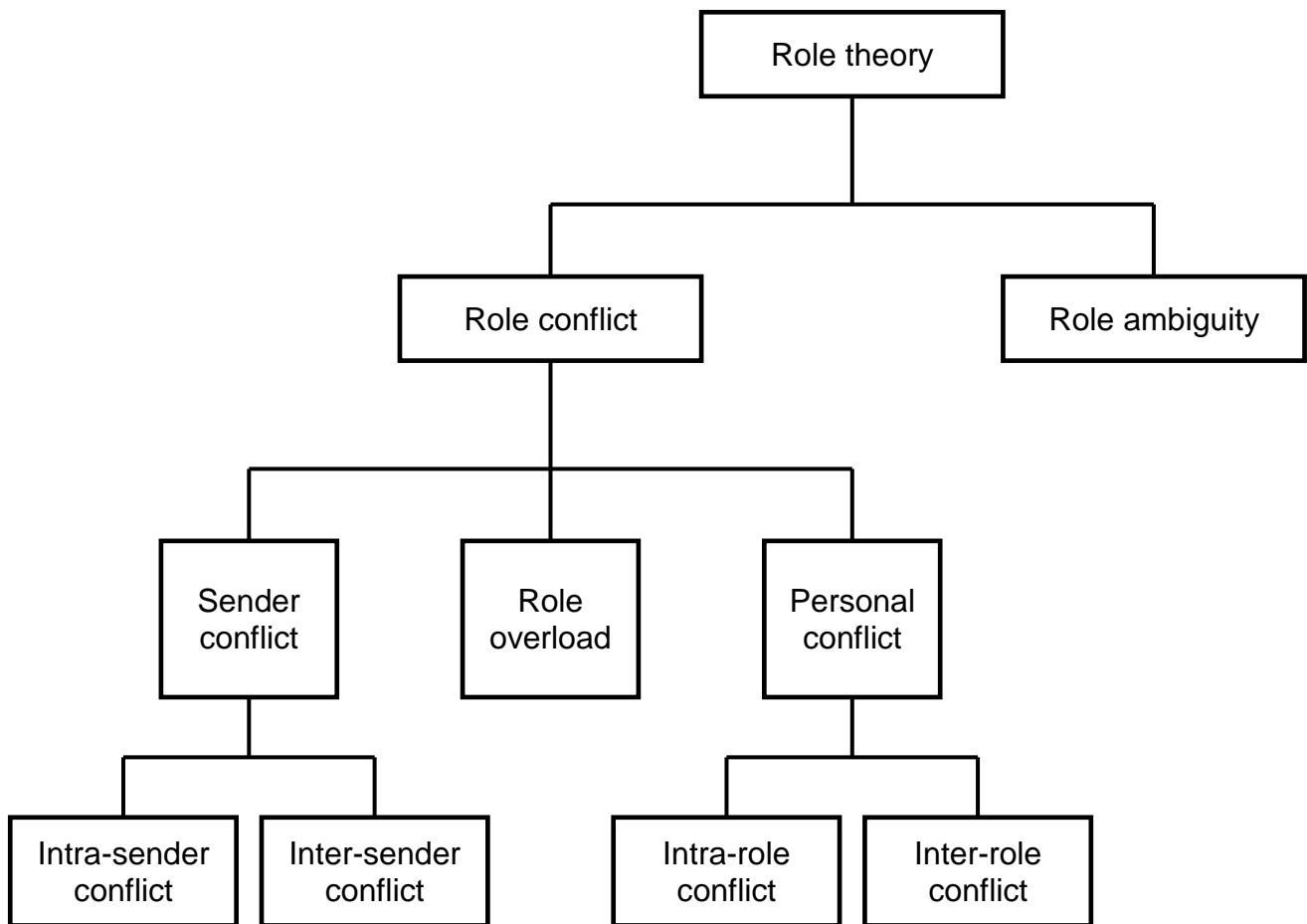


Figure 2.1: Model of role theory

Source: Adapted from Solarsh (2012:12).

The figure graphically demonstrates and simplifies what role theory consists of. Role theory makes reference to role conflict, as well as role ambiguity as discussed above. Role conflict can then be broken down further into three forms, namely, sender conflict, personal conflict, and role overload. As discussed above, sender conflict consists of conflicting expectations from role senders, and includes the two forms; intra-sender conflict and inter-sender conflict. Personal conflicts stems from an individual's own conflicting expectations, and includes; intra-role conflict and inter-role conflict. Lastly, role overload stands on its own as an individual's incapacity to cope with multiple and simultaneous demands.

In more recent times, work life has been demanding greater commitment and performance from individuals which has resulted in various expectations such as prioritising work roles over personal roles. In other words, roles tend to become blurred and begin to impose on

each other as individuals are spending more time at work and less time at home (Pluut, 2016:18; Jayasuriya & Bhadra, 2014:168; Sahadev *et al.*, 2014:74). However, according to Wickham and Parker (2007:447), role conflict in the workplace may be as a result of conflict between work related roles and non-work related roles. This has resulted in a work-life conflict, which as previously mentioned, is conflict that occurs due to the fact that individuals have limited resources to distribute among the many roles to be fulfilled (Jayasuriya & Bhadra, 2014:169; Sahadev *et al.*, 2014:74). In such circumstances, people tend to use the resources that should be used for personal roles in their work roles, and vice versa (Pluut, 2016:5).

2.4 WORK-LIFE CONFLICT

Work-life conflict is a form of role conflict and a predominant topic for both academics and practitioners and has been increasing in popularity (Rahim, Jaafar, Salleh, Yusof, Ahmad & Mustapha, 2014:291; Sahadev *et al.*, 2014:71). Work-life conflict is an inter-role conflict in which the demands of work related roles and life related roles are incompatible, and therefore fulfilling one role makes it difficult to fulfil that of another (Rezene, 2015: 27; Jayasuriya & Bhadra, 2014:172; Chaudhry, Malik & Ahmad 2011:171). In other words, work-life conflict is the conflict that exists between work and family obligations, as well as between work and private life obligations (Munir, Nielsen, Garde, Albertsen & Carneiro, 2011:1; Hämmig *et al.*, 2009:2). Literature on work-life conflict has made reference to three causes of work-life conflict. These include time-based conflict, strain-based conflict, and behaviour-based conflict (Redd, Moyes & Sun, 2011:6; Hämmig *et al.*, 2009:2).

Time-based conflict refers to the conflict that occurs because the time spent fulfilling one role has made it difficult to fulfil the obligations of another. For example, time spent working late means less time spent at home with the family. Strain-based conflict on the other hand refers to the depletion of energy resources, and the tensions and pressures of one role that make it difficult to fulfil the obligations of another role. An example of strain-based conflict is the stress or worry experienced over a sick relative results in poorer performance at work due to lack of concentration. Time-based conflict and strain-based conflict are as a result of demand overloads upon the individual. Lastly, behaviour-based conflict occurs when the behaviours of a particular role which are not suitable for another

role “spills” over into another role, and if that behaviour is applied in that role, conflict occurs. For example, an individual with an authoritative position should be careful not to use that behaviour in a home environment (Pluut, 2016:5; Rezene, 2015:27; Chaudhry *et al.*, 2011:171; LeComte-Hinely, 2010:10-11).

Work-life conflict results in stress at work and in one’s personal life, which can affect performance and productivity, and compromises physical and psychological wellbeing. Increasing work demands and working hours are associated with an imbalance between personal and work life (Jayasuriya & Bhadra, 2014:169; Chaudhry *et al.*, 2011:171; Munir *et al.*, 2011:1). This has created a link between the term work-life balance (De Villiers & Kotze, 2003:15). Work-life balance can be defined as finding the balance of time between work commitments, family, and social life commitments in order to minimise conflicts (Jayasuriya & Bhadra, 2014:169; Rahim *et al.*, 2014:291; McGraw & Heidtman, 2009:2). However, achieving this balance between work and home life has always been a challenge for people, since most find it difficult to find the time and resources needed so that they can spend appropriate amounts of time and resources in their work life and in their personal life. Failure to find this balance often results in working longer hours or taking work home in order to finish work, which may make it difficult to fulfil home life obligations (Rezene, 2015:14; Jayasuriya & Bhadra, 2014:171). This had led to the phenomenon of job creep. Job creep refers to work life spilling over into one’s personal life because he/she has taken on more than what is required of them. In other words, job creep is an increase in duties and pressures to fulfil extra-role behaviours, which were initially fulfilled on a voluntary basis. Job creep contributes to the conflict of work and personal roles, since individuals are now fulfilling extra work roles that may eat into their personal time (Lam, Wan & Roussin, 2016:380; Kossek, 2016:261; Erden & Tekarslan, 2014:16; Bolino, Turnley, Gilstrap & Suazo, 2010:836; Chory & Kingsley Westerman, 2009:174).

Work-life balance is relevant to professions that demand long working hours, and face time to conduct business (McGraw & Heidtman, 2009:2). This is particularly relevant to the profession of business rescue. Research has shown that the more roles an individual has to fulfil, the higher their workload, and the more conflict they are likely to experience, which is generally the case when it comes to individuals who are married and/or have children (Pluut, 2016:21; Michel, Clark & Beiler, 2013:60; De Villiers & Kotze, 2003:17). Pluut

(2016:129) suggests that role conflict, specifically inter-role conflict, be examined on three or more domains, for example *work-family-school* conflict. Since the problem experienced by business rescue practitioners is that not only do they have conflict that may occur between their own careers and personal lives, i.e. work-life/work-family conflict; they also have the added profession as a business rescue practitioner and therefore an increased workload, which may conflict with their personal lives and their other working lives. Therefore, this research explores *work-family-life-business rescue* role conflict, and includes all role conflict that may occur during the business rescue process. The roles of the business rescue practitioner during a business rescue process are discussed in the next chapter.

3 CHAPTER 3: BUSINESS RESCUE IN CONTEXT

3.1 BUSINESS RESCUE PROCEEDINGS

As previously mentioned, the new South African Act 71 of 2008 that introduced Business rescue only came into effect in May of 2011 (Marsden & Osborne, 2014:3; Levenstein, Winer, Brown & du Preez, 2011:[3]; Wassman, 2014:[1]). This means that the phenomenon of business rescue is still in its infancy, therefore, not only is business rescue research still largely unexplored (Pretorius, 2013:2), the profession itself is not yet as well established as the profession of liquidation for example, which still follows the same principles and is still governed by chapter 14 of the Act of 1973 (Insolvency Care, n.d.). Section 128 (1)(b) of the Act states that the purpose of business rescue is to assist a company who is financially distressed (Levenstein, 2011:8). A company is financially distressed when it appears that they will be unable to pay all of their debts within six months of when their debts are due and payable, and when it appears that the company will become insolvent within the next six months (du Preez, 2012:12; Raubenheimer, 2012:[1]; Levenstein, 2011:9). According to the Act, either the board of directors can file for business rescue through a resolution of the board of directors (section 129) or affected parties apply to the court to have a company placed in business rescue (section 131) (Raubenheimer, 2012:[1]; Levenstein & Barnett, n.d.:4; Wassman, 2014:[1]).

Section 128 of the Act provides for the temporary supervision of a company once a company has been placed in business rescue. In other words, the company, its affairs, business, property, and management thereof are placed under the temporary supervision of a business rescue practitioner (Vitalis Consulting SA, 2016:1; le Roux & Duncan, 2013:59; Levenstein *et al.*, 2011:[3]). Furthermore, the company is provided with a temporary moratorium on the rights of claimants against the company. This means that the company is temporarily free from legal proceedings and enforcement actions against the company (Vitalis Consulting SA, 2016:1; Marsden & Osborne, 2014:10). Lastly, the Act provides for the development and implementation of a business rescue plan (Vitalis Consulting SA, 2016:1) The business rescue plan serves to restructure the affairs of a business in a way that will either maximise the likelihood of continued existence on a solvent basis or at least yield better returns for shareholders and creditors than would result from immediate liquidation (Marsden & Osborne, 2014:3; Raubenheimer, 2012:[1]).

Once a company has been placed in business rescue, a business rescue practitioner (BRP) is appointed. Once appointed, BRP's have a duty to oversee rescue proceedings (Levenstein, 2011:9), and to fulfil various and challenging roles that are crucial to the success of the rescue proceedings (Companies and Intellectual Property Commission, 2016: Pretorius, 2013:2), these roles will be discussed under the next heading. Since rescue proceedings happen in a short period of time and BRP's are under pressure to fulfil each role successfully under time constraints. For example, the Act states that a BRP has 10 business days from the time of his/her appointment to convene and preside over a first creditors meeting, and a first meeting of employees and representatives. Thereafter, the BRP has 25 business days after being appointed to prepare and publish a business rescue plan, and 10 business days after that to convene and preside over a second creditors meeting to vote on the approval of the business rescue plan. Overall, business rescue proceedings last three months, unless the BRP is granted an extension by the court (Raubenheimer, 2012:[2]). For the purpose of this research, this timeline will be referred to as phase one (between the appointment of the BRP to the first creditors meeting, phase two (between the first and the second creditors meeting), and phase three (the implementation of the business rescue plan, after approval at the second creditors meeting). These phases are explained below.

3.1.1 Phase one

The first phase of business rescue is between the appointment of the BRP and the first creditors meeting. As previously mentioned, the BRP has 10 days from his/her appointment to convene and preside over this meeting (section 147). Within the first 10 days the practitioner must inform all creditors about the meeting, as well as investigate the affairs of the business so that the BRP can inform the creditors at the first creditors meeting if he/she believes there is a reasonable prospect of rescuing the company. In addition to the creditors meeting, the BRP must also convene and preside over a meeting with the employees to advise the employees on the prospect of rescuing the business (Leveinstein, 2011:36; Levenstein & Barnett, n.d.:7).

3.1.2 Phase two

The second phase of business rescue is between after the first creditors meeting and the second creditors meeting. During this phase, the BRP has the responsibility of preparing and publishing business rescue plan (Levenstein, 2011:38). As previously mentioned, this plan must be published within 25 days of the practitioner's appointment as the BRP. The business rescue plan is a detailed document of what the BRP envisions for the rescue of a company, and must contain all the necessary information which is required by affected parties to reasonably determine whether the plan should be accepted or not (Levenstein, 2011: 38; Levenstein & Barnett, n.d.:24). The BRP then has 10 days after the publication of the plan to convene and preside over a second creditors meeting in which parties with a voting interest vote on the proposed plan (Levenstein & Barnett, n.d.:7).

3.1.3 Phase three

The third and final phase considered in this research is after the BRP has convened and presided over a second creditors meeting (section 151). In this phase, the BRP is involved in implementation of the proposed plan, should it have been approved at the second creditors meeting. The third phase of business rescue continues until such time that: the court has set aside the resolution which began proceedings, or has placed the company into liquidation; if the BRP files a notice of termination of proceedings with the commission; or until the BRP files a notice of substantial implementation of the adopted plan. If the business rescue proceedings have not been completed within three months from the start of the proceedings, the BRP must apply for an extension, and prepare and deliver monthly reports to all affected or interested parties (section 132) (Raubenheimer, 2012:[2]; Levenstein & Barnett, n.d.:7). Figure 3.1 on the page below briefly shows the business rescue process, as well as the phases relevant to this study.

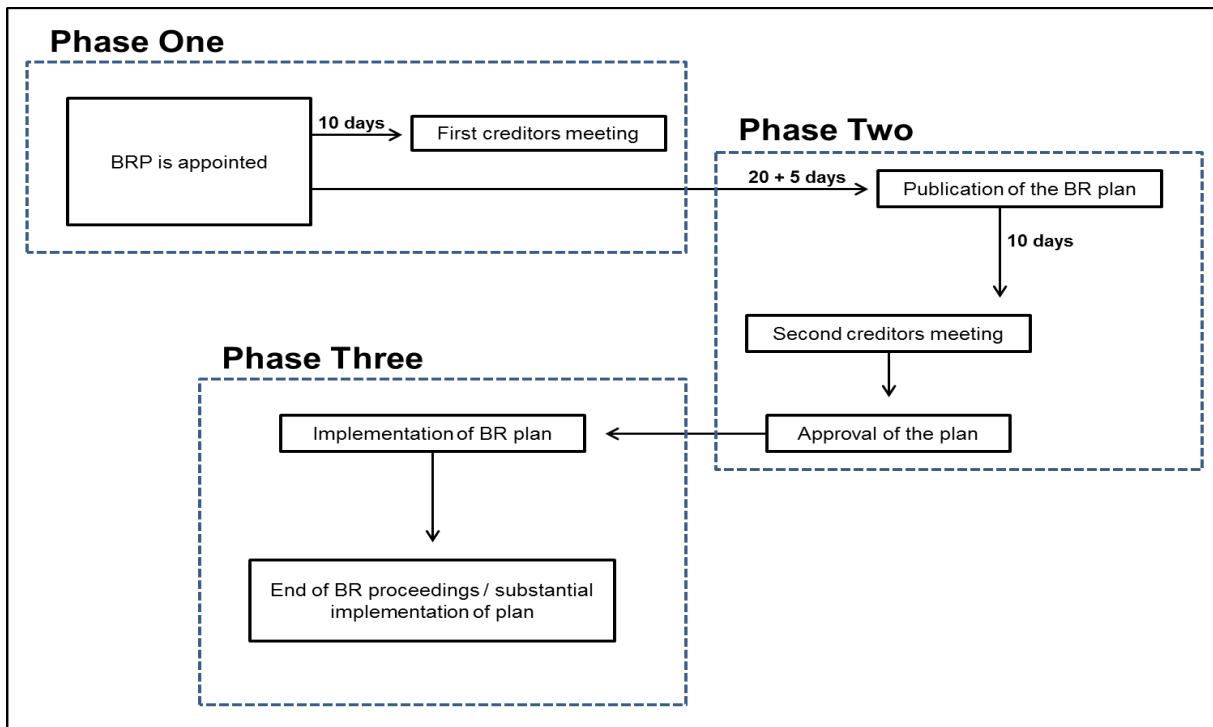


Figure 3.1: Business rescue process and its phases

Source: Author's own compilation

The figure above graphically describes what occurs during each of the three phases of business rescue. As detailed above, the first phase is between the appointment of the BRP and the first creditors meeting. The second phase consists of the publication of the BR plan, second creditors meeting, and approval of the BR plan. As demonstrated on the figure (20 + 5 days), the practitioner has 20 days to prepare and submit a BR plan to the creditors so that creditors have at least 5 days to review the plan. However, practitioners do have the option of applying for an extension during that time. Lastly, the third phase consists of the implementation of the BR plan until substantial implementation. During all three phases the BRP is expected to fulfil various roles related to a business rescue, in addition to their other roles described in chapter 2. These business rescue roles are discussed below.

3.2 THE ROLES OF THE BUSINESS RESCUE PRACTITIONER AS A BUSINESS RESCUE PRACTITIONER

The roles of business rescue practitioners revolve largely around the duties and responsibilities of business rescue practitioners. The Act identifies four main *tasks* that a

BRP should execute during a business rescue, as previously discussed, these include taking management control, investigating the affairs of the business, preparing the business rescue plan, and implementing the plan (Pretorius, 2013:15). Furthermore, the Act states that the BRP has the duty to report to and follow the rules laid out by the court as an officer of the court (Companies and Intellectual Property Commission, 2016; Prinsloo, 2016; Pretorius, 2013:5). Pretorius (2013) conducted research into these five tasks and identified 15 activities associated with the tasks of BRP's during business rescue proceedings. These tasks and activities form a large foundation for which this study is based.

The term 'task' refers to work to be done (Oxford English Dictionary, 2016l). A task is a broad description of the work which needs to be done, but does not contain any detail (Pretorius, 2013:15). An activity on the other hand refers to what has to be done to support the task. Activities have more specific outcomes than that of a task (Pretorius, 2013:15). This research postulates that the *tasks* which BRPs have the responsibilities to execute are synonymous, or compatible as *roles* (see definition on p.5) to be played by BRP's. For example, the BRP has a role as an 'investigator' in order to fulfil the task of 'investigating the affairs of a company'. Furthermore, each role has a set of activities that need to be completed in order to successfully complete the task. For the purpose of this research, BRP roles during business rescue proceedings include: CEO/manager, investigator, planner, implementer, and officer of the court. These roles and activities are discussed below.

3.2.1 The business rescue practitioner role as a CEO/manager

The CEO of a company has control of the company, management, and finance. Duties include evaluating the performance of the leaders, changing leadership, allocating capital, and running day-to-day operations (Prinsloo, 2016; Agle, Nagarajan, Sonnenfeld & Srinivasan, 2006:169). According to the Act, the BRP has the role and responsibilities of a director of a company, set out in section 75 and 77. Section 75 of the Act includes the director as a prescribed officer, and member of the board of the company, and holds the responsibilities and liabilities of a director laid out in section 77 of the Act. In addition, the BRP will have full management control of the company in substitution of the board

(Prinsloo, 2016; Raubenheimer, 2012:[3];Levenstein & Barnett, n.d.:17). The BRP may: delegate functions to any person who was part of the board or management of the company, remove or appoint management (Prinsloo, 2016; Levenstein & Barnett, n.d.:10). The activities associated with the role of the BRP as a CEO/manager include: taking management control, taking financial control, clarifying roles, analysing feasibility, executing day-to-day jobs, and communicating with relevant parties (Pretorius, 2013:17). The particulars of these activities are explained in Table 3.1.

3.2.2 The business rescue practitioner role as an investigator

The act of investigating requires a search or inquiry into something that one wishes to know, and an investigator is one who does the investigating (Oxford English Dictionary, 2016f). This role of the BRP as an investigator means, according to the Act (section 141), that once the BRP is appointed, he/she must immediately investigate the affairs, business, property, and financial situation of a company so that the BRP may determine whether there is a reasonable prospect of rescuing the company as well as determine whether there was reckless trading, fraud or voidable transactions that the BRP should rectify or forward to authorities for further investigation (Prinsloo, 2016; Levenstein, 2011:30; Levenstein & Barnett, n.d.:7). The activities associated with the role of the BRP as an investigator include: investigating affairs, analysing the viability of a potential plan, meeting and collaborating with the relevant stakeholders, and intervening in HR (Pretorius, 2013:17-18). The particulars of these activities are explained in Table 3.1.

3.2.3 The business rescue practitioner role as a planner

According to the Oxford English Dictionary (2016j) a planner is someone who devises or sets a plan, therefore the BRP has the role as a planner in developing a rescue plan which is to be considered by all affected parties (Prinsloo, 2016). Section 150 of the Act proposes what a business rescue plan should include. Briefly, the business rescue plan should include:

- **Background:** a list of assets, securities, creditors preference, BRP remuneration contract

- **Proposals:** moratorium information, list of property, benefits of BR plan vs. liquidation, the effect of the plan on issued securities
- **Assumptions and Conditions:** conditions to be satisfied for plan to come into operation and fully implemented, effect on employment contracts, circumstances for the end of rescue, projected balance sheet and statement of income and expenses.

The activities associated with the role of the BRP as planner include: preparing the plan, and seeking post-commencement finance (Pretorius, 2013:18). The particulars of these activities are explained in Table 3.1. Post-commencement finance is funding given or provided to the company upon commencement of business rescue proceedings which is important to the continued existence of a company and to the success of business rescue (du Preez, 2012:13; Levenstein & Barnett, n.d.:22).

3.2.4 The business rescue practitioner role as an implementer

To implement means to carry out execute work (Oxford English Dictionary, 2016e). Since the BRP has the duty to implement the approved plan (Levenstein, 2011:28), he/she must fulfil the role as an implementer. In other words, the BRP has the role of putting the business rescue plan into action. The activities associated with this role only include implementing and executing the plan (Pretorius, 2013:18). The particulars of these activities are explained in Table 3.1.

3.2.5 The business rescue practitioner role as an officer of the court

During a business rescue, the BRP is an officer of the court (Levenstein, 2011:29). This role refers to the obligation an individual has to promote the effective operation of the judicial system. According to the Act, a BRP is obligated to report to the court, and may be held liable for any act or omission that results in gross negligence while performing his/her role as a BRP (Levenstein & Barnett, n.d.:15). In order to fulfil this role a BRP needs to abide by the law and comply with statutory processes (Pretorius, 2013:18). The particulars of these activities are explained in Table 3.1. Table 3.1 on the page below shows the roles of the BRP, the activities associated with each role, as well as a brief explanation of what each activity entails and importance thereof.

Table 3.1: Roles, associated activities and activity explanations

Role	Activity	Explanation
CEO / Manager	Taking management control	The BRP should become visible, take charge of management, engage with decision-making structure as to establish authority
	Taking financial control	The BRP should obtain signing powers, assume payment control, control daily cash so that all decision-making and information flows via the BRP
	Clarifying roles	The BRP should advise management and directors of responsibilities, delegate tasks, inform and educate affected parties of their rights. This activity is done to improve communication and collaboration during the business rescue process
	Analysing feasibility	The BRP should determine causality and future demand, confirm capacity, calculate financial model, determine cash flow position, and identify caveats. This will help the BRP determine the reasonable prospect of the business
	Executing day-to-day jobs	The BRP should monitor operations, run daily affairs, visit regularly, and oversee delegations in order to supervise the business during business rescue
	Communicating	The BRP should be meeting and communicating regularly with all affected parties so that the BRP can obtain the necessary information and insight in order to enhance collaboration, establish control, and ensure impartiality
Investigator	Investigating affairs	The BRP should obtain necessary details, investigate caveats such as litigations and sureties, and confirm reporting lines so the he/she is able to understand and verify viability of a rescue
	Analysing the viability of a potential plan	The BRP should verify data integrity, investigate cash status, develop a balance sheet, and create a workable financial model in order to establish key elements for judgement and decision-making and to inform the rescue plan
	Meeting and collaborating with the relevant stakeholders	The BRP should build trust, ensure participation by stakeholders, involve all parties, be inclusive, and engage in decision-making as to determine the style of the rescue and the cooperation of stakeholders
	Intervening in HR	The BRP should identify key employees, assess capabilities, establish key positions, and involve process champions to create team for execution of daily operations through delegations
Planner	Preparing the plan	The BRP should prepare plan, which includes various types such as skeleton and draft plan, involve relevant role players in the preparation of the plan
	Seeking post-commencement finance	The BRP should have an understanding of the extent of needs, engage possible sources such as bank, creditors, and other external sources to seek funding, since most rescues depend on some form of funding to keep the business going
Implementer	Implementing and executing the plan	The BRP should implement and execute the plan as a key goal of business rescue
Officer of the Court	Abide by the law and comply with statutory processes	The BRP should maintain observation over dates and timelines, comply with procedures, notify properly, hold meetings, file notices and report to the court regularly, and take responsibility

Source: Author's own compilation adapted from Pretorius (2013:17-18).

Practitioners often have to meet the conflicting and changing demands of parties involved, such as the board, employees, creditors, banks, and other stakeholders, a form of inter-sender role conflict (Han *et al.*, 2014:474). It is evident that practitioners play various roles in both their personal capacities and business rescue professions. It may become challenging for business rescue practitioners to fulfil each of these roles fully and successfully during the various phases of a business rescue operation. Since research and literature on the current topic is this limited, this research aims to determine role conflict based on business rescue practitioners perceptions of how they spend their time. Therefore, for the purpose of this study, qualitative data is collected through semi-structured interviews, and a graphic elicitation to determine the how business rescue practitioners spend their time during rescue proceedings in order to determine where and to what extent conflict exists for practitioners during the process.

4 CHAPTER 4: METHODOLOGY

The aim of Chapter 4 is to explain the research process followed in the study. Firstly, the research design is discussed and summarised, followed by a discussion of the sampling methods, data collection methods, and data analysis methods used in this study. Lastly, the chapter concludes with the trustworthiness elements as well as the ethical considerations of this study.

4.1 RESEARCH DESIGN

This research paper was qualitative in nature and employed a basic or generic qualitative design in order to place focus on the content, reflections and description of past rescue proceedings experienced by BRP's. It also includes their opinions, attitudes, and beliefs or perceptions about those experiences (Percy, Kostere & Kostere, 2015:78; Kahlke, 2014:39; Worthington, n.d.: [3]). This study sought to explain and describe the roles that business rescue practitioners play, how they perceive the time they spend on each of the roles, the perceived conflict between roles played by business rescue practitioners, and to expand the current available knowledge on the roles and role conflict of business rescue practitioners (Cooper & Schindler, 2014:15; Vogt, 2005:22). Qualitative research was deemed appropriate since it provided for flexible answers from participants, rather than fixed responses like that used in quantitative research (Merriam, 2009:18). Table 4.1 on the following page provides a summary of the research design used in this research.

Table 4.1: Research design used in this research

Component	Description
Research problem	Business rescue is a relatively new phenomenon, of which not much is known
Research aim	To develop a better understanding of the role of business rescue practitioners, and the extent in which conflict occurs during the first three phases of a business rescue operation.
Research questions	<ul style="list-style-type: none"> • What additional roles, if any, do business rescue practitioners play? • Where does role conflict exist for business rescue practitioners during a business rescue? • How does role conflict of the business rescue practitioner change during the first three phases of a business rescue?
Context	The profession of a business rescue practitioners
Propositions	<ol style="list-style-type: none"> 1. Roles can be identified 2. Demand for time of role priorities can be determined
Phenomenon investigated (UoA)	Role conflict measured as a demand for time towards role priorities
Unit of observation	Business rescue practitioners
Method	<ul style="list-style-type: none"> • Semi structured interviews • Graphic elicitation
Logic linking data to propositions	Using demand for time of role priorities to understand the relevance of business practitioner roles and the conflict that exists between those roles
Criteria for interpreting the findings	<ul style="list-style-type: none"> • Confirmation of roles by business rescue practitioners • Using time allocation towards role priorities to determine where role conflict occurs
* = Propositions are set to structure the research process in support of the research question. Research questions are converted to statements for which support (or not) is sought	

Source: Adapted from Yin (2003:21).

4.1.1 **Epistemology**

With the aim of answering the research questions, the researcher was aware of her own methodological beliefs, values and assumptions, and the fact that these beliefs would unmistakably influence their research. Furthermore, the researcher was aware that these assumptions could influence the way the research was conducted as well as create bias in interpreting the data. The following describes 'intellectual climate' in which this research was undertaken.

Epistemology is the theory of knowledge and is used by the research to describe the discovery of underlying principles regarding social phenomena and demonstrate that

knowledge (Pretorius & Holtzhausen, 2013:474). The interpretivism paradigm was followed in this study. The interpretive paradigm refers to subjective meanings and social phenomena. The paradigm follows the details of situations, the realities behind those details and the subjective meanings that motivate social actions (Research Methodology, 2016). Interpretivistic research can be described as descriptive or qualitative research and is usually conducted when theory or previous research is lacking, as is the case with this research since role conflict of BRPs has not yet been researched. In addition, the paradigm highlights sense making from the practitioners' points of views in certain social realities. This approach is relevant given the role theory context of this study, such that role theory is focussed around social behaviours (see Chapter 2 on p. 4).

4.2 SAMPLING

The unit of analysis used in this study was licensed business rescue practitioners. The sample consisted of 12 practitioners from three cities in South Africa, 10 of which were from Johannesburg, and one from Pretoria, both in the Gauteng province, and one practitioner from Cape Town which is situated in the province of the Western Cape. The participants all have previous experience with business rescue. Table 4.2 provides the profiles and identifying characteristics of the participants of this study.

Table 4.2: Participants' profiles and identifying characteristics

Pseudonym	Type of practitioner license	Industry Sector	Duration of interview (minutes)
P1	Senior	Business	50:21
P2	Junior	Actuarial & Insurance	37:08
P3	Junior	Business	21:26
P4	Experienced	Finance	98:22
P5	Senior	Business	55:40
P6	Senior	Legal	30:53
P7	Senior	Business & Finance	43:30
P8	Experienced	Business	49:17
P9	Senior	Finance	34:59
P10	Experienced	Legal, Finance & Liquidation	16:36
P11	Senior	Business & Finance	37:20
P12	Junior	Business & Legal	28:45
Average:			42:02

The table shows which industry sectors the BRPs come from, the licenses they hold as BRPs and the lengths of the interviews, as well the average length of the interviews. According to the Act, BRPs can hold one of three types of licenses in order to be a qualified practitioner. Junior practitioners are licensed if they have experience in the business rescue field for a period of less than five years. Experienced practitioners are licensed if they have experience in the business rescue field for a period for at least five years or more. Senior practitioners on the other hand must have experience for a period of at least 10 years.

Each participant was interviewed only once. Snowball sampling was used in the early stages of the research to identify and specify particular criteria to be possessed by participants. The sampled participants were based on the recommendation of others (Plano Clark & Creswell, 2015:334); such as on the recommendation of the researcher's study leader, academics and participants who agreed to participate in this research. Purposive criterion sampling was then used to supplement snowball sampling by selecting participants according to predetermined criteria (Polit & Beck, 2012:519-523; Guest, Bunce & Johnson, 2006:61). For the purpose of this study, participants needed to be licensed business rescue practitioners who have had some experience in the field of business rescue. The researcher sent letters of introduction requesting participation to 37 licensed business rescue practitioners, and received 16 responses of which 14 were interviewed and 12 included in this research.

4.3 DATA COLLECTION

The primary source of data was obtained through 12 semi-structured interviews with business rescue practitioners between April 2016 and September 2016. Semi-structured interviews were appropriate given the lack of current knowledge about the role conflict of business rescue practitioners and detailed insights and explanations about the views, motivations, and experiences of the business rescue practitioners and their roles can be explored (Gill, Stewart, Treasure & Chadwick, 2008:292; Cohen & Crabtree, 2006:[1]). The interviews consisted of key broad and open-ended questions that assisted the researcher in defining the area to be explored, and to provide a deeper understanding of the topic in

the context of business rescue. Furthermore, participants were allowed freedom in forming their answers, while slightly more specific probes were used to elicit more in-depth and relevant answers from the participants (Persaud, 2010:634; Gill *et al.*, 2008:291; Zorn, n.d.: [1]). Each question in the discussion guide is relevant and related to the main research question and questions were developed based upon an analysis of the literature review (Rowley, 2012:263; Zorn, n.d.: [1]). These questions are included in the draft discussion guide which can be found in Appendix B (p. 103).

In addition to the semi-structured interviews, field notes were made by both the researcher and the participants. The researcher included a tool in the form of a diagram or graphic elicitation to supplement the discussion guide. The reason for this is that the relevant information would have been difficult to achieve through an interview alone, and therefore this graphic tool allowed participants to meaningfully contribute to the research (Crilly, Blackwell, & Clarkson, 2006:341-342). The graphic tool allowed participants to freely add, remove, or change any of the content (which was developed from theory) on the diagram themselves. For example, if a participant did not agree with a certain role that the researcher identified from the literature, he/she had the option to change its meaning, remove it, or add a new role. In addition, the participant could easily make adjustments to the times they allocated towards their role priorities should they have made a mistake. Business rescue practitioners were asked to fill out a percentage of time they spend on each role during each of the phases described previously. The time allocations by practitioners were used as a measure to determine role conflict, and where conflict occurs during the business rescue process. A copy of this diagram (Figure 8.1) can also be found in Appendix B (p. 107).

The researcher conducted one pre-test in order to discover flaws and weaknesses within the interview process and discussion guide. (Persaud, 2010:1032-1033; Turner, 2010:757). The pre-test was conducted on a face-to-face basis with an experienced business rescue practitioner. Feedback on the discussion guide was positive and therefore no major changes were made to the questions. However, slight changes were made to the diagram to facilitate readability.

All interviews were conducted by the researcher herself in an office or coffee shop where there are few distractions (Persaud, 2010:633; Gill *et al.*, 2008:292). The purpose of the

study and particulars of the interview were explained to participants before the questions started (see Appendix B, p. 103) (Rabionet, 2011:564; Persaud, 2010:633; Free Management Library, n.d.). Questions were asked from the discussion guide to ensure consistency, reduce the possibility of interviewer bias, and to allow for additional questions to emerge from the interview dialogue (Persaud, 2010:634; DiCicco-Bloom & Crabtree, 2006:315). Interviews lasted for an average of 42 minutes and ranged from 16 to 98 minutes. All interviews were audio recorded with permission from participants (Zorn, n.d.: [1]), and transcribed verbatim by the researcher herself within two weeks of the interview.

4.4 DATA ANALYSIS

A basic thematic analysis was used to analyse and report patterns or themes within the data by systematically identifying and organising codes, which allowed the researcher to make sense of business rescue experiences of business rescue practitioners (Braun & Clarke, 2012:57; Braun & Clarke, 2006:79). In preparing the data for analysis, all records, documents, and audio files were organised and filed in a way that enabled the researcher to find them quickly. The researcher transcribed each interview and familiarised herself with the data by critically, and analytically reading and rereading the transcripts and listening to the interviews several times (Braun & Clarke, 2012:61; Creswell, 2012:238-239; Nieuwenhuis, 2007:103-105). The coding derived from the thematic analysis was only used to report common patterns throughout the research, as well as to support the data collected from the graphic tool. Data collected through the thematic analysis has been reported and discussed in both Chapter 5 and Chapter 6 of the study in the form of quotations obtained during the interviews.

In addition to the basic thematic analysis used to analyse interview transcriptions, this research also made use of descriptive statistics. Descriptive statistics are used in this research to organise, summarise, and display the numerical data (Schwandt, 2007:66) from the supporting graphic elicitation (see Figure 8.1 in Appendix B, p. 107). The data spread has been represented graphically in the form of tables, charts, and graphs in the findings section. The reason for this is that graphic displays provide clarity of the data, and facilitate readability and understanding of the numerical data (Brown, 2010).

4.5 TRUSTWORTHINESS

Lincoln and Guba (1985) proposed four trustworthiness criteria (Polit & Beck, 2012:584). These criteria have been applied in this study as a means to establish trustworthiness. Trustworthiness refers to the quality of the research and whether or not the research will be of any interest to the intended audience (Polit & Beck, 2012:584; Shenton, 2004:64). These criteria include credibility, dependability, confirmability, and transferability (Polit & Beck, 2012:584-596; Schwandt, 2007:299; Shenton, 2004:64-69). These criteria are explained below.

Credibility refers to the internal validity of research, and ensures that the research actually captured what was intended (Shenton, 2004:64). To ensure credibility, data was only collected from participants who were willing to participate. Each of the participants were given the chance to refuse to be a part of the study. In addition, completely honest responses from participants were encouraged, and participants were asked to review their transcribed interviews to verify and clarify their responses (Polit & Beck, 2012:591-594; Jensen, 2008b:139; Shenton, 2004:67-68).

Dependability refers to the reliability of the data collection, sampling and analysis methods, and if the study were to be repeated using the same methods, similar findings would be obtained (Polit & Beck, 2012:585; Shenton, 2004:71). In order to establish dependability, the processes and methods that were employed in this study have been described in detail. These detailed descriptions should facilitate a greater understanding of the methods used in the study and the effectiveness of the methods should other researchers wish to repeat the study (Shenton, 2004:74).

Confirmability refers to the objectivity of the findings, and whether the findings reflect the opinions and experiences of the participants or if findings have been biased by the opinions and perceptions of the researcher (Polit & Beck, 2012:585; Shenton, 2004:74). In order to establish confirmability, the researcher remained open to emerging patterns that may have differed from her own assumptions. In addition, the researcher maintained all

the notes, transcripts, and audio recordings that were made as a way of providing proof that researcher's understanding and interpretations of participants' responses were in fact aligned with those of the participants (Jensen, 2008a:113). Furthermore, the researcher used two academics as 'sound boards' for ideas, as well shared the findings and coding of this research with the academics in order to make refinements in the coding process.

Transferability refers to the extent to which others can use and apply the findings in other contexts or settings (Polit & Beck, 2012:585; Shenton, 2004:69-70). This study includes detailed descriptions of the sampling strategy used, the sites and participants of the study, and data collection methods (Polit & Beck, 2012:585; Shenton, 2004:69-70). These descriptions will provide the reader with adequate information that will allow the reader to determine the transferability of the study themselves (Jensen, 2008c:887). Furthermore, this research had to comply with certain ethical consideration set out by the University of Pretoria.

4.6 ETHICAL CONSIDERATIONS

The Faculty of Economic and Management Sciences Research Ethics Committee at the University of Pretoria approved this study. Appendix B (p. 102) contains the informed consent form that all participants were required to read through and sign prior to being interviewed. The consent form explained the purpose of the study, emphasised that participation in the study was voluntary and that participation could be withdrawn at any time. The consent form also provided assurances of anonymity and confidentiality. The same information was communicated verbally to participants prior to each interview. The pseudonyms listed in Table 4.2 (p. 26) have been used to maintain anonymity and protect the identity of the participants. Chapter 5 reports on the findings of this research.

5 CHAPTER 5: FINDINGS

This chapter deals with the findings of this research. The first section reports the additional roles identified by the BRPs. Secondly, results are reported as two graphs per practitioner. The first graph shows how each practitioner spends his time between business rescue, work, family, and life and/or social roles. The second graph demonstrates how the business rescue practitioners spend their time during business rescue proceedings. The findings per practitioner are followed by three tables that rank the top five roles for each practitioner in terms of highest to lowest time demand in each of the three phases. Lastly, the interview findings have been presented as researcher observations at the end of the chapter. The purpose of the researcher observation is to support the numerical data that was collected in the graphic elicitation used during the interviews. The sections reported in this chapter of the study will be discussed in chapter 6.

5.1 ADDITIONAL BUSINESS RESCUE ROLES

The following roles were identified by practitioners as additional roles to the five generic BR roles that were presented to them. These roles include: fiduciary/director, mediator, strategic problem solver, resource coordinator, lawyer (compliance role), coach, counsellor, and lastly, collaborator.

A director of a company is a member of the board of a company, which manages the business and affairs of a company, and holds the responsibilities and liabilities of a director according to section 132 of the Act (Oxford English Dictionary, 2016c). A mediator intervenes between multiple affected parties in order to facilitate the discussions between them, assists them in identifying issues and areas of compromise, as well as attempts to bring about an agreement in order to resolve a dispute (Oxford English Dictionary, 2016h; The Department of Justice and Constitutional Development, 2016). A strategic problem solver refers to the practitioner's job of finding solutions to unique problems in order to rescue the company. A resource coordinator coordinates a team of people in order to achieve a desired outcome. A lawyer (compliance role) is one who is versed in the law or legal profession (Oxford English Dictionary, 2016g). Since business rescues largely legally driven, one might believe they need to have a legal background or at least have a very

good understanding thereof. A coach guides the members of company during the implementation phase of a business rescue so that the company can effectively continue its operations after business rescue, by providing them with better focus, and making the company aware of its incompetencies and inefficiencies (Botma 2012:7; Wakkee, Elfring & Monaghan, 2010:7). A counsellor on the other hand provides advice to employees and directors regarding personal, social and psychological issues in order to help them cope with the inevitable change that is brought with business rescue. The role of a collaborator includes placating and meeting with affected parties (Pretorius, 2014:11). The following section demonstrates how each practitioner allocated his time towards all his role priorities.

5.2 INDIVIDUAL PRACTITIONERS FINDINGS

The first graph shows how each practitioner spends his time between business rescue, work, family, and life and/or social roles. The aim of the first graph is to demonstrate the Business rescue-work-family-life/social role conflicts. Firstly, the business rescue practitioner roles are the roles that are crucial to the success of a business rescue; these include the roles as an officer of the court, CEO/manager, planner, investigator, and implementer, as well as the additional roles which each BRP identified. Secondly, the work role consists of the BRPs work or own career outside of business rescue. Thirdly, family roles include the roles BRPs might play as a parent or grandparent, and as a spouse or partner. Lastly, the life and/or social roles include a BRP's personal roles, community member role, and any additional roles that a BRP may have added such as a student for example. Table 5.1 on the following page summarises the roles per role category. The time spent on each role was recorded as a percentage of time spent on each role during an average 24 hour day.

Table 5.1: Summary of roles per role categories

Generic roles			
Business rescue roles	Work roles	Family roles	Life roles
<ul style="list-style-type: none"> • Officer of the court • CEO/manager • Planner • Investigator • Implementer 	<ul style="list-style-type: none"> • Work/own career (outside of business rescue) 	<ul style="list-style-type: none"> • Parent/grandparent • Partner/spouse 	<ul style="list-style-type: none"> • Community member • Personal
Additional roles			
Business rescue roles		Life roles	
<ul style="list-style-type: none"> • Counsellor • Coach • Strategic problem solver • Resource coordinator • Mediator • Director/fiduciary • Collaborator • Independence/Section 7K • Lawyer (compliance role) • Adding to the profession 		<ul style="list-style-type: none"> • Student 	

It must be noted that the last two roles of independence/section 7K, and adding to the profession have only been included in this chapter of the study for the purposes of reporting the findings but have not been included in the discussion chapter. The reason for this is that independence/section 7K is a prerequisite to being a business rescue practitioner, and adding to the profession does not directly relate to the business rescue process.

The second graph demonstrates how the business rescue practitioners spend their time during business rescue proceedings. The aim is to demonstrate how they split their time between the business rescue roles, during each of the three phases of a business rescue. As previously mentioned, these roles include the BRP as an officer of the court, CEO/manager, planner, investigator, and implementer, as well as the additional roles which each BRP identified. Additional roles are shown on each of the graphs, should the BRP have added any roles. These graphs are presented below.

5.2.1 Practitioner 1

Figure 5.1 shows the time spent on business rescue-work-family-life/social roles for practitioner 1.

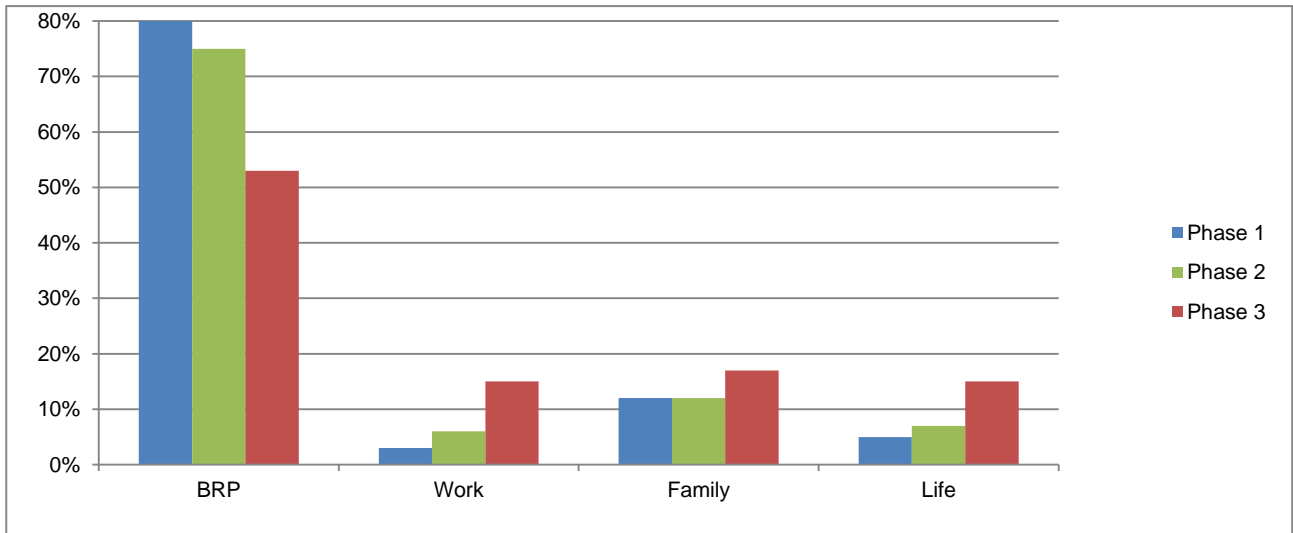


Figure 5.1: Practitioner 1: Business rescue-work-family-life roles

This particular practitioner spends more than 50% of his time fulfilling his BRP duties. As a result of this, less time is spent on other roles such as own work, family and life roles. This is particularly evident in phase 1 where 80% of his time in an average day is spent as a BRP. During phase 3 however, more time is spent on other priorities outside of business rescue, even though more than 50% of his time is still spent on a business rescue. It should be noted that this practitioner only allocated a small portion of his time to the community member role, and only during phase 3. This particular graph supports a definite Business rescue-work/family/life imbalance where more time is dedicated to being a business rescue practitioner. This will be further explored in the discussion section in chapter 6.

Figure 5.2 shows the time spent by practitioner 1 on the business rescue roles during the three phases of a business rescue.

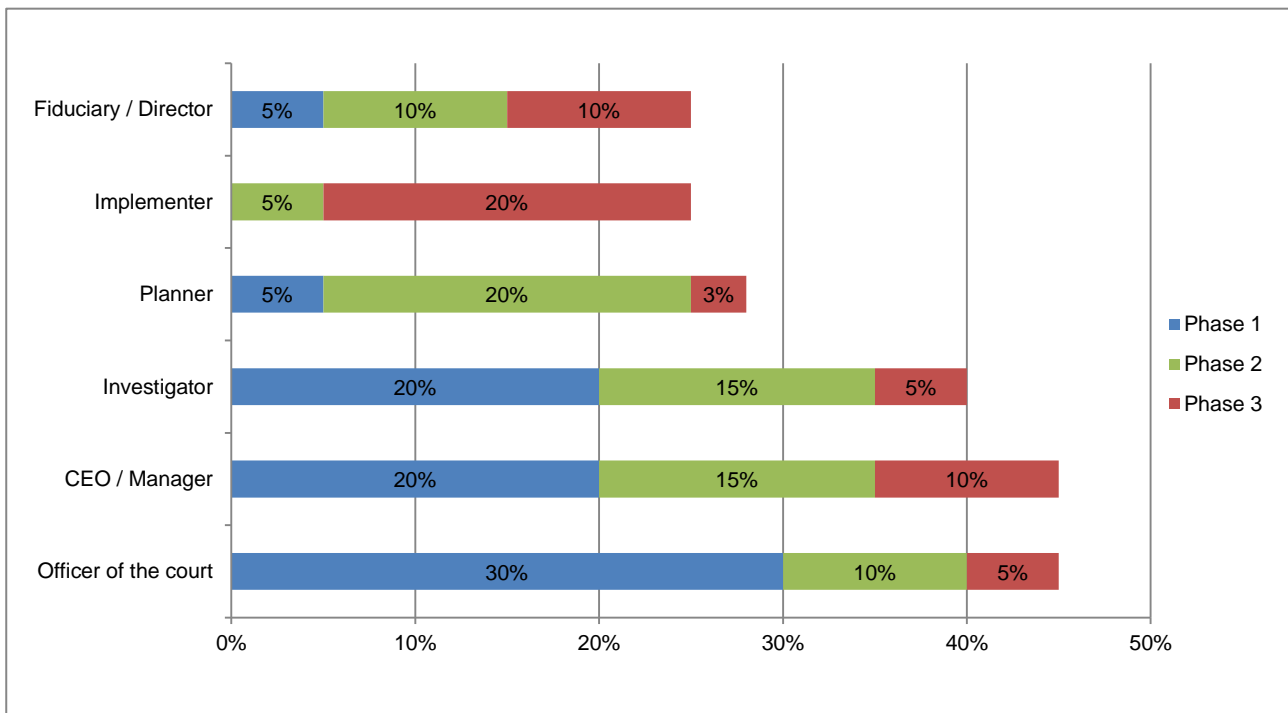


Figure 5.2: Practitioner 1: Business rescue roles and time allocations

In addition to the five generic roles, practitioner 1 has included *fiduciary/director* as an additional role. This additional role includes one’s capability to successful direct a company, duty of care, and diligence. Practitioner 1 dedicates more time to the roles of officer of the court and CEO/manager, followed by investigator, planner, and fiduciary. He spends the least amount of time on the implementing role overall, and no to little time on the role during phase 1 and phase 2. The most important or time consuming role for this practitioner indicates to be officer of the court; particularly during phase 1 as he has allocated 30% of the total 80% allocated time for phase 1. During phase 3, time spent on roles decreased, with the exception of fiduciary/director which remained the same, and the implementation role which increased from 5% in phase 2 to 20% in phase 3.

5.2.2 Practitioner 2

Figure 5.3 shows the time spent on business rescue-work-family-life/social roles for practitioner 2.

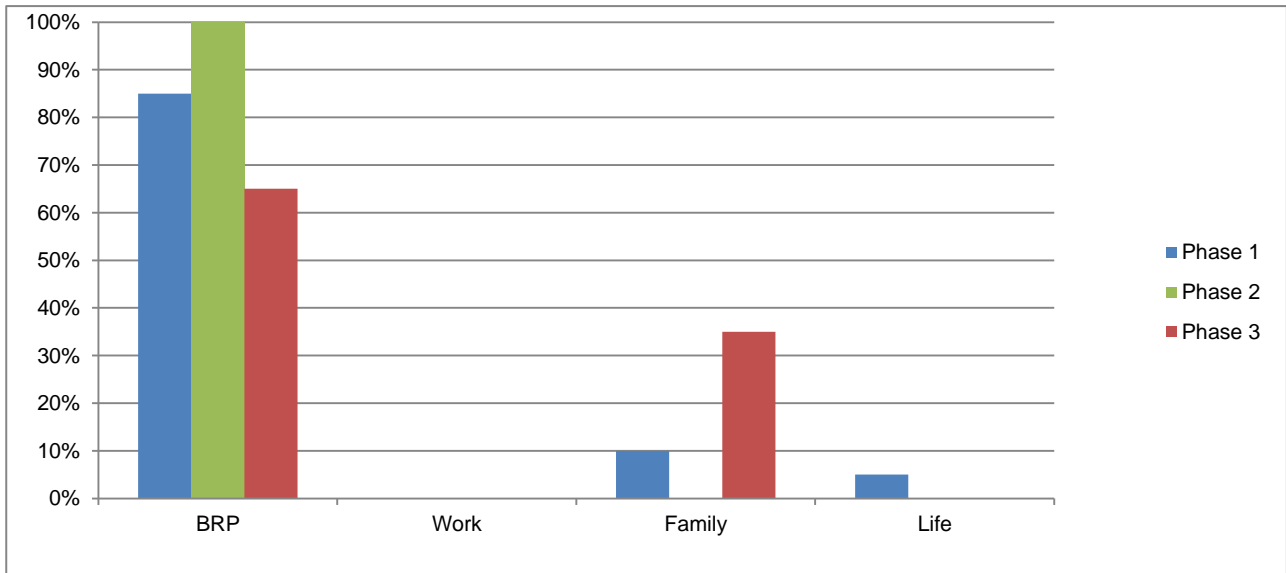


Figure 5.3: Practitioner 2: Business rescue-work-family-life roles

Similarly to practitioner 1, this practitioner also spends most of his time on business rescue roles, particularly in phases 1 and 2. However, unlike practitioner 1, practitioner 2 focuses more of his time during the second phase of a business rescue, than on the other phases. This practitioner did not allocate any time to the community member role, and the little amount of time spent on life in phase 1, represents personal time. Practitioner 2 did not allocate any time to the own work/career role since he felt that being a BRP is his job, and he does not spend time on other work activities outside of BR. Based on the graph, this practitioner definitely experiences a BRP-family/life conflict, as well as a family-life conflict by allocating more time to family, than to himself. This will be further explored in the discussion section in chapter 6

Figure 5.4 shows the time spent by practitioner 2 on the business rescue roles during the three phases of a business rescue.

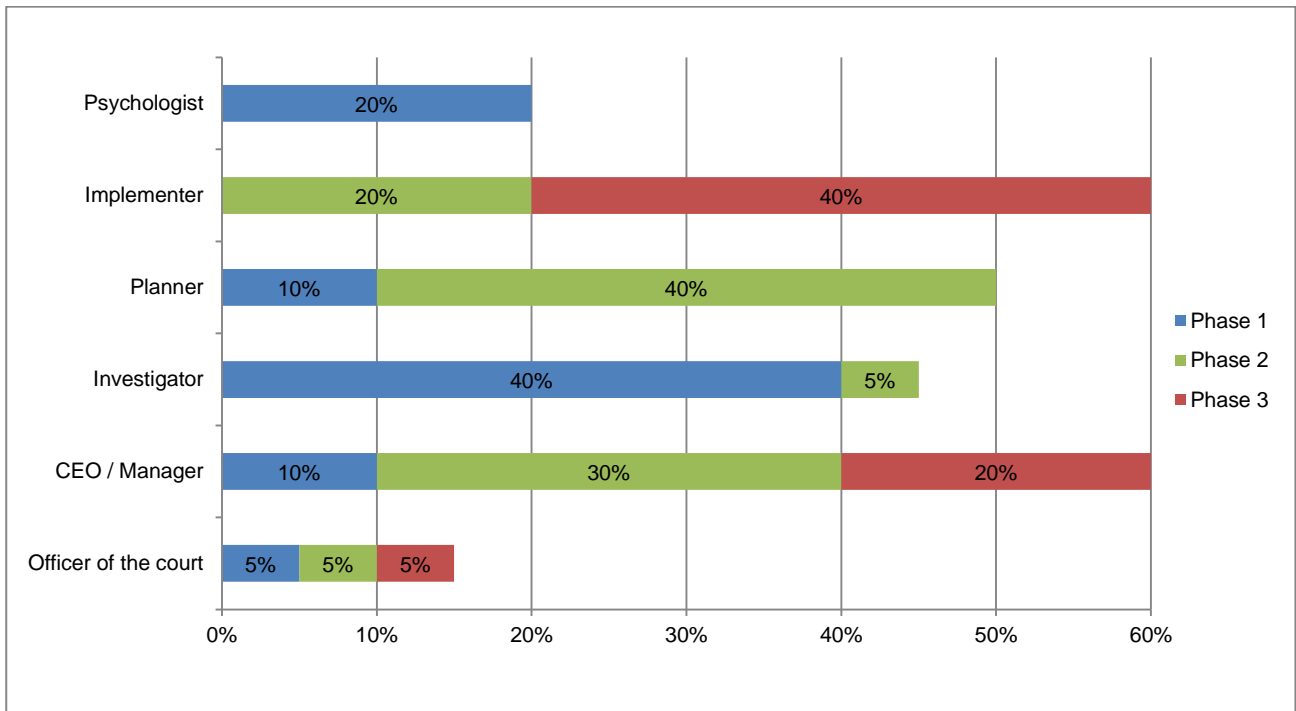


Figure 5.4: Practitioner 2: Business rescue roles and time allocations

Practitioner 2 added the role as a *psychologist*, which included talking to employees and directors of the company in order to assist them emotionally with the change that is imminent with business rescue. The implementer and CEO/manager roles appear to be the most time consuming roles for this practitioner, followed by planner, investigator, psychologist, and lastly officer of the court. This practitioner spends most of his time in phase 1 as an investigator, in phase 2 as a planner, and an implementer in phase 3, which is largely aligned with the general business rescue process. It is interesting to note that practitioner 2 only allocated 20% of his time to his additional role as a psychologist and only in phase 1. In addition, he allocated 5% to the officer of the court role in each phase, implying that particular role is a constant throughout the process.

5.2.3 Practitioner 3

Figure 5.5 shows the time spent on business rescue-work-family-life/social roles for practitioner 3.

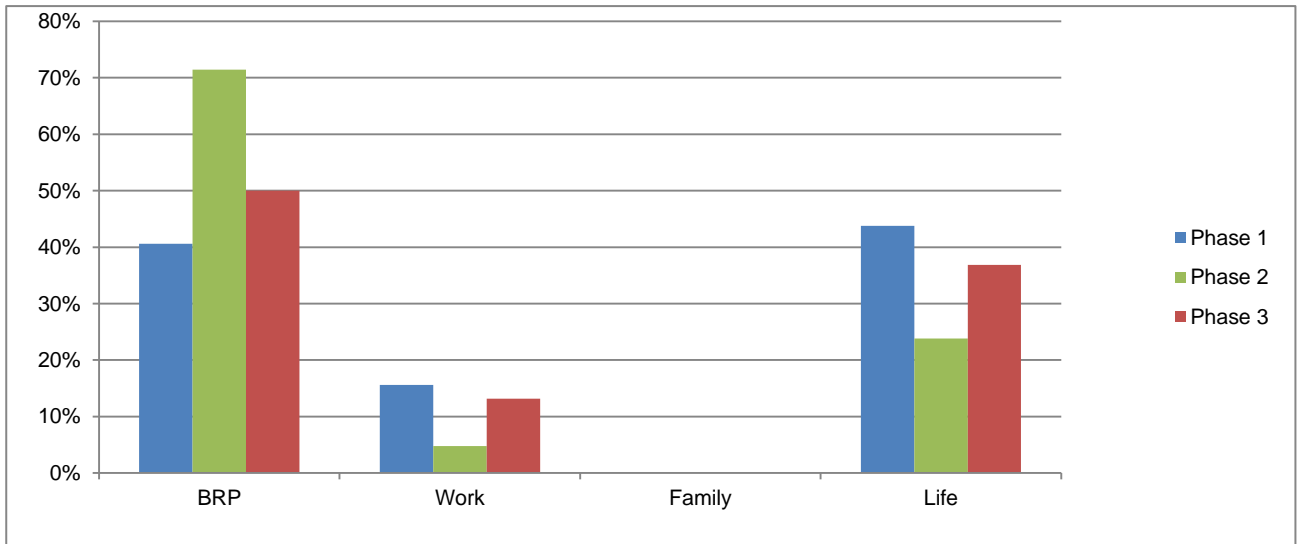


Figure 5.5: Practitioner 3: Business rescue-work-family-life roles

This practitioner is not married, nor does he have any children or grandchildren, therefore, no time was allocated to the family role. As is evident from the graph, practitioner 3, like practitioner 2, focuses more than 70% of his time on the second phase of a business rescue operation. Interestingly enough, practitioner 3 spends more time during phase one on life roles which consisted of both the personal role and community member role, than on other roles. Practitioner 3 also allocated more time to phase 3 than to phase 1, which is interesting considering the nature of business rescue is generally more demanding in the first two phases, than in the last phase. This practitioner did not allocate too much time to his work role, since he works for a firm that specialises in business rescue. Therefore business rescue is his job, and time spent on that role would be to help other practitioners in the firm, and only if he had time to do so. Therefore, Business rescue-work conflict does not really exist for him. It appears that this particular practitioner does not experience conflict between his various roles like the other practitioners in this research. This lack of conflict is probably as a result of not being married, having no children, or not having another career to spend time on. This will be further explored in the discussion section in chapter 6.

Figure 5.6 shows the time spent by the third practitioner on the business rescue roles during the three phases of a business rescue.

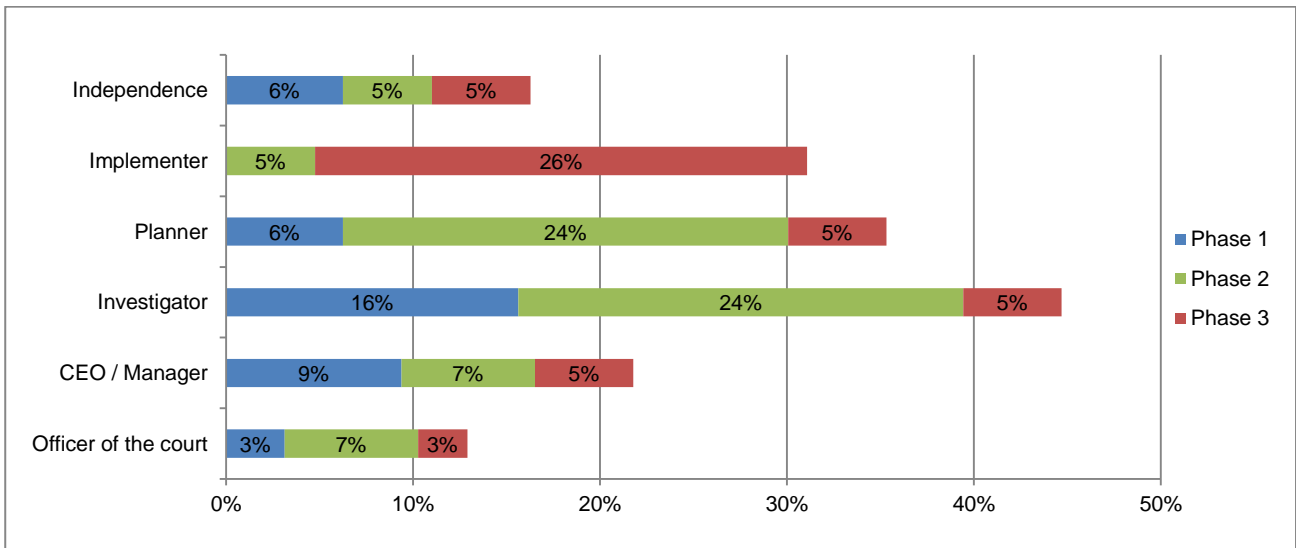


Figure 5.6: Practitioner 3: Business rescue roles and time allocations

This practitioner also added a new role to his role set. The role of *independence* included acting in the best interest of all affected parties to the rescue. Practitioner 3 allocated most of his time to the investigator role, planning is the second most time consuming role, while officer of the court is the least time consuming. During phase 2, equal amounts have been allocated to investigator and planner, making those two particular roles the most important during phase 2. During phase 3, the implementing role makes up the bulk of the time allocation at 26%. The time spent on the CEO/manager role gradually decreased by 2% in each phase. The role as an officer of the court remained at 3% in phase 1 and 3, but increased to 7% in phase 2. Lastly, time spent on the additional role of independence did not differ significantly, and remained largely the same.

5.2.4 Practitioner 4

Figure 5.7 shows the time spent on business rescue-work-family-life/social roles for practitioner 4.

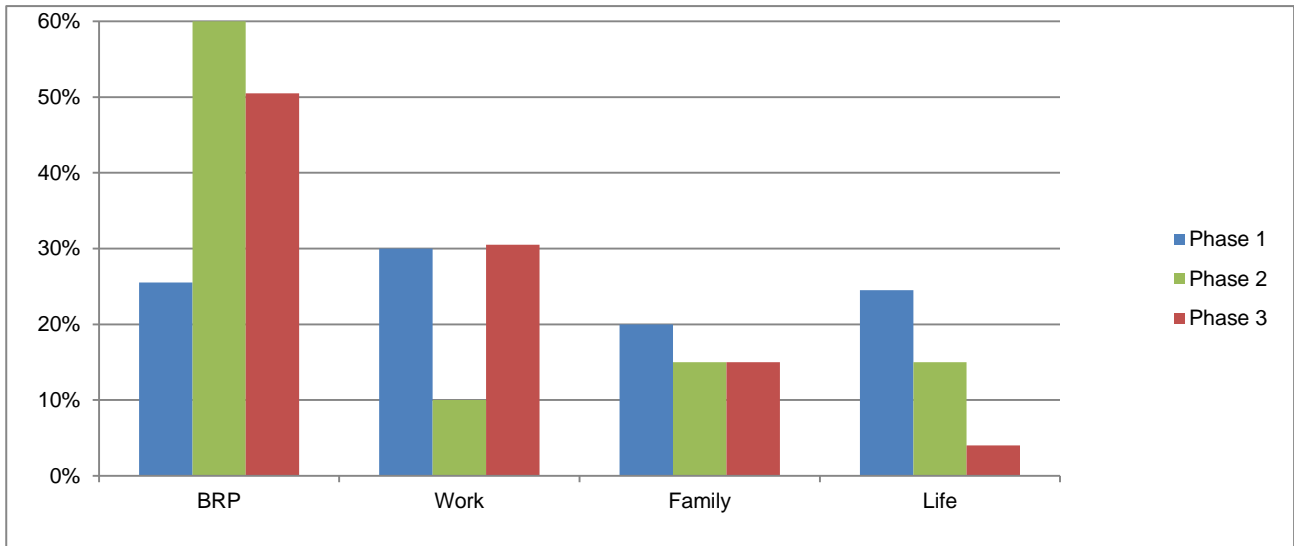


Figure 5.7: Practitioner 4: Business rescue-work-family-life roles

It is evident that this practitioner also focuses most of his time to the Business rescue roles in phase 2. Like practitioner 3, this practitioner spends more time on a rescue during phase 3 than during phase 1. In fact, very little time has been allocated to the Business rescue roles in phase 1. This may indicate that this practitioner feels that implementation is an important part of business rescue. As a result of this, more time is allocated to work, family and life roles in phase 1 than in phases 2 and 3. It seems that time spent on work during phase 2 is sacrificed, while time spent on the life roles in phase 3 is lacking. This will be further explored in the discussion section in chapter 6.

Figure 5.8 shows the time spent by practitioner 4 on the business rescue roles during the three phases of a business rescue.

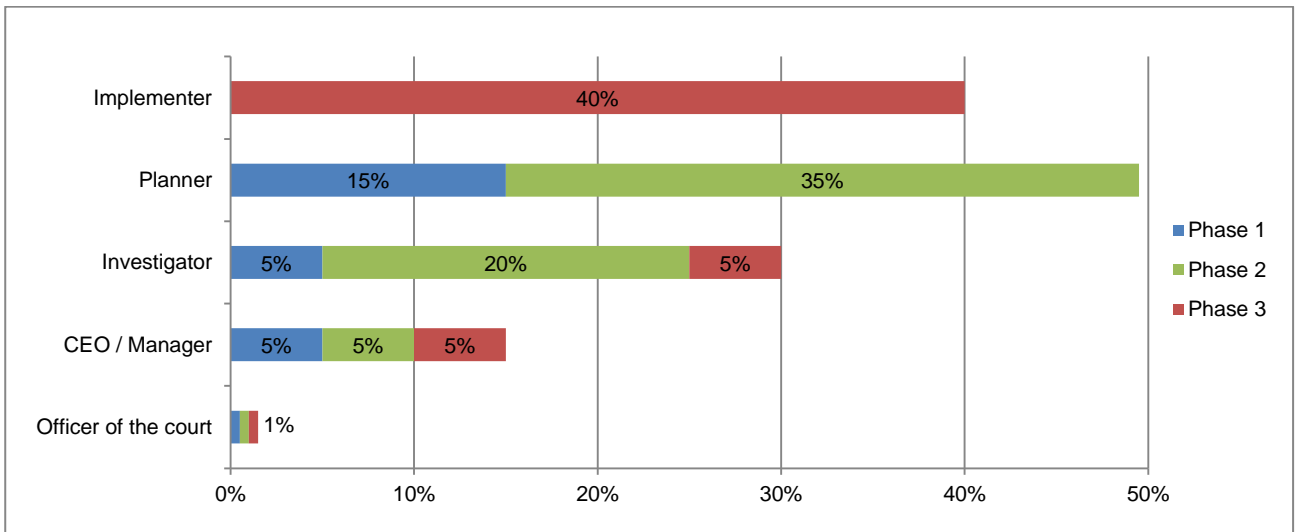


Figure 5.8: Practitioner 4: Business rescue roles and time allocations

Although this practitioner did not allocate any time in phase 3 to planner, the role was still the most time consuming with 15% in phase 1, and 35% in phase 2. The investigating role only consisted of 5% in phase 1 and 3, suggesting the role is of greater importance during phase 2, with an allocated time of 20%. Practitioner 4 did not allocate any time to implementing in phases 1 or 2. Of the 51% of time allocated to Business rescue roles in phase 3, 40% was allocated to the implementing role. Both the CEO/manager role and officer of the court remained constant throughout the phases. Very little time was allocated to officer of the court suggesting that the practitioner did not actively spend time on this particular role, but it was a function he was always aware of.

5.2.5 Practitioner 5

Figure 5.9 shows the time spent on business rescue-work-family-life/social roles for practitioner 5.

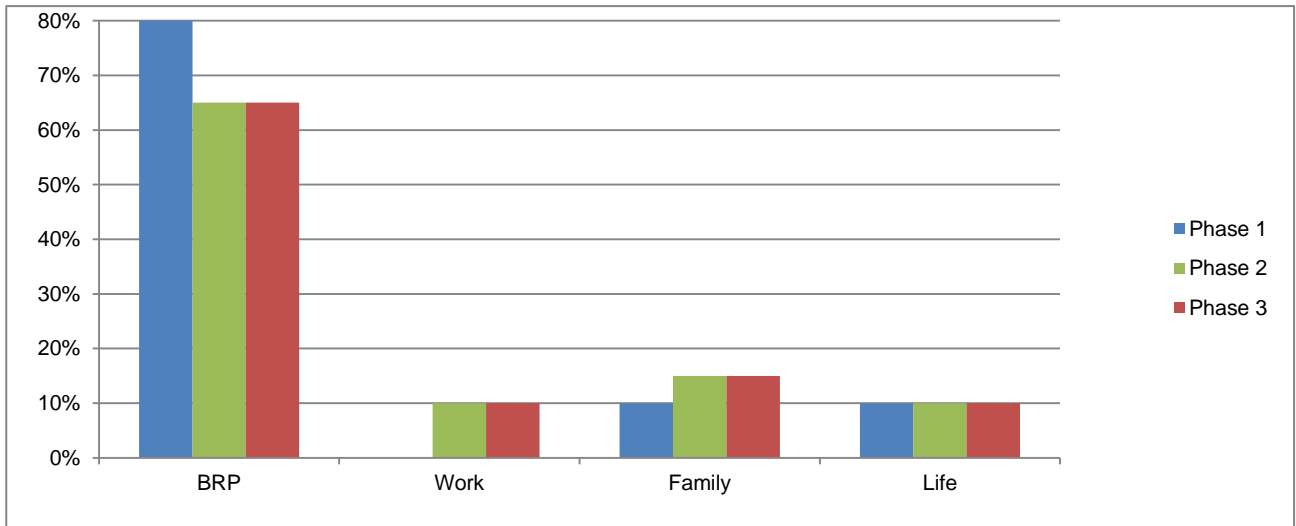


Figure 5.9: Practitioner 5: Business rescue-work-family-life roles

It is clear that practitioner 5 spends most of his time on the BRP roles, and relatively equal amounts of time on work, family, and life. This practitioner did not spend any time on the community member role. This practitioner indicated that he had difficulty balancing the Business rescue roles with other roles in his life, as is evident by how little time is spent on the other role groups. This practitioner definitely experiences Business rescue-work/family/life conflict. This will be further explored in the discussion section in chapter 6.

Figure 5.10 shows the time spent by practitioner 5 on the business rescue roles during the three phases of a business rescue.

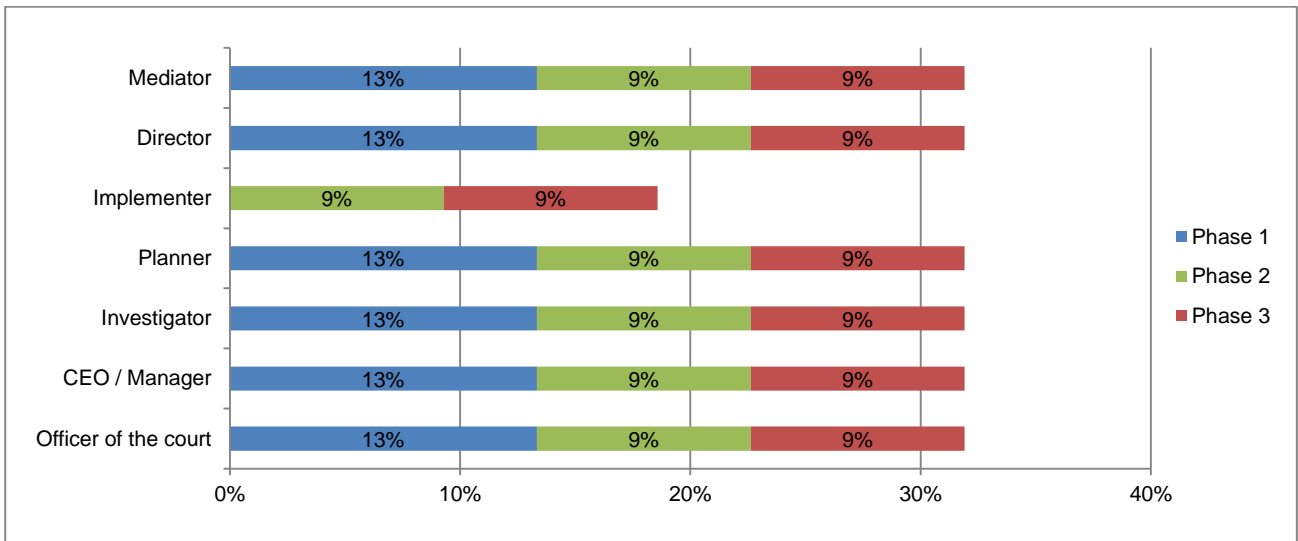


Figure 5.10: Practitioner 5: Business rescue roles and time allocations

This practitioner referred to the “BRP balance” by which he meant that all the Business rescue roles work in conjunction, and he could not allocate more time to or place more importance on any one of the roles. He first allocated time to his personal, family, and career roles, and then equally split the remainder of his time up among the Business rescue roles across the different phases, with the exception of the implementer role which he did not allocate any time to in phase 1. The implementer role only begins from phase 2 for this practitioner. Practitioner 5 has included two additional roles, namely: *mediator* and *director*. The role as a mediator includes managing conflict, labour, management, shareholders, and creditors. The role as a director on the other hand refers to holding fiduciary responsibilities, and the liabilities and accountabilities of a director. Practitioner 5 allocated the majority of his time to Business rescue roles in phase 1 (78%), and equal amounts of time in phases 2 and 3 (63%), suggesting that the last two phases are of equal importance, while phase one is the most time consuming.

5.2.6 Practitioner 6

Figure 5.11 shows the time spent on business rescue-work-family-life/social roles for practitioner 6.

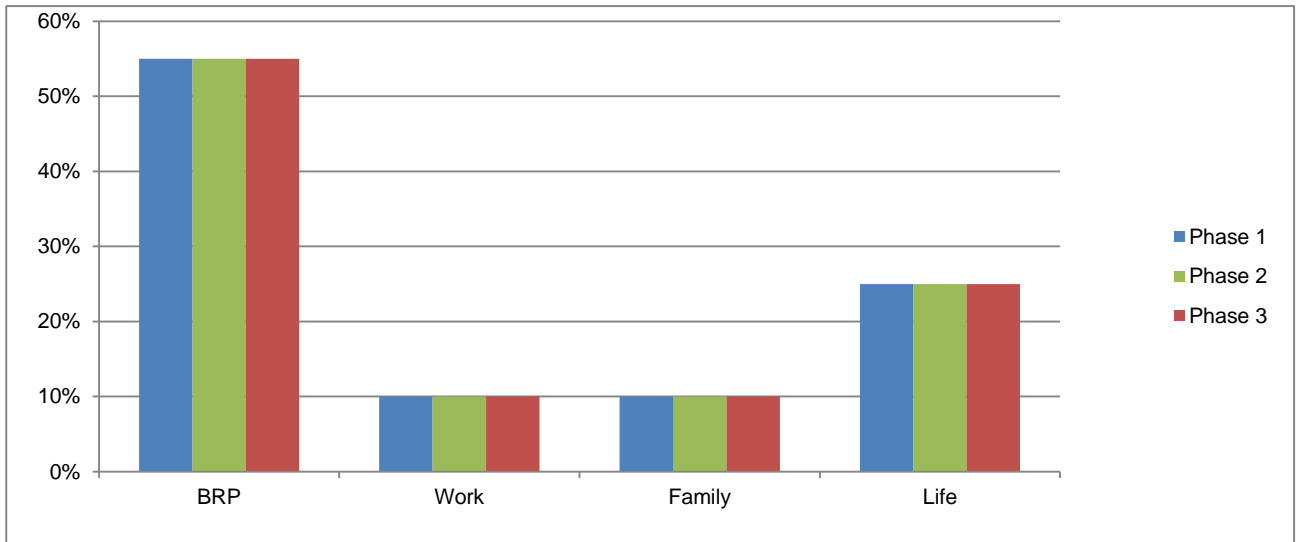


Figure 5.11: Practitioner 6: Business rescue-work-family-life roles

Practitioner 6 allocated 50% of his time to the five generic roles, and the remaining 50% of his time to other roles, which included the new role of *adding to the profession of business rescue*. Since the new role is related to business rescue, it has been included in the BRP role set data for practitioner 6. Therefore, the Figure 5.11 shows that the practitioner allocated a total of 55% BRP roles which included the five generic BRP roles, as well as the additional role. It is interesting to note that this practitioner has allocated his time equally across the three phases for each of the role groups. Like the other practitioners, practitioner 6 spends the majority of his time on the BRP roles. This particular practitioner spent time on both the personal and the community member roles. However, there does seem to be a slight Business rescue-work/family/life conflict as well as a life-work/family conflict, in which more time is spent on the practitioner's personal life than with his family, or work. This will be further explored in the discussion section in chapter 6.

Figure 5.12 shows the time spent by practitioner 6 on the business rescue roles during the three phases of a business rescue.

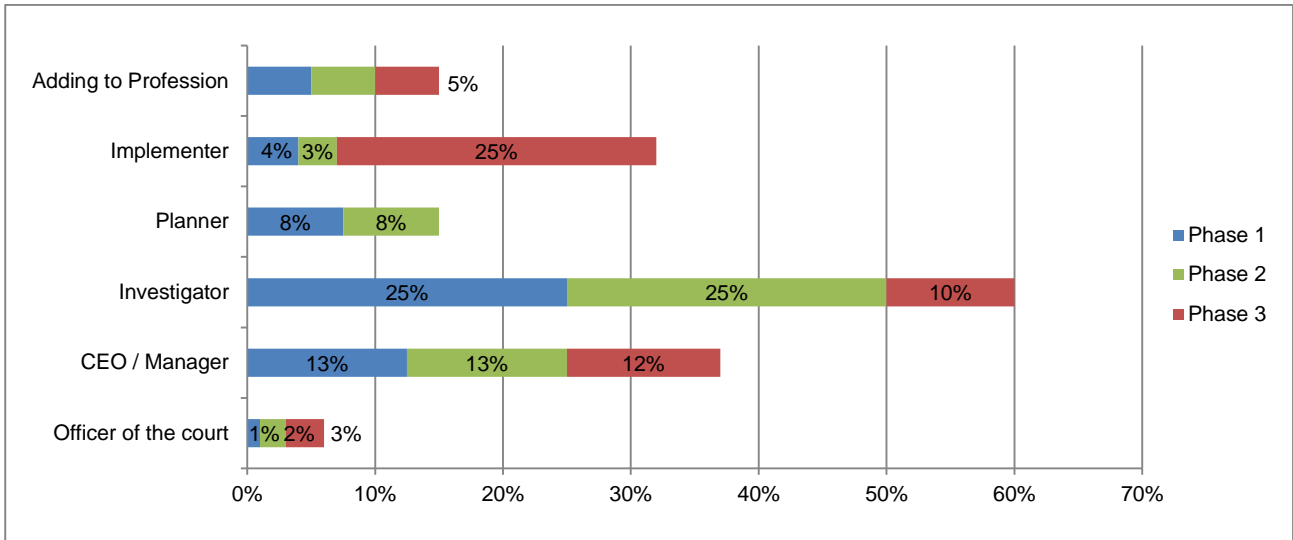


Figure 5.12: Practitioner 6: Business rescue roles and time allocations

The new role of *adding to the profession* refers to belonging to professional BR bodies such as the Turnaround Management Association (TMA) and the training of others in the BR profession. This role has been omitted from the additional roles sections of this study since it is not directly related to the process of business, but has been included here for the purpose of reporting the findings. Practitioner 6 allocated the majority of his time to the investigating role, which makes up the bulk of the time spent in both phases 1 and 2 at 25% per phase. A surprisingly low 8% of time was allocated to planner in phase 1 and phase 2, and 0% in phase 3. The implementer role makes up the bulk of the time allocation phase 3, and unusually more time was allocated in phase 1 than in phase 2. Officer of the court gradually increased by 1% in each phase, while, both the CEO/manager and the additional adding to profession roles largely remained constant across the phases.

5.2.7 Practitioner 7

Figure 5.13 shows the time spent on business rescue-work-family-life/social roles for practitioner 7.

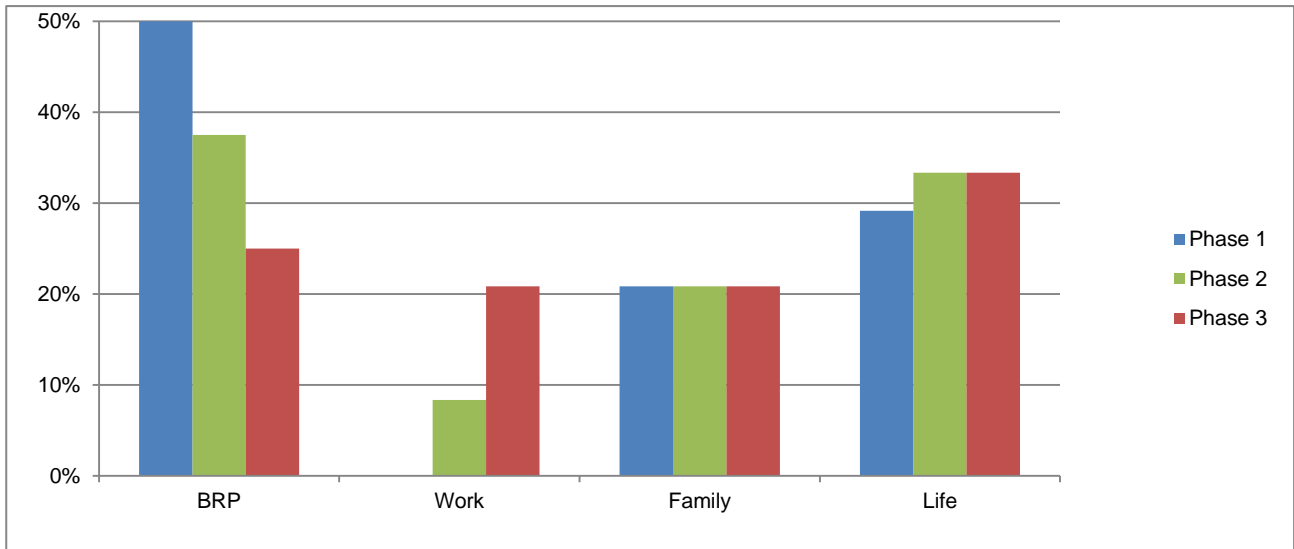


Figure 5.13: Practitioner 7: Business rescue-work-family-life roles

Practitioner 7 spends most of his time on business rescue, particularly in phases 1 and 2. It seems that the time spent on work and life roles is sacrificed during phase 1, since the practitioner spends 50% of his time as a BRP. Similarly, time spent at work is sacrificed during phase 2. Interestingly enough, this practitioner allocated more time to work, family and life roles than that of the other practitioners. He therefore only has a slight Business rescue-work/family/life conflict, only during the first 2 phases, and work is the most sacrificed, while family and life roles are relatively balanced. This will be further explored in the discussion section in chapter 6.

Figure 5.14 shows the time spent by practitioner 7 on the business rescue roles during the three phases of a business rescue.

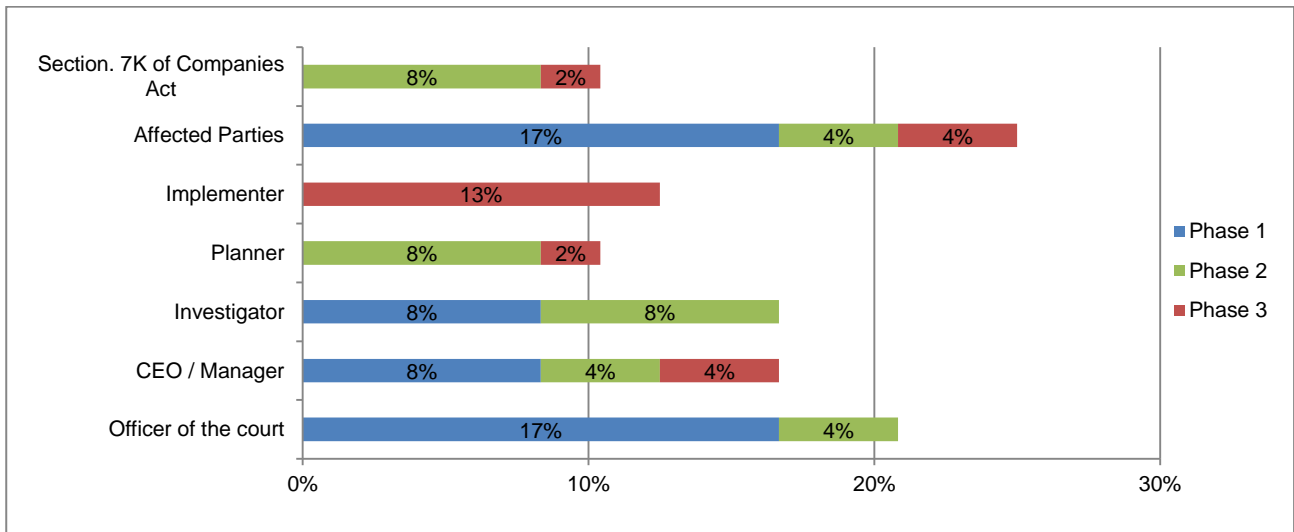


Figure 5.14: Practitioner 7: Business rescue roles and time allocations

This practitioner has included two new roles to his role set, namely; *Section 7K of the companies act*, and *affected parties*, which has been renamed as *collaborator*. Section 7K of the companies act refers to the balancing of the conflicts of interest between the role players and stakeholders in a rescue. The collaborator role on the other hand refers to meetings and correspondence with creditors, shareholders, unions, and employees. Practitioner 7 has allocated 17% of time in phase 1, and 4% in phase 2 to both officer of the court, and collaborator roles, making these two roles equally time consuming in the two phases. However, no time has been allocated to officer of the court in phase 3, while 4% has been allocated to collaborator, making the latter role the most time consuming role overall. During phase 2, the most time consuming roles included; investigator, planner, and section 7K of the companies act, each contributing 8% of the time allocations in this phase, followed by officer of the court, CEO/manager, and collaborator. During phase 3, the role as an implementer was the most time consuming role for this practitioner since he allocated 13% of the total 25% allocated to this phase.

5.2.8 Practitioner 8

Figure 5.15 shows the time spent on business rescue-work-family-life/social roles for practitioner 8.

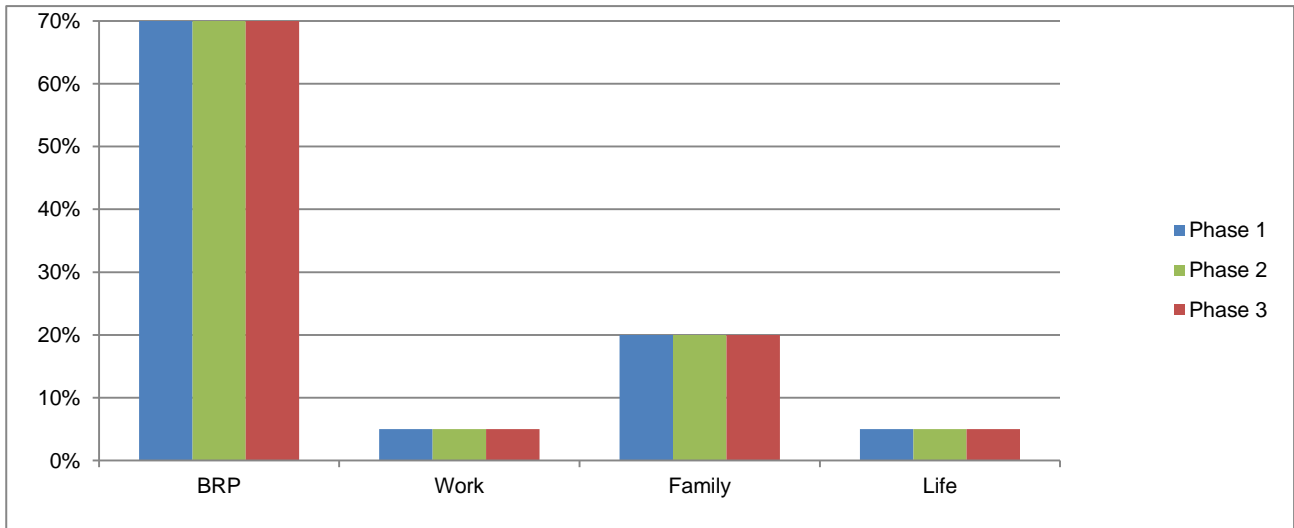


Figure 5.15: Practitioner 8: Business rescue-work-family-life roles

Practitioner 8 allocated 30% of his time to family roles, life roles and own career which remained equally allocated across all three phases. He then allocated the remaining 70% per phase to the BRP roles, which is why each phase is so evenly split. This practitioner seemingly leads a balanced lifestyle, in the sense that equal amounts of time are spent during the three phases on each of the role groups. Practitioner 8 however spends 70% of his time on the Business rescue roles during all three phases, leaving very little time to divide between the other role groups, making it clear that a prominent Business rescue-work/family/life conflict exists. Practitioner 8 also allocated at least 75% more time to his family than to his work and life roles (which only consisted of personal time since no time was allocated to the community member role). This will be further explored in the discussion section in chapter 6.

Figure 5.16 shows the time spent by practitioner 8 on the business rescue roles during the three phases of a business rescue.

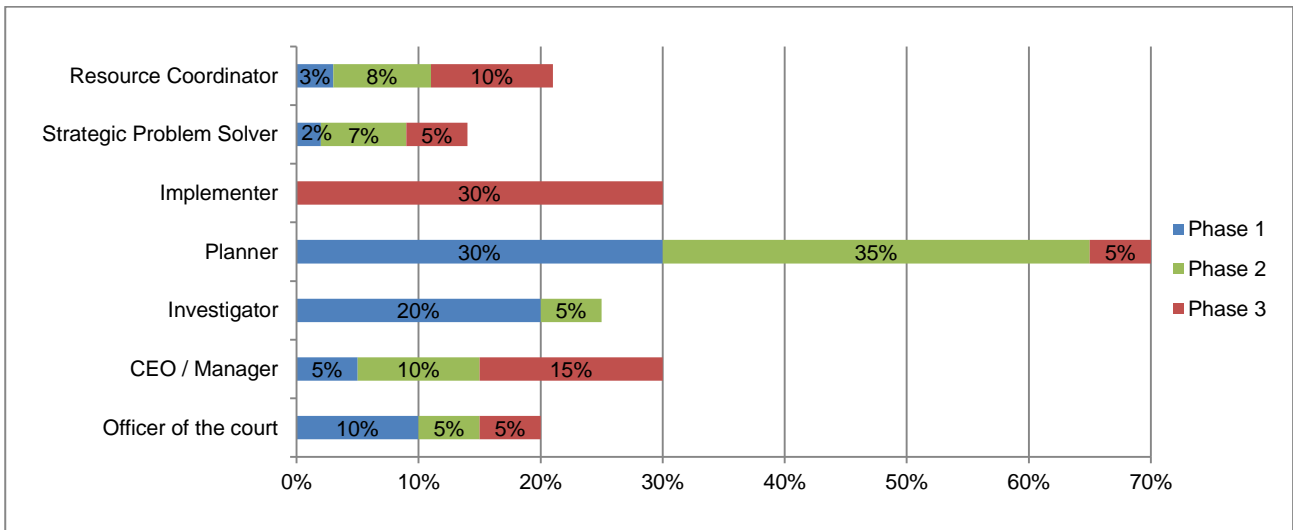


Figure 5.16: Practitioner 8: Business rescue roles and time allocations

Practitioner 8 included *resource coordinator* and *strategic problem solver* as two additional roles. A resource coordinator refers to the coordination of a team of people in business rescue in order to get a desired outcome. A strategic problem solver includes obtaining post-commencement funding, and restructuring of affairs of a business. The role as a planner is the most time consuming role for this practitioner during phase, phase 2, and overall. The time allocated to planner in phase 1 amounted to 30%, and 35% in phase 2. The role as an investigator contributed 20% of the time allocation in phase 1, 5% in phase 2, and 0% in phase 3. The role as a CEO/manager had steadily increasing time allocations starting at 5% in phase 1, 10% phase 2, and 15% phase 3. Officer of the court was more time consuming in phase 1 at 10% than in phases 2 and 3, both at 5%. The role as an implementer was only time consuming in phase 3, amounting to 30% of time allocated in phase 3. The resource coordinator role has increasing time allocations, starting at 3% in phase 1, increasing to 8% in phase 2, and 10% in phase 3. Overall, the strategic problem solver role is the least time consuming role. During phase 1, this role occupies 2% of this practitioner’s time, 7% in phase 2, and 5% in phase 3.

5.2.9 Practitioner 9

Figure 5.17 shows the time spent on business rescue-work-family-life/social roles for practitioner 9.

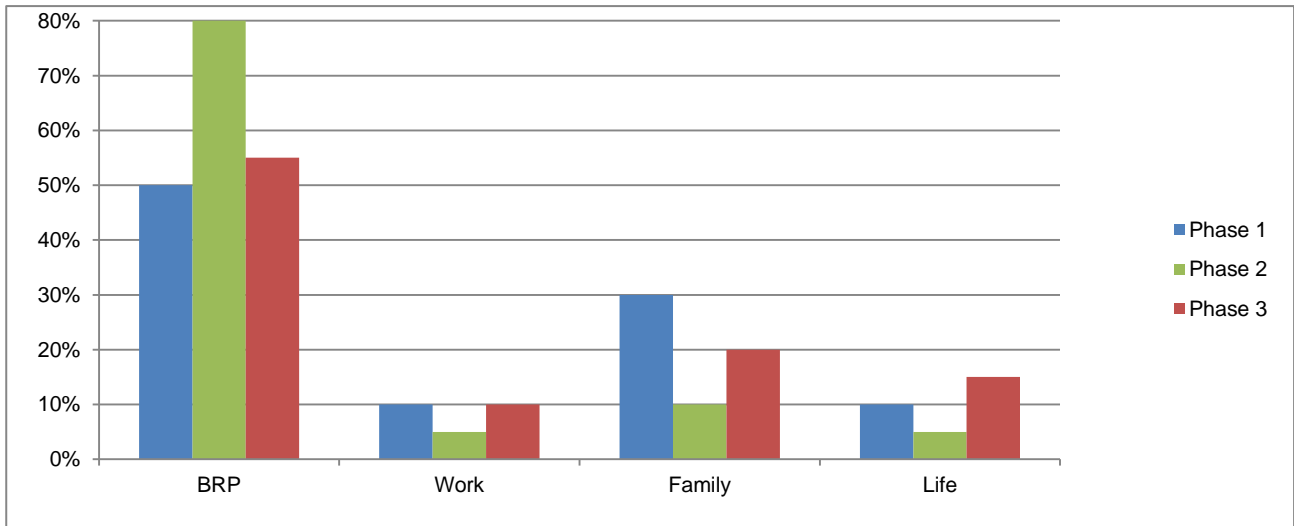


Figure 5.17: Practitioner 9: Business rescue-work-family-life roles

The most noticeable conflict that this practitioner experienced is between Business rescue roles and the other role groups, especially in phase 2 where he spends 80% of time. It appears that phase 2 is the most demanding phase in terms of time, such that this practitioner spends very little time on his roles priorities outside of BR during this phase. Furthermore, practitioner 9 spends more time on the BRP roles in phase 3, than in phase 1, similarly to practitioners 3 and 4. Like practitioner 8, practitioner 9 gives more attention to his family priorities than to his work or life priorities, particularly in phase 1. Very little time has been allocated to the work role. This will be further explored in the discussion section in chapter 6.

Figure 5.19 shows the time spent by practitioner 9 on the business rescue roles during the three phases of a business rescue.

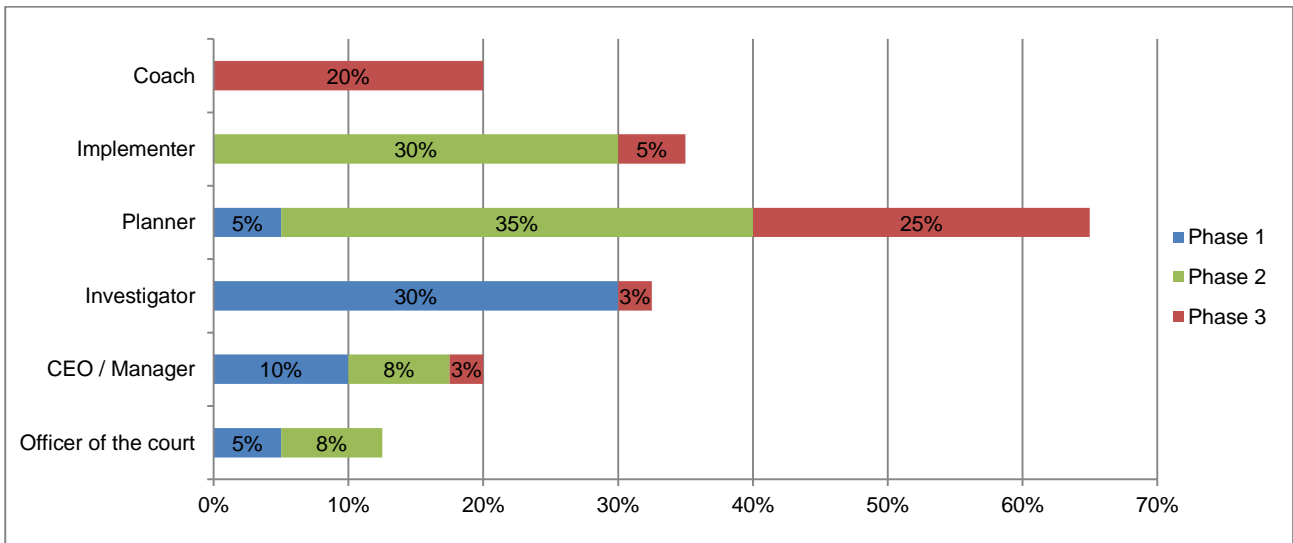


Figure 5.18: Practitioner 9: Business rescue roles and time allocations

Practitioner 9 included *coach* as an additional role. Coaching for this practitioner refers to remaining behind after a rescue, or during the implementation phase to teach the management how to sustain the business after business rescue. During phase 1, practitioner 9 allocated the majority of his time (30%) to investigating, followed by CEO/manager at 10%, and lastly officer of the court and planning, both at 5% each. During phase 2, the role as planner amounted to 35% of the time allocation, followed by implementer at 30%, and then CEO/manager and officer of the court, each at 8%. During phase 3, the role as planner is the most time consuming role, contributing to 25% of the time allocation, followed by the additional role as a coach, which contributes 20% of the time allocation. What is interesting to note, is that this particular practitioner allocated far more time to implementation in phase 2, than in phase 3, while the majority of the practitioners allocated time to implementation only in phase 3. Additionally, time has been allocated to investigating in phase 3, but not in phase 2, while most practitioners did not allocate time to this role in phase, or in the very least allocated more time to investigating in phase 2 than in phase 3.

5.2.10 Practitioner 10

Figure 5.19 shows the time spent on business rescue-work-family-life/social roles for practitioner 10.

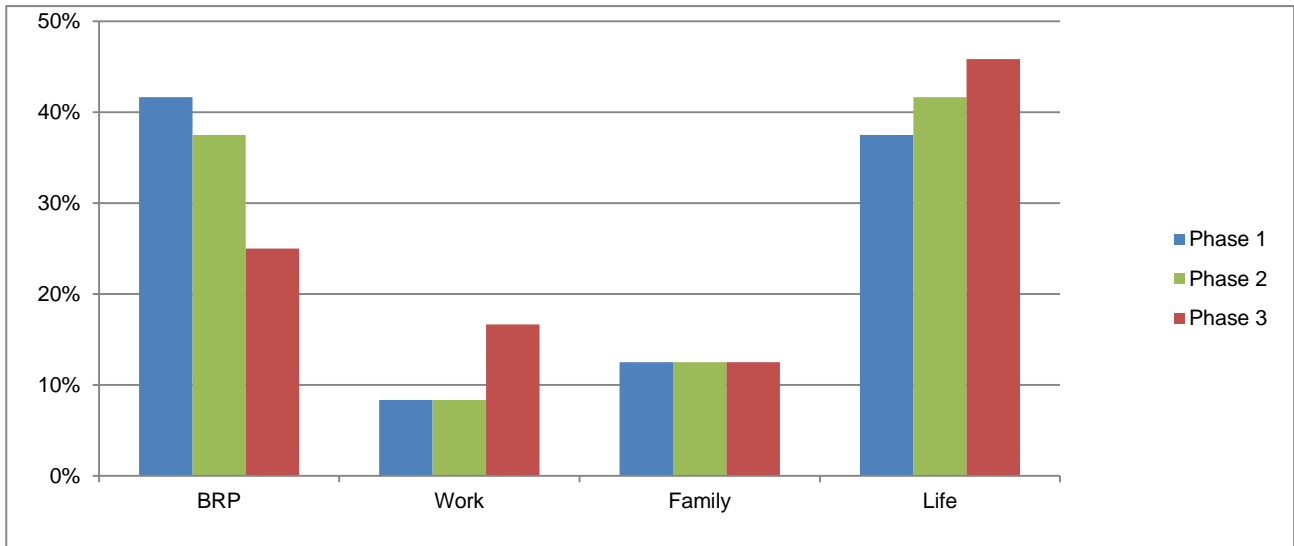


Figure 5.19: Practitioner 10: Business rescue-work-family-life roles

Practitioner 10 has allocated more time to his life roles in phases 2 and 3, than he did to the BRP roles. This makes his time allocations rather peculiar, since all of the other practitioners allocated more time to their BRP roles than to any of their other roles. Furthermore, his life roles only included personal time and did not include time spent as a community member. Perhaps a life-BRP conflict exists for this practitioner. As a BRP, and like practitioners one, seven, and twelve, this practitioner focuses more of his time in phase 1, followed by phase 2, and then phase 3. Since this practitioner did not have any children, all the time allocated to his family group was time spent with his spouse/partner. This will be further explored in the discussion section in chapter 6.

Figure 5.20 shows the time spent by practitioner 10 on the business rescue roles during the three phases of a business rescue.

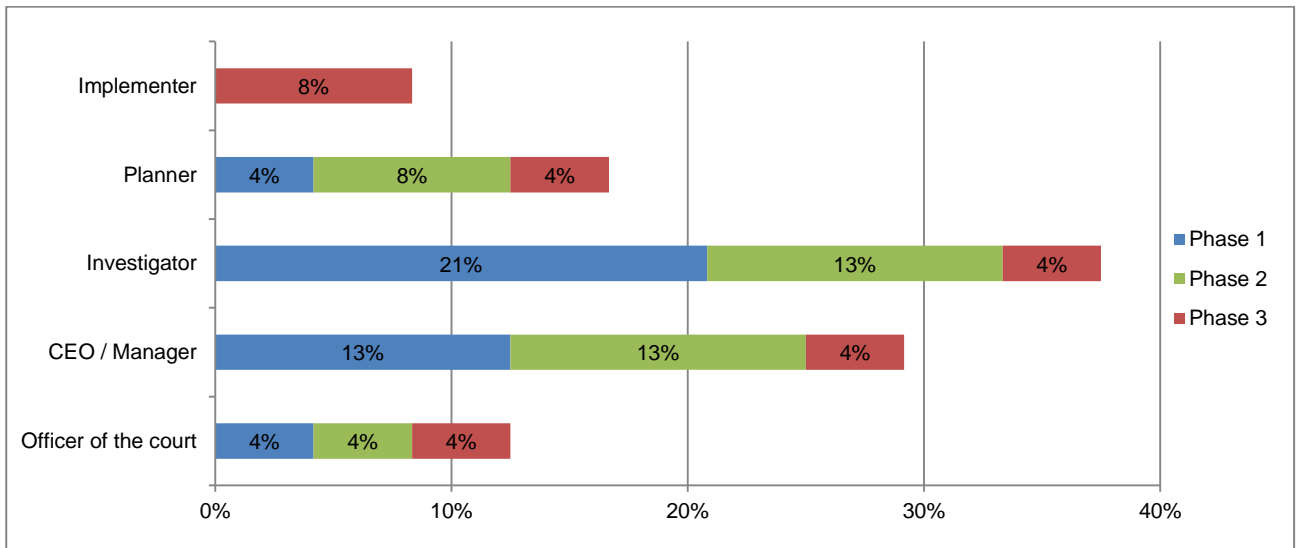


Figure 5.20: Practitioner 10: Business rescue roles and time allocations

Practitioner 10 did not add any new BRP roles. The role as an investigator seems to be the most time consuming role for this practitioner, taking up 21% of his time in phase 1, 13% in phase 2 and 4% in phase 3. This is followed by the CEO/manager role which has an allocated time of 13% in both phase 1 and phase 2, and 4% in phase 3. Time spent on planning increased from 4% in phase 1 to 8% during phase 2, and then fell back to 4% in phase 3. Practitioner 10 only allocated time to the implementing role in phase 3, which is double the time allocated to the other roles during this phase. Officer of the court remained constant throughout the phases.

5.2.11 Practitioner 11

Figure 5.21 shows the time spent on business rescue-work-family-life/social roles for practitioner 11.

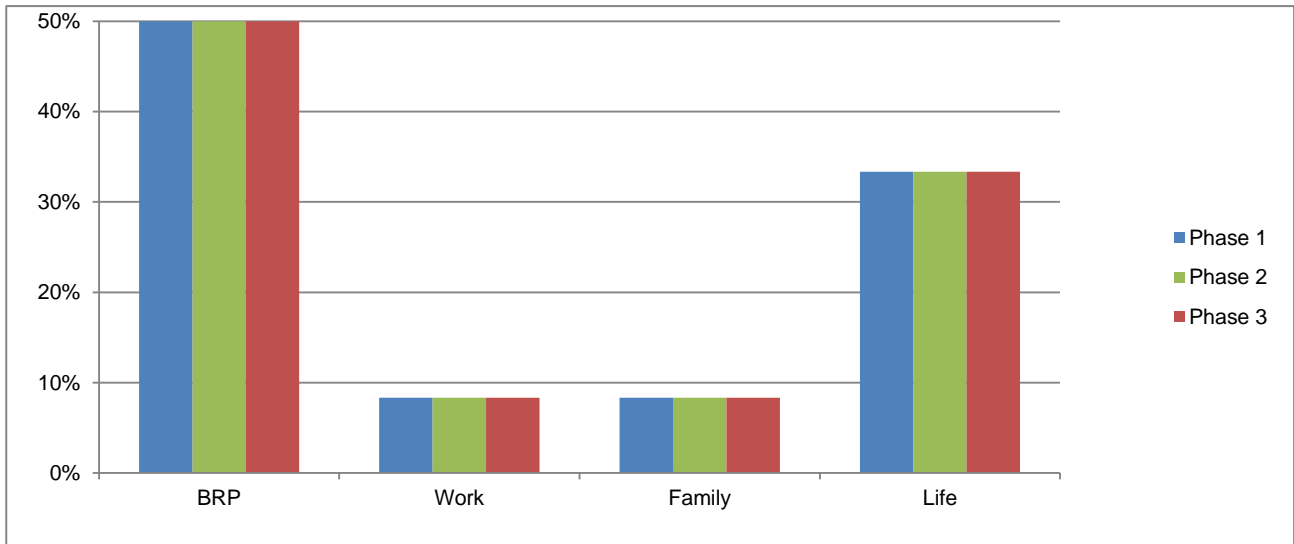


Figure 5.21: Practitioner 11: Business rescue-work-family-life roles

Like practitioner 6, practitioner 11 split his time in half by allocating 50% of his time to BRP roles and 50% of his time to his other roles. Although the time allocations for the BRP roles differed across the phases, the time allocations for work, family, and life did not change, and were allocated consistently the same across all three phases. This practitioner only spends 50% of his day on BRP roles, and a relatively high 33% on his life roles, which only includes personal time and does not include time spent as a community member. This practitioner experiences a slight BRP-life conflict, and a more prominent Business rescue-work/family conflict. As well as a potential life-family/work conflict since he spends vastly more time on himself than on his work or family roles. This will be further explored in the discussion section in chapter 6.

Figure 5.22 shows the time spent by practitioner 11 on the business rescue roles during the three phases of a business rescue.

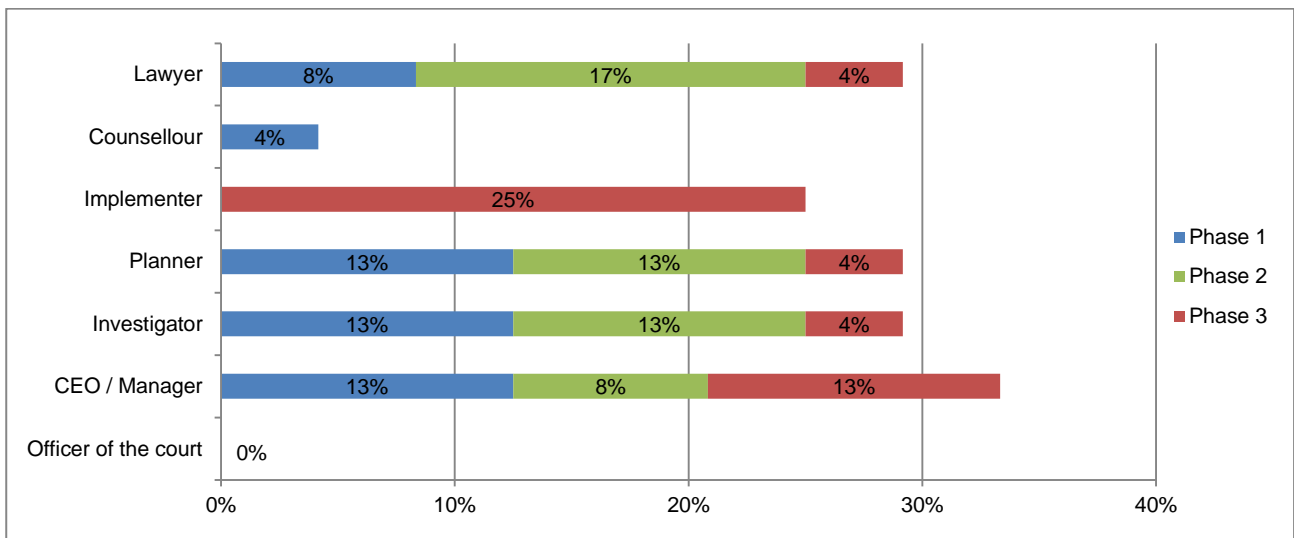


Figure 5.22: Practitioner 11: Business rescue roles and time allocations

Two additional roles emerged for practitioner 11. These included the role as a *lawyer* and the role as a *counsellor*. The role as lawyer includes dealing with and understanding the numerous contracts involved with a business and business rescue, as well as dealing with the legal aspect of human resources. A counsellor refers to assisting staff and directors with guidance and emotional support throughout the business rescue process. Practitioner eleven’s time allocations towards his BRP roles remained relatively constant across the phases. For example, planner, investigator, and CEO/manager each contribute 13% towards the BRP roles in phase 1. These three roles are the most time consuming roles during phase 1. In phase 2, 13% has been allocated to both planner and investigator, while in phase 3, 4% has been allocated to planner, investigator, and lawyer roles. During phase 2, the role as a lawyer is the most time consuming, followed by planner and investigator, and lastly CEO/manager. The time variations between these four range between 8%-17%. One of the additional roles, counsellor, only had an allocated time of 4% during phase 1, and did not have any time allocated to it during phases 2 and 3. During phase 3, the most time consuming role was the implementer role, making up 25% of the 50% allocated to phase 3. Lastly, practitioner 11 did not allocate any time to officer of the court during any of the three phases. The reason for this was that he believed the role was a constant function and one should always abide by the law and statutory processes and therefore could not allocate a specific amount of time to the role.

5.2.12 Practitioner 12

Figure 5.23 shows the time spent on business rescue-work-family-life/social roles for practitioner 12.

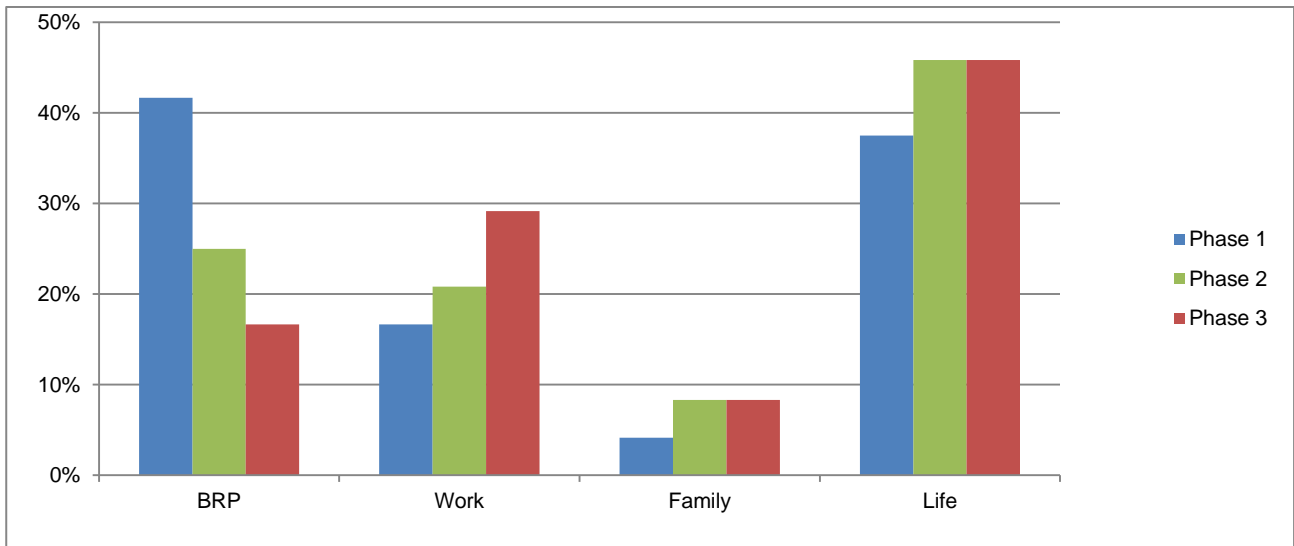


Figure 5.23: Practitioner 12: Business rescue-work-family-life roles

Like practitioner 10, practitioner 12 has allocated more of his time to his life roles than to his BRP roles. This particular practitioner's life roles consist of personal time and time spent as a student, he also did not allocate time to being a community member. As a BRP, practitioner 12 focuses more of his time in phase 1, and then in phase 2, and lastly in phase 3, indicating that the implementation period is the least time consuming period in a business rescue. Another interesting note is that practitioner 12 seems to spend more time on his own work/career than the other participants. The graph indicates a life-BRP/work/family conflict, as well as work-family conflict. Perhaps family conflict is due to the fact that this practitioner does not have children and only needs to spend time with his spouse/partner. This will be further explored in the discussion section in chapter 6.

Figure 5.24 shows the time spent by practitioner 12 on the business rescue roles during the three phases of a business rescue.

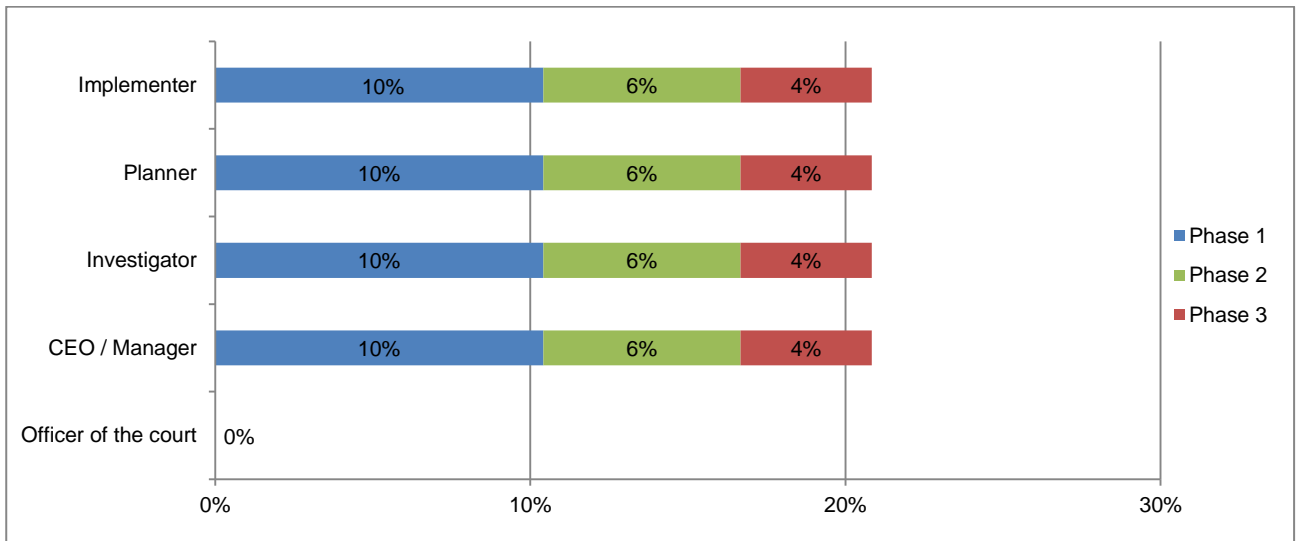


Figure 5.24: Practitioner 12: Business rescue roles and time allocations

Practitioner 12 allocated his time consistently across all the phases for all the BRP roles, with the exception of officer of the court. Like practitioner 5, practitioner 12 believed in performing all BRP roles at once. One role does not bear more importance than another role. He did not allocate any time to officer of the court, for the same reasons as practitioner 11. He believed the role was a constant function and one should always abide by the law and statutory processes and therefore could not allocate a specific amount of time to the role. In other words, one will always spend time on this role. Although the time has been allocated consistently for each of the roles, the graph still shows that this practitioner spends the majority (10%) of his time on each role during phase 1, followed by 6% on each role during phase 2, and 4% during phase 3.

5.2.13 Average time allocations

Figure 5.25 shows the time allocations towards the BRP, work, family, and life role priorities as an average for all 12 practitioners.

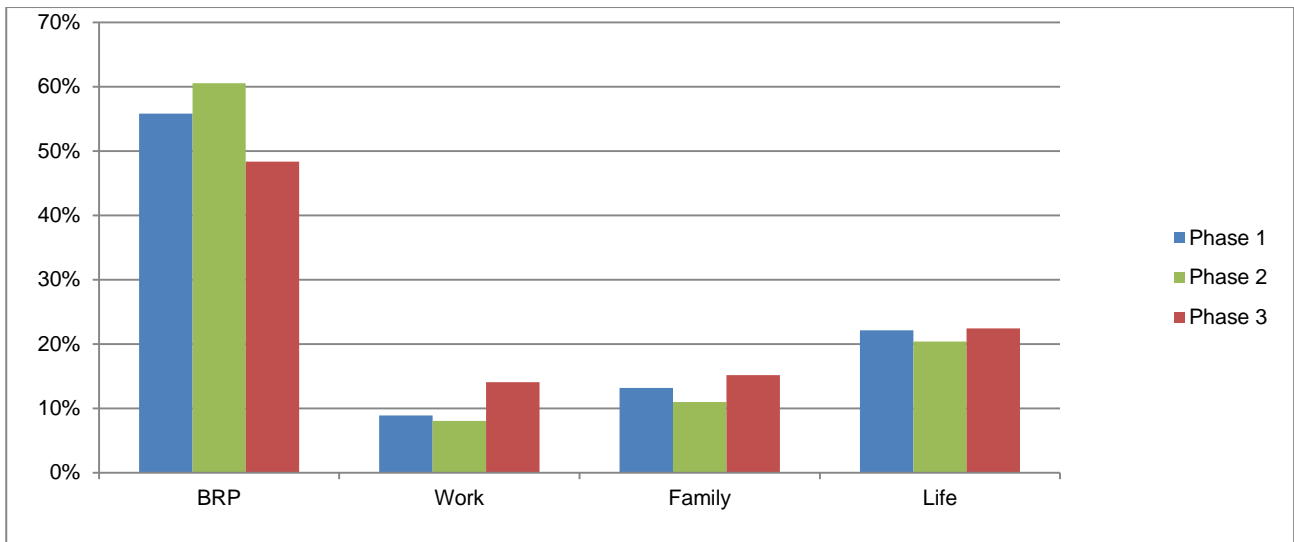


Figure 5.25: Average time allocated towards business rescue-work-family-life roles

The graph shows that practitioners spend the majority of their time fulfilling business rescue practitioner roles, compared to other role priorities. This is particularly relevant in phase 2, in which 61% of 100% is spent as a BRP, closely followed by phase 1, in which 56% of time was spent on BRP roles. The second group which consumes the most time is that of life. Life consists of personal time and the role as community member. It must be noted that only six of the 12 practitioners allocated time towards being a community member. The time allocated to this role category remained relatively constant across all three phases. The two role groups that suffer the most in terms of time allocated towards them is that of work/own career, and family, with family being slightly better off. The graph shows that practitioners had more time to spend on role priorities in phase 3, followed by phase 1, and lastly phase 2 since the latter was the most time consuming phase as a BRP.

Figure 5.26 shows the average time allocations towards the five main BRP roles as well as the time allocations towards the new roles added by the practitioners during the interviews. The five generic BRP roles include; officer of the court, CEO/manager, investigator, planner, and implementer. The additional roles identified by the practitioners include; independence, mediator, strategic problem solver, resource coordinator, lawyer (compliance role), fiduciary, director, adding to the profession, collaborator, section 7K of the companies act, psychologist, coach and counsellor.

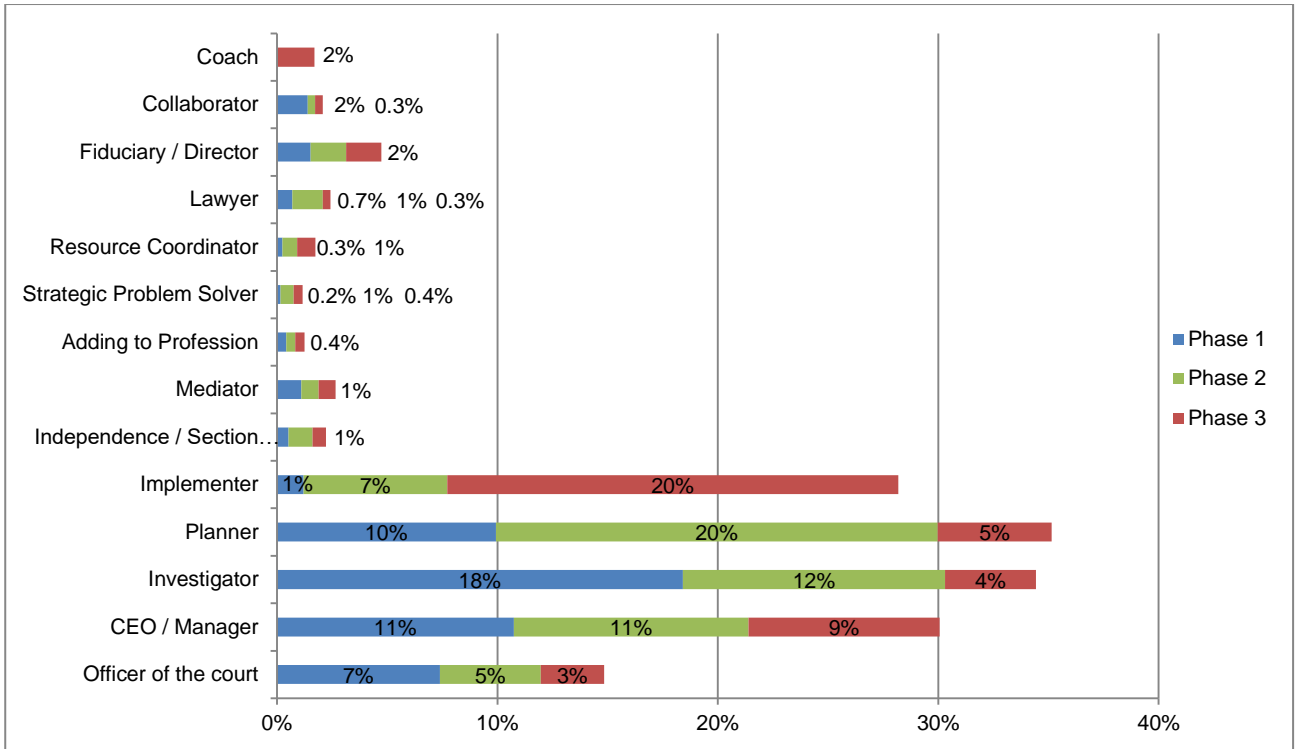


Figure 5.26: Average business rescue roles and time allocations

Of the 13 additional roles that were identified by the practitioners, six were grouped into three new role categories namely counsellor, independence/section 7K, and director/fiduciary. The rest remain additional roles on their own. Therefore, nine new roles exist. The roles as a counsellor and psychologist were grouped as *counsellor*, since both roles referred to assisting and providing emotional support to the employees and directors of a company in business rescue. The second new group consists of the identified roles of independence and section 7K of the companies act, named as *independence/S7K*. Both independence and section 7K of the companies act involved acting in the best interests of the affected parties in a business rescue. Thirdly, the roles of director and fiduciary were grouped together as *director/fiduciary* since both roles included fiduciary responsibilities as well as the liabilities and responsibilities of a director of a company.

Overall, the most time consuming BRP role from the five generic BRP roles across all three phases was planner, followed by investigator, then CEO/manager, implementer, and lastly, officer of the court. During phase 1, the investigating role amounted to 18% of the time allocated during that phase, making it the most important role during phase 1. In phase 2, the planning role was the most important since it made up 20% of the time allocated during phase 2. Lastly, the implementing role made up 20% of the time allocated

in phase 3. These time allocations are synonymous with the general process of business rescue. The CEO/manager role remained relatively constant across the three phases, and officer of the court which only decreased by 2% in each phase, make these two roles seemingly constant functions of business rescue.

The following three tables (5.2, 5.3, 5.4) rank the time demands for each role per practitioner during each of the three phases. A ranking of 1 was allocated to the most time consuming roles, while a ranking of 7 was allocated to the least time consuming roles. Should a practitioner have allocated equal amounts of time to more than one role, then those roles hold the same ranking. For example, if a practitioner allocated 10% to the role as an investigator and 10% to the role as an officer of the court in phase 1, and assuming 10% was the highest time allocation in that phase then both roles received a ranking of 1. The next time consuming role then receives a ranking of 3, and continues until five roles have been ranked. Only the scores from the five generic roles were added up to receive a total value, and lastly an average was calculated by dividing the total value by 12, the total number of practitioners. The average values have been used as analysis.

Table 5.2 ranks the demand for time for each of the roles per practitioner in phase 1.

Table 5.2: Ranking (*) of demand for time in phase 1 (between appointment and 1st creditors meeting)

Roles	Practitioner												Total	Ave Rank	
	1	2	3	4	5	6	7	8	9	10	11	12			
Generic roles															
Officer of Court	1	5	5	4	1	6	1	3	3	3	6	5	43	3.6	
CEO / Manager	2	3	2	2	1	2	3	4	2	2	1	1	25	2.1	
Investigator	2	1	1	2	1	1	3	2	1	1	1	1	17	1.4	
Planner	4	3	3	1	1	3	5	1	3	3	1	1	29	2.4	
Implementer	6	6	6	5	7	5	5	7	5	5	6	1	64	5.3	
Additional roles															
Fiduciary / Director	4				1										
Psychologist / Counsellor		2									5				
Independence / Section 7K			3				5								
Mediator					1										
Adding to profession						4									
Collaborator							1								
Resource coordinator								5							
Strategic problem solver								6							
Coach									5						
Lawyer											4				

*Lowest score = highest time demand

Of the five generic roles, the most time consuming role in phase 1, that is, the one with the highest time demand is the role as an investigator with an average score of 1.4. CEO/manager was the second lowest score role at 2.1, followed by planner at 2.4, officer of the court at 3.6, and implementer scored at 5.3.

Table 5.3 ranks the demand for time of each of the roles per practitioner in phase 2.

Table 5.3: Ranking (*) of demand for time in phase 2 (between the 1st and 2nd creditors meetings)

Roles	Practitioner												Total	Ave
	1	2	3	4	5	6	7	8	9	10	11	12		
Generic roles														
Officer of Court	4	4	3	4	1	6	4	5	3	4	5	5	48	4.0
CEO / Manager	2	2	3	3	1	2	4	2	3	1	4	1	28	2.3
Investigator	2	4	1	2	1	1	1	5	5	1	2	1	26	2.2
Planner	1	1	1	1	1	3	1	1	1	3	2	1	17	1.4
Implementer	6	3	5	5	1	5	7	7	2	5	5	1	52	4.3
Additional roles														
Fiduciary / Director	4				1									
Psychologist / Counsellor		6									5			
Independence / Section 7K			5				1							
Mediator					1									
Adding to profession						4								
Collaborator							4							
Resource coordinator								3						
Strategic problem solver								4						
Coach									5					
Lawyer											1			

*Lowest score = highest time demand

The lowest scored role in phase 2 is the role as a planner, making it the most time consuming role in the phase. The second most time consuming role in phase 2, is as an investigator, which has a score of 2.2. The CEO/manager role has the third highest time demand, followed by officer of the court, and lastly implementer, which holds a score of 4.3. A change of roles between phase1 and phase 2 is visible and will be further explored in the discussion section in chapter 6.

Table 5.4 ranks the demand for time of each of the roles per practitioner in phase 3.

Table 5.4: Ranking (*) of demand for time in phase 3 (implementation after the 2nd creditors meeting)

Roles	Practitioner												Total	Ave	
	1	2	3	4	5	6	7	8	9	10	11	12			
Generic roles															
Officer of Court	4	3	6	4	1	5	6	4	6	2	6	5	52	4.3	
CEO / Manager	2	2	2	2	1	2	2	2	4	2	2	1	24	2.0	
Investigator	4	4	2	2	1	3	6	7	4	2	3	1	39	3.3	
Planner	6	4	2	5	1	6	4	4	1	2	3	1	39	3.3	
Implementer	1	1	1	1	1	1	1	1	3	1	1	1	14	1.2	
Additional roles															
Fiduciary / Director	2				1										
Psychologist / Counsellor		4									6				
Independence / Section 7K			2				4								
Mediator					1										
Adding to profession						4									
Collaborator							2								
Resource coordinator								3							
Strategic problem solver								4							
Coach									2						
Lawyer											3				

*Lowest score = highest time demand

In phase 3, implementer was score the lowest and therefore has the highest time demand. Similarly to phase 1, CEO/manager was scored second lowest, and planner and investigator scored third lowest. Officer of the court was the least time demanding role in phase 3 with a score of 4.3.

Of the additional roles, mediator (scored 1) remained constant across all three phases, as did adding to the profession (scored 4). The role as a fiduciary/director remained one of the most time demanding roles across all three phases. The collaborator role was a time consuming role in phase 1 and phase 3, but one of the least time consuming roles in phase 2. The role as a lawyer has a greater time demand in phase 2 than in phase 1 or 3. The resource coordinator role scored 3 in phases 2 and 3, and scored 5 in phase 1, making it more time demanding in phases 2 and 3. Strategic problem solving on the other hand was not very time consuming in phase 1 but had lower scores in phases 2 and 3. The counsellor role was more time consuming in phase 1 than in either of the other phase. Lastly, the role as a coach received a score of 2 in phase 3, and a higher score of 5 in phase 1 and 2.

Figure 5.7 shows the average ranking of demand for time of the five generic business rescue roles across the three phases.

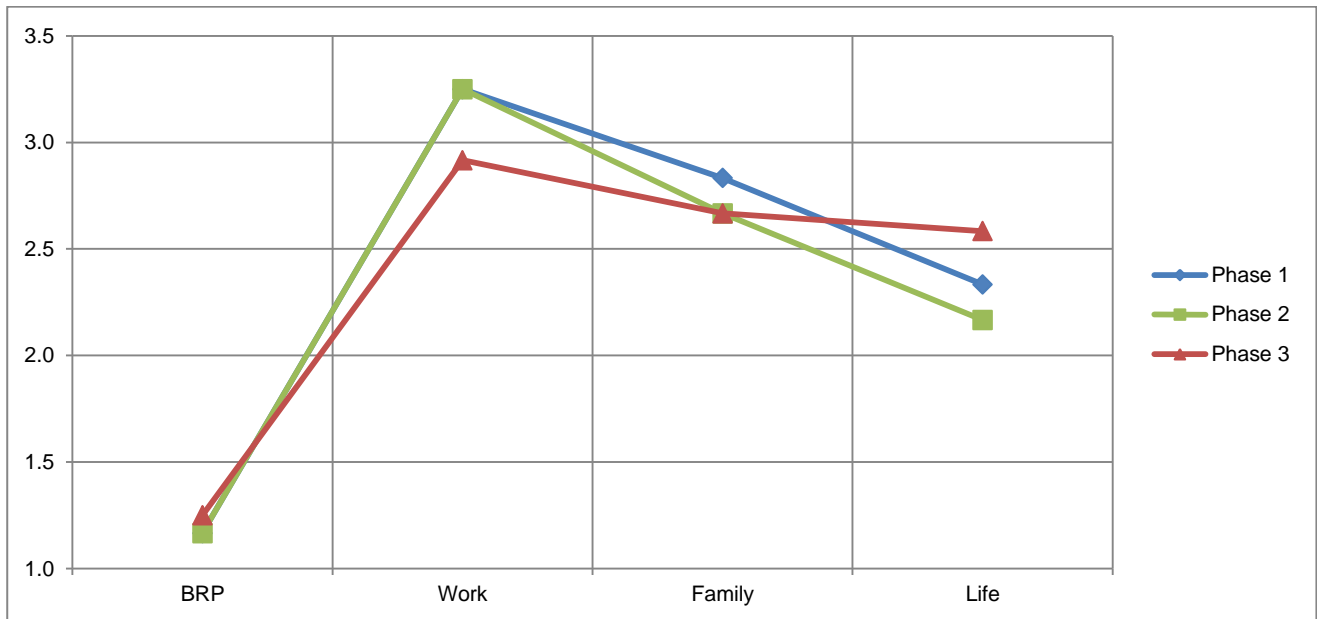


*Lowest score = highest time demand

Figure 5.27: Average ranking of time demand for five generic business rescue roles

The graph represents demand for time of the five generic BRP roles and the way it changes throughout the three phases. The lowest points on the graph show the most time demanding roles, which are the investigator in phase 1, planner in phase 2, and implementer in phase 3. The highest points on the graph represent the roles with the lowest demand for time. In this case, the least time demanding role for phase 1 and 2 was that of the implementer, followed officer of the court which was the most time consuming role overall.

Figure 5.28 shows the average ranking of demand for time of the four role categories, which include BRP roles, work, family, and life.



*Lowest score = highest time demand

Figure 5.28: Average ranking of time demand for the four role categories

The graph represents demand for time and the way it changes throughout the three phases. In other words, the extent of time demand, and therefore, extent of role conflict is presented in the graph. The lowest points on the graph show the most time demanding roles, which are the BR roles in all three phases. The highest points on the graph represent the roles with the lowest demand of time. In this case, the least time demanding role for all three phases are the BRP's other work/career roles, followed by family, and lastly life. The graphs shows the imbalance between the role categories such that business rescue demands much more time from practitioners than their other roles.

5.3 RESEARCHER OBSERVATIONS

This section of the findings, reports on observations made by the researcher during interview conversations with the practitioners. The observations, particularly independence/section 7K, are antecedents that contribute to the main roles of focus in this research. During the interviews the researcher noted that although the practitioners never specifically named *independence* as a role on its own, five of the 12 practitioners made it

clear that remaining independent in a business rescue is important. In addition, two of the practitioners made mention to *section 7K of the companies act*, while only one of them included it as an additional role. Furthermore, nine practitioners acknowledged the importance of the responsibility that they have to all *affected parties* in a business rescue, however, only one practitioner translated it into a as a role. Section 7K of the companies act provides for the “efficient rescue and recovery of financially distress companies, in a manner that balances the rights and interests of all relevant stakeholders” (Strime, 2012). The purpose of section 7K is to remain independent, that is to assist the company but without getting so involved that one forgets to act in the best interest of all the parties involved. Again, only two of the 12 practitioners included “independence” and section 7K as additional roles; however, three other practitioners mentioned the importance of independence and section 7K of the companies act. In addition multiple mentions were made regarding the “non-independence” of other practitioners in the profession. One practitioner commented:

“There’s a lot of practitioners out there that just don’t give a damn, they act unilaterally, they act outside of the Act, outside of the law and they get away with it.” (P05)

The statement above speaks to the importance of acting in the best interest of all affected parties, and maintaining one’s independence. Independence has been a recurring element throughout this study since it is important that practitioners remain objective and maintain their independence without getting too involved in the company, while forgetting about affected parties. If a practitioner loses his/her independence he/she can be held liable in terms of section 77 of the Act. Although two of the practitioners named independence and section 7K of the Act as additional roles, the researcher has omitted it from the discussion section of this study since independence is perceived as a prerequisite to becoming a business rescue practitioner. The researcher has included it in this chapter of the study for the purposes of reporting the findings, and under researcher observations to make it clear the she was aware it.

In addition, the researcher noted the significance of the BRPs having to play multiple roles in both their personal capacities as well as the BR profession. It was noted that nearly all 12 practitioners reported that they needed help to fulfil every role, because it was not possible for each BRP to do everything on their own. In addition to this, the general

consensus of practitioners was that it is not possible to execute more than a maximum of three rescues at any one time, and if multiple rescues were being conducted, they needed to be in different phases. Some practitioners even believed it is not possible to do more than one rescue properly at one time. Often those practitioners were involved in a rescue of one large company which had smaller companies attached to it. The reason for this is again, because BR is so demanding, it becomes extremely difficult for practitioners to fulfil all the BRP roles for more than one rescue and they believed taking on more than they should, would affect the quality of their work. One practitioner confirmed this:

“There are a lot of practitioners who will take on multiple roles and half do them or it’s a part-time job ... if you are not doing it fulltime you shouldn’t be doing it.” (P07)

In order to cope with demand practitioners got help in the form of joint appointments, or outsourced particular roles to more experienced professionals. For example, practitioners from a financial background often brought in people well versed in law, while practitioners from a business or law background brought in financial expertise. Practitioners referred to business rescue as a *team sport*; while others stated that a business rescue needs at least two skill sets. One practitioner confirmed this:

“You can’t do them all yourself and be an expert at all of them all the time.” (P12)

For this reason, and in order to cope with the demand that BR places on practitioners, the business rescue profession has seen a rise in joint appointments where more than one practitioner is involved in the business rescue. Eliciting help from other BRPs assists them in; their attempts to maintain balanced lifestyles, preventing the Business rescue-work/family/life inter-role conflict, and building relationships and networks with one another.

“We have started taking, more and more joint appointments, and that is a solution to the problem, to have a normal life.” (P05)

It was interesting to note that by only taking on joint appointments and using outside expertise skills, practitioners are seeking and potentially finding necessary social support within the business rescue working domain (Pluut, 2016:23). The received social support

from the business rescue work domain can help prevent the depletion of resources that result from high demands. In addition, the support may assist BRPs in coping with stress, and managing work overload (Pluut, 2016:25) since through joint appointments, BRPs can distribute their workload amongst each other, resulting in a lower demand placed upon them. The discussions of these findings are reported in the next chapter.

6 CHAPTER 6: DISCUSSION

The purpose of this qualitative study was to develop a better understanding of the roles played by BRP's, role conflict experienced by BRP's, and the extent in which conflict occurs, specifically, during the first three phases of a business rescue operation. This research therefore explored three main areas to meet the purpose. These areas include: additional BRP roles, conflict experienced by BRPs, and the changes in demand for time across the BR phases. The following section discusses the findings of this research.

6.1 BUSINESS RESCUE PRACTITIONER ROLES

As reported in Chapter 5 of this research, the five generic roles included: officer of the court, CEO/manager, investigator, planner, and implementer (see p. 34). In addition, the following roles were identified as additional roles to the five generic roles: counsellor, collaborator, director/fiduciary, mediator, strategic problem solver, resource coordinator, lawyer, and coach. In order to get more clarity on the demands placed upon time by the BRP roles, the roles have been included in Figure 6.1 which graphically illustrates this demand.

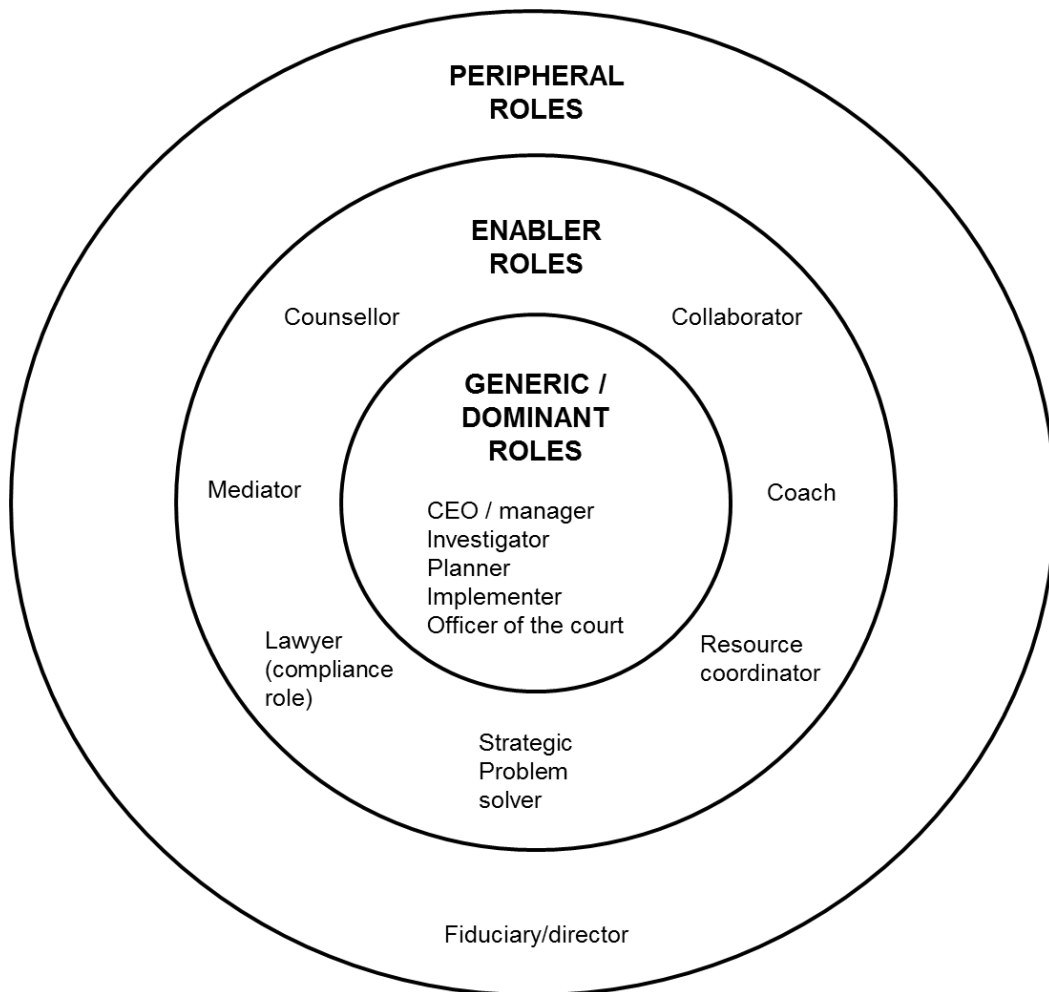


Figure 6.1: Level categories based on demands for time of business rescue roles

Looking at the time demand of each of the roles, the roles can be placed into three level categories, namely; peripheral roles, enabler roles, and generic or dominant roles. The centre level contains the five dominant BRP roles that are key to any business rescue. These roles include CEO/manager, investigator, planner, implementer, and officer of the court. These five roles are perceived as the most time consuming of all roles. This is in line with Pretorius' (2013) paper on tasks and activities of the business rescue practitioner. Although the officer of the court has been included as a dominant role, the practitioners in this study identified it as a peripheral role, and therefore, should be moved to the periphery of BR roles.

The middle level has identified enabler roles. The enabler roles include; counsellor, collaborator, mediator, strategic problem solver, resource coordinator, lawyer (compliance), and coach. Enabler roles are perceived as more time consuming roles

because they enable, or make it possible for the practitioner to perform the dominant functions in a business rescue. For example, collaborating with affected parties allows the practitioner to effectively communicate with them, which might subsequently aid him/her in the investigating and planning phases of the business rescue.

The outer level consists of peripheral roles, which includes; directory/fiduciary. This role is on the periphery since it is not of a focussed concern for the practitioners. Peripheral roles therefore are the least time consuming roles since they do not require a focussed attention towards them, however, they should be complied with. Although the role as an officer of the court was included in this study as a dominant role since it was identified as one of the main tasks of BRPs by Pretorius (2013:17), the practitioners in this study believed that it is in fact a peripheral role, since they either allocated very little time or no time at all to the role. However, by doing so did not diminish its importance as a role. The figure successfully shows where the demand of time exists for BRPs.

Demand for time plays an important part in this study. Demand can be defined as an important requirement or need which is actively expressed (Oxford English Dictionary, 2016b). Demand in this study has been associated with the demands placed on time, as well as psychological demand, both of which have been used in the explanation of conflict (De Villiers & Kotze, 2003:16), and should be balanced in order to prevent such conflict. Practitioners referred to the time pressures placed upon them as BRPs during a business rescue, to such an extent that they are often always busy with a business rescue, that is all time consuming. This is due to the fact that business rescue has very short timelines, and a sense of urgency in which one must always be available. One practitioner confirmed that business rescue is an all time consuming job:

“I’ve got a limited resource of time ... you’re always busy, so you are using every moment of every day, there’s never a moment you’ve got nothing to do.” (P08)

In addition, practitioners referred to various visceral demands placed upon them, stating that business rescue is challenging, stressful, and emotionally draining, and they often need to make sacrifices. These visceral demands are evident in conflict literature which includes impacts such as feeling overwhelmed and experiencing high levels of stress

(Pluut, 2016:5; Han *et al.*, 2014:476; De Villiers & Kotze, 2003:16). The following quote confirms that sacrifices are made and supports the notion that time is limited:

“This is very telling to see where these sacrifices are going. There’s 24 hours in a day, there’s only that much coffee in a cup, you can’t over fill it.” (P05)

Interestingly enough, many practitioners emphasised the importance of balance, despite referring to time and psychological demands of business rescue. Balance referred to either equilibrium between being a practitioner and one’s personal life, in other words preventing work from intruding in one’s personal life (Fisher & Layte, 2004:7), or the balancing of BRP roles. One practitioner confirms the importance of balance between one’s personal life and being a business rescue practitioner:

“You have to have a balanced lifestyle. If you don’t, this job will kill you, if it doesn’t destroy your marriage and all your personal relationships. Balance is everything.” (P06)

Practitioners recognised the importance of, and attempted to lead a balanced life, however they were subject to both time and psychological demand, making it difficult to find a balance between being a business rescue practitioner and their other roles. Thus, it can be concluded that demand, whether related to time or psychological demand played a significant role in the lives of business rescue practitioners, and since both time and psychological demands are linked to role conflict (De Villiers & Kotze, 2003:16), the following section discusses role conflict of practitioners.

6.2 ROLE CONFLICT EXPERIENCED BY BUSINESS RESCUE PRACTITIONERS

According to what has been seen in the work-life conflict literature (see p.16), this study has identified conflicts that exist between BR roles and other roles (own work, partner/spouse, parent/grandparent, community member, and personal) and other work, as well as the conflicts between BR roles themselves. The role conflicts stem from imbalances of the time demanded by the various roles (Ackerman, 2012:138). Being a BRP was in conflict with the BRP’s own work/career role. In this regard, practitioners often neglected their own business or work while they were busy with a rescue. The problem is then they either need to catch up on this work after the rescue has been completed which

might then result in the infamous work-life conflict issue, or those who own their own businesses may have neglected functions such as a marketing and sales, resulting in losing out on potential business. For example, one practitioner said:

“All the other business collapses ... so all their marketing stops because they are so involved with the job, then the job finishes and they (BRP) will have no work.” (P11)

In addition, being a practitioner also conflicted with BRP's time with their families. Although a few of the practitioners tried to maintain a balance by consistently allocating time to the parental/grandparental as well as spouse/partner roles across the three phases, the conflict was still present, as can be seen by the fact that they spend far more time fulfilling their BRP roles than they do their family roles. Less time spent with their families was as a result of working long hours during a business rescue (Rezene, 2015:27; Chaudhry *et al.*, 2011:171; LeComte-Hinely, 2010:10-11), particularly in the early phases as well as on more complicated cases. Ironically, spending more time with one's family, particularly one's partner/spouse provides the necessary social support needed to effectively function in life (Pluut, 2016:23), yet many practitioners found little time to spend on their families. At the same time, BRPs also have certain responsibilities towards their families. For example, just as one receives social support from his/her spouse, he/she should provide the same social support to his/her partner/wife. Moreover, BR seems to conflict largely with the role as a community member. This is evident since only six of the practitioners allocated time towards the role as a community member, while the other six did not, indicating that the BRPs are missing a large social aspect in their lives by not involving themselves in the community, more than likely due to the severe demands placed on time. The role conflict that exists between BRP roles and other roles is supported by one practitioner:

“I was separated from my wife for eight months last year, mainly because of work.”

“As a parent it is extremely difficult to balance your life and give your children the time and attention they deserve.”

“As a community member, I've had to essentially jettison all my involvement from all committees and institutions and things that I was a member of and involved in to focus on my work.” (P05)

The personal lives of BRPs also conflict with being a BRP (Munir *et al.*, 2011:1; Hämmig *et al.*, 2009:2) with many practitioners referring to sleeping very little, neglecting exercise, and spending very little time on their own well-being. For practitioners, the easiest role to take away from was from themselves since it only affects them. One practitioner reported:

“I’ve basically told you I’m not at home ... I’m basically telling you that I don’t have a personal life.” (P02)

Another practitioner made an interesting statement which seems to speak to the very nature that is business rescue, he said:

“A single bachelor/spinster who has no life, who does no exercise, has no friends and only does business rescue, that’s the ideal business rescue practitioner.” (P05)

Therefore, it is noticeable that BRPs experience BRP-work conflict, BRP-family conflict, and BRP-life conflict. The BRP-work/family/life conflicts are typical of inter-role conflict. Inter-role conflict is present because as a BRP pursues the role priorities of a BRP, it becomes either impossible, or very difficult to fulfil his/her other work, family, and life roles (Pluut, 2016:3; Bako, 2014:36; Han *et al.*, 2014:475; Roussy, 2013:553). The result is that BRPs may experience both time-based conflict, in which they spend more time fulfilling some roles instead of others, as well as strain-based conflict, which results in depletion of energy resources, tensions and pressures of one role that make it difficult to fulfil the obligations of another role. In this case, the long hours, stress, and emotional strain will more than likely result in depletion of time and energy resources (Pluut, 2016:5; Rezene, 2015:27; Chaudhry *et al.*, 2011:171).

Practitioners also reported experiencing conflict between certain BRP roles, in addition to the BRP-work/family/life conflict experienced by practitioners. Inter-role conflict appears to be present and inevitable in the business rescue process. However, of the five generic BRP roles, the roles as a planner and an investigator conflicted most often with the other BRP roles. The conflict regarding these two roles was evident since many practitioners indicated not pursuing investigations further due to time and monetary costs that may be involved, or they risk undermining management of a company and therefore the primary source of their information. For example:

“Do I investigate the chief executive and completely undermine the primary source of my information or my management of the business going forward? Or how hard should I investigate him?” (P07)

The conflict that exists regarding planning and implementation is synonymous with inter-role conflict because practitioners indicated that completely fulfilling their roles as an investigator would make it difficult to fulfil their roles as planners or managers of the business for instance. Another form of role conflict that exists is that of inter-sender conflict. This is the conflict that exists when the BRP expectations sent from one sender such as the Act, may be in conflict or inconsistent with those from another sender such as the banks or directors of the company under rescue (Singh, 2012). Often practitioners deal with conflicting expectations from the banks, creditors, employees, and directors of a company, however they are under obligation to fulfil the obligations laid out for them in the Act. Like one practitioner reported:

“The shareholder or director has either done something unethical ... or creditors are trying to influence us in one particular direction, and we say no ... we’re acting for everyone.” (P11)

In addition, BRPs often have to deal with shareholders and directors who do not always understand the purpose and place of a BRP in a business rescue. For example one practitioner said:

“They think that they can just bring you in as a consultant business rescue practitioner to assist them and take their problems away and help fight their fights, but they still want to remain in control.” (P12)

In this sense, the shareholders and directors may experience a form of role ambiguity. By this, the researcher means the roles expected to be fulfilled by the practitioners in terms of chapter 6 of the companies act are different to what shareholders and directors perceive the BRPs role to be (Bako, 2014:14; Teh *et al.*, 2014:1367; Solarsh, 2012:13; Shenkar & Zeira, 1992:57). In other words, directors often expect the practitioner to do one thing, while the Act requires the BRP to do something else. This is more than likely due to a lack of understanding of business rescue. Lastly, intra-sender conflict emerged as a form of

role conflict, and is related to the role as an investigator. Two of the practitioners in this study expressed their frustrations in terms of not having any real power to investigate the affairs of a company (similar to that of a liquidator), while the Act clearly requires a thorough investigation, for example:

“The court expects me to investigate the affairs, but it doesn’t allow me to do a 417 enquiry, so I can’t subpoena people to come and testify” (P08)

Intra-sender conflict exists here because the BRP is supposed to conduct the task of investigating within specified limits, but he/she does not have any resources, capacity, or in this case, power to do so (Singh, 2012). It seems practitioners would appreciate the use of the powers laid out in section 417 of the companies act. These powers would entitle the practitioner to summon; any director or officer of the company, any person in position of company property, or any person who might be able to provide information regarding affairs, trade, and property of the company before the court. Any person summoned before the court is obligated to answer all questions, and produce any paperwork or books relating to the company, regardless of whether such information may be incriminating towards the company and/or person (Lovells, 2015). Perhaps the possession of such powers might assist practitioners in fulfilling their role as an investigator more quickly and efficiently, leaving them with more time to fulfil other BRP roles, and therefore reducing the demand pressure placed upon them by having to fulfil multiple roles.

6.3 CHANGES IN TIME DEMAND ACROSS THE BUSINESS RESCUE PHASES

Each phase in a business rescue placed different time demands on each of the various roles. Of the five generic roles, the role as an investigator was the most time consuming in phase 1, second most time consuming in phase 2, and second least time consuming in phase 3. Thus, investigating has great bearing in the investigation and planning phases of a business rescue, and holds less weight in the implementation phase of business rescue. Secondly, the role as a planner was the most time consuming role in phase 2, but remained third most time consuming in phases 1 and 3. This is in line with business rescue literature that described phase 1 and phase 2 of this research as the phases that require the investigation into affairs and preparation of the BR plan (Leveinstein, 2011:36;

Levenstein & Barnett, n.d.:7). Thirdly, the CEO/manager role was the second most time consuming role in phases 1 and 3, and third most time consuming role in phase 2. The time demand from this role did not change drastically across the phases, and was therefore a constant function throughout. Interestingly enough, investigator, planner, and CEO/manager demanded the most time from practitioners during the first two phases, while implementer and officer of the court were the least time demanding roles in those two phases. The role as an implementer however, increases in time demand during phase 3, which is in line with Chapter 6 of the Act and business rescue literature that described phase 3 of this research as the implementation phase (Raubenheimer, 2012:[2]; Levenstein & Barnett, n.d.:7). Lastly, the role as an officer of the court was perceived as one of the least time consuming roles in all three phases. This supports the notion that officer of the court is more of a peripheral role than a dominant role.

The demand for time from the additional roles did not change very much across the three phases. The fiduciary/director role was equally time consuming in phase 1 and 2, but was perceived as more time consuming in phase 3. The mediator role was perceived as equally time consuming across all three phases, while the resource coordinator had a great demand of time in phase 1 than in phase 2 or 3, which were equal in terms of demanded time. Similarly, the strategic problem solver role was perceived as equally time demanding in phase 2 and phase 3, but demand no time in phase 1. The role as a collaborator however experienced a change in demand over the three phases. The role was seen as most time consuming in phase 1, and the least time consuming in phase 2. Lastly, the counsellor role only demanded time in phase 1, while in contract the role as a coach only demanded time in phase 3.

From the findings section, it appears that there were no significant changes in the demand of time from the roles unrelated to BR. More time was spent on life roles, followed by family, and lastly work/own career in all three phases. Furthermore, more time was spent in phase 3 on own work/career than in phases 1 and 2. Family received more time in phase 1 than in phases 2 or 3, and phase 2 allowed for practitioners to spend more time on life roles. It was however evident that practitioners have more time to spend on unrelated BR roles in phase 3. Practitioners had little time available in phase 2 to spend on unrelated BR rescue roles since phase 2 was the most demanding phase for BR roles.

Based on the findings presented in the previous chapter, and the discussion presented above, the researcher has concluded that three forms of role conflict exist for BRPs, namely; inter-role conflict, inter-sender conflict, and intra-sender conflict. Inter-role conflict was present between BR roles and unrelated BR roles, and significantly so. BRPs spend a lot more time fulfilling their BR roles than they do their other roles, therefore, the infamous work-life/work-family conflict exists in the BR process. However, work in this study can either be that of the BR profession, or other work, and therefore the conflict that exists in this study is BR-work conflict, BR-family conflict, and BR-life conflict. Inter-sender conflict was also present as conflicting expectations between the BRPs duties in terms of the Act and expectations from the banks or directors of the company under rescue. Lastly, intra-sender conflict was apparent as BRPs are expected to investigate affairs according to the Act, but are given no legal powers to do so, such as a section 417 enquiry which is present in the liquidation process.

Furthermore, the role conflicts that occurred were as a result of an imbalance of time demanded by the various roles. Each individual has a chosen point of time allocation towards their roles. These time allocations are perceived as their own personal balance of roles. However, role conflict occurs when the demand of time placed upon the individual forces them to deviate from their ideal balance of time demand, thus causing the imbalance of time demanded. Figure 6.2 is a framework that represents a role conflict framework that shows this demand of time for BRPs across their four role categories of BRP, work, family, and life.

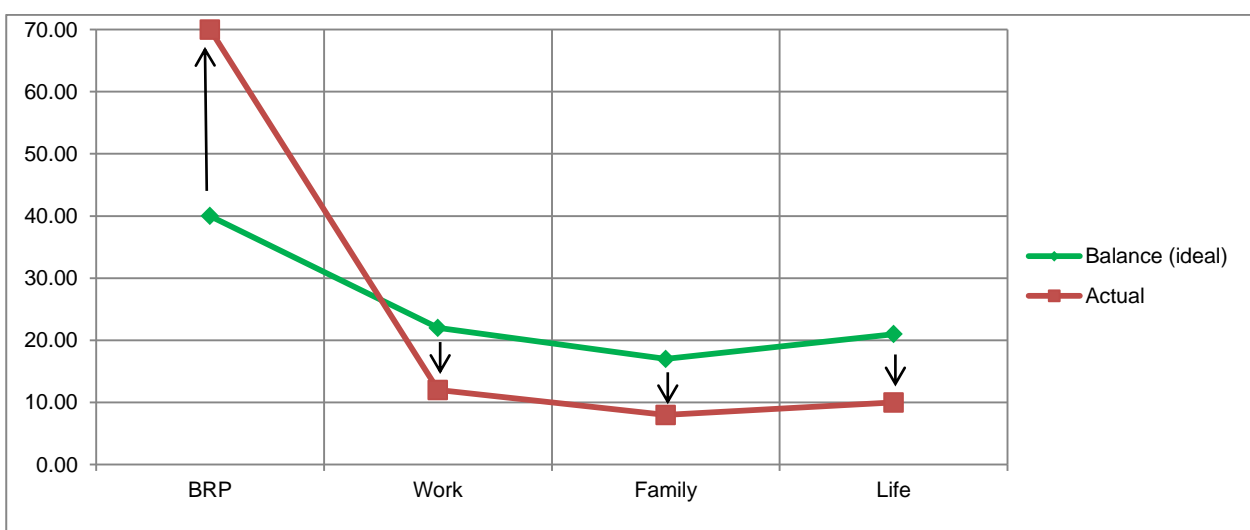


Figure 6.2: Role conflict framework based on time demand by role categories

The balance line represents one's hypothetical ideal situation in which individuals can use their own free choice to determine which roles time should be allocated to and how much time should be allocated. The ideal situation therefore represents one's perceived balance of time demand. The actual line on the other hand shows how an ideal situation becomes distorted as the result of when the demand of time forces the practitioner to spend more time on some roles than what they would prefer to, resulting in the imbalance that is role conflict.

Another interesting finding in this study is the fact the roles played by BRPs in a business rescue can be grouped into three level categories, that represent the demand on time placed upon practitioners by the various roles. It is interesting to note that any additional roles added by practitioners are perceived as roles that enable the practitioner to do their job as a BRP. Furthermore, four of the five generic roles presented to practitioners were agreed to be dominant roles in a rescue, in other words, the most time consuming. An even more compelling finding was the fact that practitioners perceived the role as an officer of the court as a peripheral role, alongside that as a fiduciary/director, instead of as a dominant role as it was presented to them. Very little was spent on this role, but it was never ignored by any of the practitioners.

7 CHAPTER 7: CONCLUSION

7.1 SUMMARY OF FINDINGS AND THEORETICAL IMPLICATIONS

This paper aimed to provide a better understanding of the roles played by BRP's, role conflict experienced by BRP's, and the extent in which conflict occurs, specifically, during the first three phases of a business rescue operation. In order to do this, the research explored the foundation of roles and role conflict, which is role theory. Potential personal and social roles were identified and explained in Chapter 2. Secondly, the context of business rescue was outlined in Chapter 3, with the explanations of the three phases of a business rescue as well as the potential roles played by BRPs during a business rescue which were based on the main tasks and activities of BRPs (Pretorius, 2013). Based on the responses from 12 interviews, with the aid of the graphic elicitation, the researcher was able to explore and gain a better understanding the BRPs business rescue experiences to determine: if BRPs believed they fulfilled additional roles (other than the five generic roles); if role conflict was present for BRPs during the business rescue process; and to what extent that conflict existed.

The study found nine new BR roles which are in addition to the five generic BR roles (officer of the court, CEO/manager, investigator, planner, and implementer). These new roles included: counsellor, collaborator, director/fiduciary, mediator, strategic problem solver, resource coordinator, lawyer, and coach. Furthermore, the study revealed that the BR roles could be placed into three level categories, namely; generic or dominant roles, enabler roles, and peripheral roles. The five dominant BRP roles key to any business rescue included: CEO/manager, investigator, planner, and implementer. These five roles were perceived as the most time consuming of all roles. Enabler roles on the other hand are slightly less time consuming, but made it possible for practitioner to fulfil dominant roles more effectively. Enabler roles included: counsellor, collaborator, mediator, strategic problem solver, resource coordinator, lawyer (compliance), and coach. Lastly, roles on the periphery were perceived as the least time consuming roles in a business rescue, however no less important than other roles. The fiduciary/director role, originally on its own on the periphery level has been grouped with the role of the officer of the court which was originally identified by the literature as a dominant role (Pretorius, 2013:17). The practitioners in this study believed that it was in fact a peripheral role.

This research provides valuable insight into the role conflict that exists for business rescue practitioners. BRPs experienced inter-role conflict, inter-sender conflict, and intra-sender conflict. BRPs experienced significant inter-role conflict between their BR rescue and their personal and social roles. This research identified these conflicts as BR-work conflict, BR-family conflict, and BR-life conflict. Inter-sender conflict was present as BRPS as experience conflicting expectations between their BRP duties in terms of the Act and expectations from the banks or directors of the company under rescue. Furthermore, practitioners experience frustrations in the form intra-sender conflict as the Act requires a thorough investigation into affairs but are limited in terms of powers, unlike a section 417 enquiry which allows liquidators to perform such investigations.

Furthermore, this study demonstrated that role conflicts that occurred were as a result of an imbalance of time demanded by the various roles. Such that, role conflict occurred when the demand for time placed upon practitioners forced them to deviate from their ideal balance of demand for time, which is based on their own free choice of where they would prefer to spend their time. The research did however indicate that BRPs had more disposable time during the implementation phase, while the phase between the 1st and 2nd creditors meeting was the most demanding phase in terms of time. Lastly, of the BR roles, the investigator roles was the most time demanding in phase 1, planner most time demanding in phase 2, and implementer the most time demanding in phase 3, which is synonymous with the general business rescue process outlined in the Act. The CEO/manager role is perhaps the most time consuming role overall as the demand for time remained constant throughout the whole process.

This research has therefore contributed to the literature available on the roles that BRPs play during their everyday lives as well as in their own personal and social capacities, as well as the extent to which time demanded from these roles, particularly the BR roles occurs.

7.2 LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

There is no study without limitations and is the case in this study. The sample used is not representative of all business rescue practitioners and therefore cannot be generalised as such. Results were based on practitioners' personal experiences with business rescue as well as their own personal lives, for example some practitioners did not have children or grandchildren so the parental role did not apply to them. However, although the findings cannot be generalised, this study provides a starting point for future research into the area of role conflict of business rescue practitioners. In order to improve the study, the research suggests firstly, that the study should include a greater number of practitioners in the research. Secondly, practitioners either resided in Pretoria or Johannesburg, and only one in Cape Town, therefore, a larger distribution of practitioners across the nine provinces in South Africa should be considered.

Future research should consider the role conflicts experienced by practitioners who take on business rescues as joint appointments to determine whether those practitioners experience the same types of role conflicts, as well as severity of role conflicts that single practitioners experience. Furthermore, research might also consider including practitioners who have either lost their license as a practitioner, been removed from a business rescue, or who have decided to stop their career in business rescue, as it may reveal different role conflict results. Furthermore, research that expands on intra-role conflict which is a personal conflict that exists when the expectations being a BRP are inconsistent with the values, ethics and attitudes of the individual might be considered. Research on that topic might include individuals who do not want to become BRPs for moral or ethical reasons. Lastly, the strategies used by practitioners in order to cope with role conflicts might be explored.

8 CHAPTER 8: LIST OF REFERENCES

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APPENDIX A
- Turnitin Originality Report -



Turnitin Originality Report

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Final Article Submission_28 Nov By M
(Maddison-Lee) Brinkley

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ROLE CONFLICT OF BUSINESS RESCUE PRACTITIONERS 1 CHAPTER 1: INTRODUCTION 1.1 BACKGROUND AND PROBLEM STATEMENT The phenomenon of business rescue is relatively new. Chapter 6 of the new South African Companies Act 71 of 2008 (hereafter referred to as the Act) that introduced Business rescue only came into effect in May of 2011, and although there are streams of research emerging from the field of business rescue (Levenstein, 2016; le Roux & Duncan, 2013; Pretorius & Holtzhousen, 2013; du Preez, 2012; Rosslyn-Smith & Pretorius, 2012), the phenomenon is still largely unexplored (Pretorius, 2013:3). The focus of this business rescue research is on the roles played by business rescue practitioners (BRPs). Once appointed, BRP's have a duty to fulfil various roles that are crucial to the success of the rescue proceedings. For the purpose of this study, a role can be described as a position that holds certain responsibilities and/or expectations that need to be fulfilled or met in order to achieve a desired outcome. In this case, the successful implementation of a business rescue plan. Roles of the BRP include the role as a CEO or manager, officer of the court, investigator, planner, and implementer. In addition, the BRP assumes roles outside those of a rescue operation; these roles are associated with their careers outside of business rescue as well as personal roles such as parent. and/or community member. for example. Rescue proceedings happen in a short period of time and BRP's are



APPENDIX B

- Informed consent form, discussion guide and graphic elicitation -



Consent for participation in an academic research study

Dept. of Business Management

Role conflict of business rescue practitioners

Research conducted by:

Ms. M. Brinkley (12118762)

Cell: 084 215 6870

Dear participant,

I am Maddison-Lee Brinkley, a Masters student from the Department of Business Management at the University of Pretoria. Thank you for agreeing to take part in my research.

The purpose of this qualitative study is to investigate how role conflict of business rescue practitioners changes during a business rescue operation. More specifically, the aim is to develop a better understanding of the role conflicts of business rescue practitioners, and the extent to which role conflict occurs during the first three phases of a business rescue operation.

I would like to remind you of the following:

- This study involves a semi-structured personal interview. Your name will not appear in the final research report and the answers you give during the interview will be treated as strictly confidential. You cannot be identified in person based on the answers you give.
- Your participation in this study is very important to me. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
- The interview will take about 60 minutes of your time.
- The results of the study will be used for academic purposes only and may be published in an academic journal. I will provide you with a summary of the findings on request.
- Please contact my study leader, Dr. I. le Roux, on tel. (012) 420-4773 (e-mail: Ingrid.leroux@up.ac.za) if you have any questions or comments regarding the study.

Please sign the form to indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis.

Respondent's signature

Date

– DISCUSSION GUIDE –

INTRODUCTION

Welcome and thank you for your willingness to participate today. My name is Maddison-Lee Brinkley. I am a master's student from the Department of Business Management at the University of Pretoria conducting a research study for partial fulfilment of the requirements for a MCom degree in Business Management. The purpose of this study is to develop a better understanding of role conflict of business rescue practitioners, and the extent in which role conflict occurs during the first three phases of a rescue operation.

This interview will take about 40-60 minutes of your time and will include questions regarding the unique roles you play as BRP. I would like ask for your permission to tape record this interview, in addition to making notes so I may accurately document the information you convey.

I would like to note that this study involves a semi-structured personal interview, and a structured questionnaire. Your name will not appear in my final research report and the answers you give during the interview will be treated as strictly confidential. You cannot be identified in person based on the answers you give, and therefore I request you to be completely honest in your responses.

Your participation in this study is very important to me. You may, however, choose not to participate and you may also withdraw your participation at any time without any consequences. All of your responses will remain confidential and will only be used to develop a better understanding of the usefulness of coaching, and benefits thereof. The results of the study will be used for academic purposes only and may be published in an academic journal. I will provide you with a summary of the findings on request. I kindly ask that you sign this consent form. Thank you.

Do you have any questions or concerns before we begin? Then with your permission we will begin the interview.

MAIN QUESTIONS

I would like to start this interview by talking about the possible roles of a BRP that I have identified from the literature. These roles include the role as the CEO, an implementer, an integrator, a planner, an officer of the court, a partner/spouse, a parent/grandparent, a community member, personal roles, and the role you play in your own day-to-day job when you are not busy with a rescue.

These roles are presented here on this diagram (p. 107). I realise this diagram may be slightly intimidating, but I will work through it step-by-step with you. I will go through each section throughout the interview, so you may ignore the sections we are not busy with. We will begin by looking at the roles I have just mentioned (in the small circles), and the activities associated with each role (in the rectangular blocks next to each role).

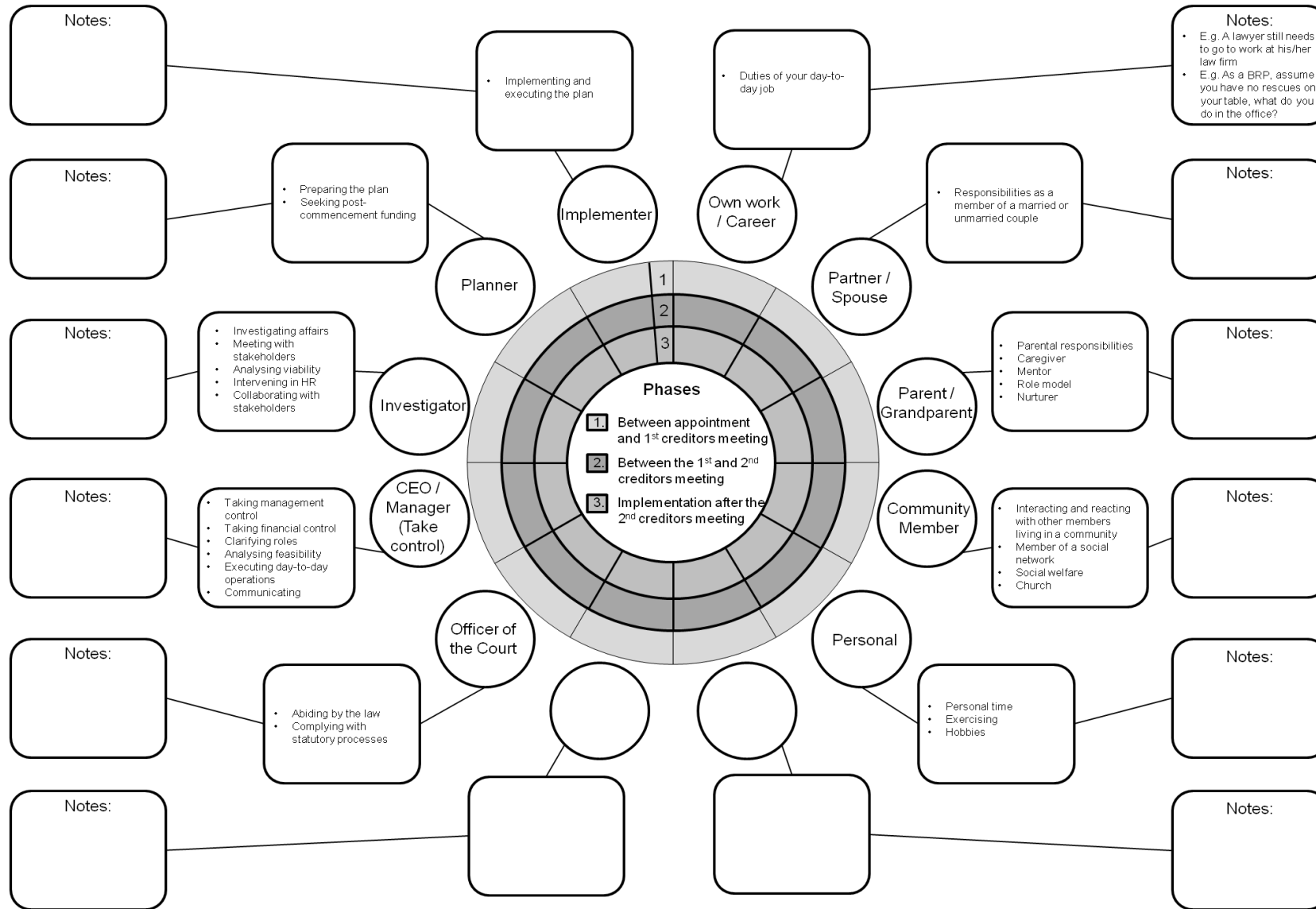
1. Do you agree with these roles (do you play any of these roles)? (Tick or cross off)
2. What would you change or add about the activities of each role?
3. Do you play other roles that I do not have listed here?
 - 3.1. If yes, what other roles do you play?
 - 3.2. What activities do you associate with the role?
4. Role conflict can be defined as the conflict that exists when more than one role expectation exists, and fulfilling the priorities of one role makes it more difficult to fulfil the priorities of another. An example of this is: An individual works in Namibia, but his/her children and spouse live in South Africa. This person will experience a conflict between his/her role as a parent and the role that he/she should fulfil at the workplace in Namibia. Do you think you experience role conflict of these roles during a rescue?
 - 4.1. If so, between which roles do you experience role conflict?
5. When you are busy with a rescue, on average, how many hours per week do you spend working in the rescue?

6. On average, how many hours per week do you spend working during the first phase of a rescue (between appointment and the 1st creditors meeting)?
7. On average, how many hours per week do you spend working during the second phase of a rescue (between the 1st creditors meeting and the 2nd creditors meeting)?
8. On average, how many hours per week do you spend working during the third phase of a rescue (implementation after the second creditors meeting)?
9. Taking a look at these roles that we have listed here, from a 100% of your time in an average day, what percentage of that time do you spend on each role during the first phase of a rescue (between appointment and the 1st creditors meeting)?
10. From a 100% of your time in an average day, what percentage of that time do you spend on each role during the second phase of a rescue (between the 1st creditors meeting and the 2nd creditors meeting)?
11. From a 100% of your time in an average day, what percentage of that time do you spend on each role during the third phase of a rescue (implementation after the second creditors meeting)?
12. When you are not busy with a rescue, how does your allocation of time towards your role priorities change?
13. How many rescues can you take on at once?
14. If you have multiple rescues, how does it affect the time spent in the different roles?
15. How many rescues do you think you can take on in the lifetime of your career?
16. Have you ever considered using a personal coach to support you?
17. Is there anything else you would like to add on this topic?

18. Would you kindly fill out this short demographic questionnaire (p.113)?

Thank you again for your time and willingness to share your insights with me. Would you mind if I sent a follow-up email to you over the next few days? The validity of the findings of my research are very important, would you mind if I sent you a transcription of the interview to verify that what you said was indeed what you intended to convey

Figure 8.1: Graphic elicitation / diagram used to support the discussion guide



Resp. no.

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- Role conflict of business rescue practitioners -

Dear respondent

Thank you again for your willingness to participate in this study. This is an anonymous and confidential background and demographic questionnaire. You cannot be identified and the answers you provide will be used for research purposes only.

Please answer all the questions.

Q1. Please indicate which industry sector you come from. *(Please place a cross (✗) in the appropriate block.)*

Legal	1
Finance	2
Business	3
Liquidation	4
Other (please specify)	5

Q2. Please indicate the business rescue practitioner license level that you hold. *(Please place a cross (✗) in the appropriate block.)*

Senior practitioner	1
Experienced practitioner	2
Junior practitioner	3

Q3. How many years experience do you have in the business rescue industry? _____ years

Q4. Please specify your qualifications.

Q5. Please indicate your age. *(Please place a cross (✗) in the appropriate block.)*

Under 18	1
18 – 30	2
31 – 40	3
41 – 50	4
51 – 60	5
Over 60	6

Please turn the page.

Q6. Please indicate your marital status. *(Please place a cross (✗) in the appropriate block.)*



Single, not married	1
Married or domestic partnership	2
Divorced	3
Widowed	4

Q7. Please indicate the number of children you have. (*Please place a cross (✗) in the appropriate block.*)

0	1
1	2
2	3
3	4
4	5
5 or more	6

Q8. Please indicate your population group. (*Please place a cross (✗) in the appropriate block.*)

Black African	1
Coloured	2
White	3
Indian	4
Other	5

Q9. Please indicate your gender. (*Please place a cross (✗) in the appropriate block.*)

Male	1
Female	2

**Thank you for completing this questionnaire.
I appreciate your assistance.**