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AFFIRMATIVE ACTION, EQUAL EMPLOYMENT OPPORTUNITY AND RACISM IN THE SOUTH AFRICAN NATIONAL DEFENCE FORCE: A REGIONAL PERCEPTION

BY

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I Moshimane Peter Seloane herewith declare that the language of this management report has been edited by Ms M.B. Bradley, telephone 012-3150382

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STUDENTS SIGNATURE

Dedicated to Mavis and Lerato Seloane who supported me. Thank you.

ACKNOWLEDGEMENTS

CONTENTS

<u>SUBJECT</u> **<u>PAGE</u>**

SUBJECT		**PAGE**

SUBJECT   **PAGE**

TABLES

FIGURES

APPENDICES

LIST OF ABBREVIATIONS

AA	Affirmative Action
AMHU	Area Military Health Unit
ANC	African National Congress
ANOV	Analysis Of Variances
APLA	Azanian People's Liberation Army
AWOL	Absent without Official Leave
B MATT	British Military Advisory Training Team
CA	Corrective Action
CCMA	Commission for Conciliation, Mediation and Arbitration
CEO	Chief Executive Officer
CJ OPS	Chief of Joint Operations
CMI	Command, Management and Information
CSANDF	Chief of the South African National Defence Force
DOD	Department of Defence
EIP	Employer-initiated Package
Engr Regt	Engineer Regiment
EOE	Equal Opportunity Employment
GP	Group
GSB	General Support Base
HRSS	Human Resource Support Satellite
IDASA	Independent Democratic Association of South Africa
ILO	International Labour Organisation
IT	Information Technology
Inf Form	Infantry Formation

JMCC	Joint Military Command Council
LCAMPS	Leadership, Command, Administration and Management Practices, Policies, Principles and Philosophies
MDC	Military Disciplinary Code
MK	Umkhonto we Sizwe
MPA	Military Police Agencies
N	Number
NCOs	Non-commissioned Officers
NSF	Non-statutory Forces
OC	Officer Commanding
PIP	Psychological Integration Programme
PTE	Private
RJTFN	Regional Joint Task Force North
SA	South Africa
SADF	South African Defence Force
SANDF	South African National Defence Force
SPSS	Statistical Package for Social Sciences
Supp form	Support Formation
TBVC	Transkei, Bophuthatswana, Venda and Ciskei
VAA	Voluntary Affirmative Action
VDF	Venda Defence Force
X	Mean

CHAPTER 1: INTRODUCTION AND OVERVIEW OF THE STUDY

1. INTRODUCTION

1.1. The context of the study

From the early 1990s, when it became evident that political change in South Africa (SA) was inevitable, the need to redress injustices of the past occupied the thinking of organised business, politicians and labour movements, with increased intensity.

In SA, many years of enforced discriminatory policies have resulted in a lack of racial and gender representativeness within the ranks of the former SA Defence Force (SADF). Although the racial composition of the SADF units in Pietersburg units had begun to change rapidly in the 1980's, the Senior Officer's Corps remained mainly white. Even with the integration of the mainly black homeland and Non-statutory forces(NSFs), namely Umkhonto we Sizwe (MK) and the Azanian People's Liberation Army (APLA), into the new SA National Defence Force (SANDF), which came into being in 1994, the majority of the leadership positions did not reflect the demographic composition of the society (Heineken, 1998: 220-221).

1.2 Background

The commitment of the SANDF to foster a non-racial, non-sexist and non-discriminatory institutional culture in line with the constitutional imperatives resulted in the widespread transformation of the military, affecting virtually every facet of the organisation - institutional, structural, and cultural. All standing policies and practices were subject to an intensive defence review process, with human resource issues central to the process of integration.

The first challenge of the SANDF was to integrate seven different forces from vastly different military and political backgrounds, some revolutionary armies and other conventional "professional" forces. Given the differences in standards and training, as well as the politicised nature of these integrated forces, tension was inevitable. It was imperative that every attempt be made to foster co-operation between these former forces, not only for the military's sake, but for the security and stability of SA (Keynoch, 1996: 443).

Various organisations, including the SANDF, anticipated that, to archieve legitimacy in society, and to be competitive in the global market, organisations in the traditional SAn sense (for an example, with regard to government funding and racist practices) would have to be radically changed.

One idea for such change involved the introduction of Affirmative Action (AA) programmes and Equal Employment Opportunity (EEO) in the workplace. Most of the debate has been on how such programmes can be designed and implemented to gain acceptance in society.

As was expected, the new democratic government examined ways of enacting legislation to compel companies and organisations, including the SANDF, to implement employment equity laws (*Government Gazette*; 1998:5-8).

Many authors documented the need for AA and EEO (for example, Castle, 1996; Gerber, Nel & Van Wyk, 1998; Swanepoel, Erasmus, Van Wyk & Schenk, 1998) and suggested models for corporate interventions.

However, it is argued that institutional constraints, including deeply entrenched prejudices, too little investment in education and training, and the tendency to take a short-term approach, hinder the effectiveness of corporate AA programmes (Swanepoel et al,1998:170-172).

1.3 Formulating the problem

The integration process of the seven former forces (SADF, MK, APLA, Transkei, Bophuthatswana, Venda and Ciskei) in the SANDF in 1994 was not an easy exercise. Even after the integration of the forces, the top level senior structure of the SANDF was still mainly white and male. The need arose to enhance the legitimacy of the organisation to be a clear reflection of SAn society in line with the constitution, White Paper on the transformation of the Public Service and the Defence Review.

Politically, the SADF was perceived to be strongly partisan. A great amount of power and patronage were associated with it, primarily as a result of its strong link with the National Party. It was feared that the restructured SANDF might include reactionary groups, who would frustrate reform initiatives by the ANC (African Nation Congress) government. The emphasis should thus be on a more representative SANDF, which will be in line with the requirement of developing and restructuring SA.

1.3.1 Sub-problems

The implementation of AA and EEO in the SANDF was characterised by different perceptions and attitudes, including:

- Category 1 : The perception of fair and equal employment within the SANDF

- Category 2 : Perceptions about the availability of information and the understanding of Affirmative action

- Category 3 : Perceptions about lack of representativeness among leaders in top positions

- Category 4: That AA could succeed and be of value in the SANDF

- Category 5 : That AA in the SANDF was a potential threat

- Category 6 : That all members enyoy equal benefits

- Category 7 : That there is discrimination based on differences within the SANDF

- Category 8 : That certain regulations and situations gives rise to racism

- Category 9 : That there is evidence of racism and racial tension within the SANDF

1.3.2 Analysing the problem

Subsequent to the problem of the implementation of AA and EEO in the units, major issues that had to be considered are presented below and grouped in categories.

1.3.2.1 Category 1: The perception of fair and equal employment within the SANDF

There seems to be mixed perceptions regarding the existence of equal opportunity for all within the units. The general perception is that other groups and individuals are given preferential opportunities either for promotion, course nominations and general career

advancement. Contrary to this, is the current pressure on the Chief of the SANDF to speed up transformation in the Force.

1.3.2.2 Category **2: Perceptions about the availability of information and the understanding of Affirmative Action**

There seems to be negative perceptions about knowledge of the implementation of the AA programmes within the units. It needs to be analysed whether this lack of information is experienced mainly by those who are supposed to benefit from the programmes or those who need to implement them.

The problems outlined above need to be clearly confirmed through a structured questionnaire to ascertain what their impact will be on the implementation of the AA and EEO programmes. The results of this study are to be used to make recommendations to enhance the implementation of AA programmes in the Pietersburg units.

1.3.2.3   **Category 3: Perceptions about lack of representation among leaders in top positions**

The old SADF's traditional promotion system resulted in the organisation's leadership being predominantly white in Pietersburg units. In 1994, all officers in the top structure of all the units were white. At the lower level of middle management there were only three black officers.

Senior white officers of the former SADF still insist that this anomaly has been addressed by the integration process and that in fact results have already become visible with the appointments of NSFs (NSF) and TBVC officers' in top positions in the units.

However, these imbalances cannot be addressed adequately by the integration process, which involves mainly members of the NSF. NSF members should not be the only beneficiaries of Affirmative Action. In fact, the real beneficiaries are supposed to be those black members of the former SADF, who have been historically deprived of opportunities and who are at present being marginalised by the exigencies of the integration process. Black members of the former SADF have been serving the conventional force for half of their lives, and some of them have long since acquired the necessary experience to make them eligible for promotion (Zwane; 1995:3).

1.3.2.4 Category 4: The perception AA could succeed and be of value in the SANDF

As there is a clear distinction of former forces, population groups and different rank levels in the SANDF, there seems to be mixed feelings on whether the AA process will be successful or not. Those who regard AA as a meaningful tool to address the inequalities of the past are certain that the process will be a success, as opposed to those who regard it as another stumbling block to self-development.

It is of the utmost importance at this stage to analise how this process can enhance the combat readiness of the SANDF and serve as a force multiplier.

1.3.2.5 Category 5: The perception of the potential threat of AA within the SANDF

Mixed feelings on whether AA will be successful or not SANDF members seem to have.

One of the issues vigorously debated by military analysts is whether AA will lower the standard of combat readiness, military professionalism and battle discipline.

Following the multiparty negotiations and the Joint Military Command Council (JMCC)

process, senior military personnel of the former SADF repeatedly emphasised the need for an AA programme with acceptable professional standards as a condition. The perception that the NSF and TBVC officers lack the requisite professional standards could make officers oppose the AA programmes on similar grounds, namely that it would lower standards and affect combat readiness.

Contrary to lowering standards, the perception of the NSF and TBVC officers might be that the SANDF still harbours the illusion of standards in view of the recent isolation from the rest of the world.

The country's re-entry into international sport, business, tourism, education, police and defence, however, has rudely awakened it to the fact that it is just another developing or even under-developed country.

The SANDF in particular faces the task of familiarising itself with international laws, standards of conduct and treaties that are binding on the Republic of SA.

1.3.2.6 Category 6: The perception of existence of the equal benefits for all members within the SANDF

SANDF members have mixed feelings about the equal distribution of benefits such as promotions, transfers, sick leave, housing subsidies, leave, transportation and others within the SANDF. On the one hand, there are whites who regard benefits like promotions and courses as mainly meant for NSF members, while benefits like transportation and medical aid for dependants are viewed as reserved for whites only. There seems to be the perception that whoever exercises control of certain benefits only distributes them to those he/she favours.

1.3.2.7 Category 7: The perception of the existence of discrimination based on differences within the SANDF

There seems to be a perception within the SANDF that members are discriminated against on the bases of race, gender, age, language, religion, sexual orientation or even physical abilities. The current debate in the SANDF also involves discrimination on the basis of former forces, which is clearly illustrated by force numbers (all the intergrated members force numbers start with 94, as opposed to those of former force members starting with the year of enlistment eg 78).

1.3.2.8 Category 8: The perception that certain regulations and situations in the SANDF give rise to racism

There seems to be a feeling within the SANDF that certain regulations, like those governing absence without official leave (AWOL) and discipline are tailor-made to give rise to racism, as they could be applied only within certain population groups and rank levels. This perception may give rise to racism.

1.3.2.9 Category 9: Evidence of racism and racial tension among SANDF members

A number of incidents in the units around Pietersburg (including) the Minister of Defence's speech on 17 July 2000) and board of inquiry at 10 Engineer Regiment regarding racism at the unit suggest that there might be a perception that there is still racial tension within the units that might "inhibit" the implementation of the AA programmes. If it is true that senior and top officers who are supposed to champion the implementation of AA programmes still practice racism, it needs to be seen how such programmes can add value to the organisation.

It also needs to be illustrated that the potential beneficiaries of the AA programmes perceive the exercise as racially meddled. The objections of these programmes will either not be achieved or be severly curtailed if these perceptions are not corrected.

1.4   Limitations

This management report has the following limitaions :

Researcher bias may affect the report since, until recently, the researcher has been a former black member of the SADF who feels marginalised by the current AA programme.

The report is specific to the Pietersburg region that is unique when compared to other regions and therefore, the conclusions drawn may not be generalised to other regions.

The method of sampling applied, namely convenient or accidental sampling, may affect the conclusions drawn, as the method makes no pretence of being representative of a population; it takes the unit as they arrive on the scene or as they are presented to the researcher by mere happenstance (Leedy, 2001: 278).

1.5   **Value of the study**

The value of the study is to determine how soldiers perceive the implementation of AA and EEO and racism in the region so that sound recommendations can be made to the Department of Defence (DoD).

1.5   Outline of the subsequent chapters

This chapter covers the background to the problem together with the problem formulation and analysis. Chapter 2 includes the literature review and presents an overview of the literature on perception, AA and EEO, employment equity and a legislative perspective on AA and employment equity.

In Chapter 3, the composition, functions and the responsibility of the units and service departments are outlined, followed by a short discussion on the functions and challenges of the AA and EEO Adviser in the region.

In Chapter 4, the research methodology is outlined. Chapters 5 and 6 deal with the analysis and presentation of the results. Finally, Chapter 7 contains conclusions and recommendations on the management report.

1.7   Summary

This management report is divided into three main sections, which are interdepent and interrelated. The background and the problem formulation including the problem analysis are covered in chapter one.

The literature review and the empirical study are covered in chapters two to six. Finally, the conclusions and recommendations of the management report are presented in chapter seven. Having presented the reason for undertaking this management report, and the approach to be followed, the next chapter on literature review follows.

CHAPTER 2: A LITERATURE REVIEW OF AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY

2.1 Introduction

This review starts with an overview of the literature on perception, and how perception can influence programmes such as AA. It then defines the concepts of AA and Employment Equity, including the distinction between these two concepts. The international, as well as the SA context of AA is reviewed. It considers AA and Employment Equity legislation in SA, followed by AA strategies. Finally, it considers important aspects for the implementation of AA plans, followed by a conclusion.

2.2 Perception

According to Dretske (in Mokoape, 1999: 10) the word perception is often used to mean the sensory acquisition of knowledge. He maintains that if knowledge of what is sensed is absent, then there is no perception of the object. Similarly, if knowledge of the necessity of the implementation of AA programmes and the process in the organisation is absent, there can be no perception of such a programme or process, even if it is taking place. Therefore, what is seen, heard or touched may not necessarily be perceived.

Dretske (in Mokoape, 1999: 10 - 11) also argues that one knows about things because one has seen them, tasted them, or touched them. Information is received by sensory means directly, for example seeing that a fellow soldier is promoted, or indirectly by reading about the event. The sceptic school of perception represented by philosophers such as Descartes and Hume suggests that the senses are incapable of imparting knowledge as to physical surroundings. People can experience hallucination and be misled by their own mental images, mistaking these for reality.

Therefore, the sensing of physical objects causes certain mental experiences, which result in an approximation or partial representation of the reality of those objects.

In studies of the implementation of AA programmes, there is a view that AA has a causal effect on diversity in an organisation, which enriches the culture of that organisation (Thomas, 1996).

In the work environment managers of organisations are expected to promote co-operation, to monitor performance appraisal, administer performance rewards, minimise waste, increase productivity and contribute to enhanced force readiness. Similarly, they are expected to implement AA policies and plans, which they may see as being in conflict with the goals of the work environment. Information on this may be received inaccurately. However, that would not mean that it is unreliable. Our senses can still assist us to discover things in our environment if the channels of information are reliable and are working properly under suitable conditions.

To find out how a particular phenomenon is viewed, understood or perceived by a person, it is necessary first to describe what is familiar to that person in his/her own environment. That is in case his/her own world, immediate experience and cultural background are some of the factors that may have an influence, since what human beings do or refrain from doing is, in part a consequence of being brought up in one group as opposed to another. Chaos may be perceived if there is no logical sequence in the implementation of an AA programme, although the programme itself may have regulerity, sense and order. (Papalia & Olds, 1988: 111-113).

2.2.1 **The logical sequence of perception**

In Dretske's (in Mokoape, 1999:14-15) theory of perception, events are related to one another in specific ways. The set of relationship constitutes the perceived structure of the event. In the sequence of occurrences above, it is important that they happen logically and in such a way that there is consonance.

However, perceiving a logical structure in an event does not necessarily mean that the sequence is logical. The interpretation might depend on different attitudes. A manager might be able to fill the gaps of an otherwise ill conceived AA programme. Another manager might use the weakness of the logical sequence to frustrate the programme and render it ineffective (Papalia & Olds, 1988: 112).

Chaos may be perceived if there is no logical sequence in the implementation of an AA programme, although the programme itself may have regularity, sense and order.

2.2.2 **Change in perception and perception of change**

An AA programme may undergo significant changes without losing its form. This retention of form makes the perception of change possible, for change is an attribute that involves a comparison between what the programme was and what the same programme is today. There is a distinction between change and change of perception. Changes in perception are central to the process of learning, productive thinking, shaping of attitudes and development of personality (Papalia & Olds, 1988: 112; Carson & Butcher, 1992: 524).

2.3 **AA and Employment Equity**

Much has been written about AA worldwide (Swanepoel et al 1998; Qunta 1995; Thomas,

1995; Gerber, Nel & Van Dyk 1998). This is a clear illustration of the seriousness with which Governments and the private business sector take AA. It further demonstrates the levels of debate and controversy that surround AA programmes in almost all countries, where most if not all resources are controlled by a particular sector of the population, for example, Australia, Namibia and Zimbabwe (Charlton & Van Niekerk, 1994).

The historical origins of the basic concept of AA are traceable back to the equitable jurisdiction of the court of chancery in England (Swanepoel, et al; 1998: 173).

2.3.1 **What is Affirmative Action?**

The concept of AA is interpreted differently by different authors. The interpretation includes the following:

- Starks (in Swanepoel et al, 1998: 155) defined AA as a prorgramme which is generally designed with three goals in mind; namely to eliminate existing discrimination against minorities and women, to remedy the lingering effect of post discrimination against these groups and to prevent future discrimination against these groups.

- Castle's (1999) view of AA is that it is a process designed to achieve EEO. In order to achieve this goal, the barriers in the workplace which restrict employment and progression opportunities have to be systematically eliminated.

- Swanepoel et al (1998: 156) view AA as those pro-active and remedial measures designed to bridge the gap between formal equality of employment opportunity and substantive equality of opportunity.

Maphai's (in Gerber et al, 1998: 154) view is that AA in SA carries both a narrow and wide connotation. At both levels, there is a great deal of confusion. The narrow conception involves the recruitment of groups, previously discriminated against, into positions of common, through not exclusive, sites of AA. Traditionally, narrow AA seldom progresses beyond tinkering.

Bacchi's (1996:11-12) view is that AA is a generic term for programmes which take some kind of initiative either voluntarily or under the compulsion of law, to increase, maintain, or rearrange the number or status of certain members usually defined by race or gender, within a larger group.

AA refers to specific measures taken to remove impediments to the full realisation of the potential of individuals or categories of individuals or communities.
AA in this formulation is a tool or strategy to achieve the set goals and enable individuals and groups to use the equal opportunities made available to them in the transformed environment. AA has to be situated within any equity framework to ensure that it is an appropriate strategy (Ramphele; 1995: 33).

Present statistics on the racial composition of management and other professional structures indicate that key decision-makers and top management of many business enterprises remain in white hands and under white control. There is a general contention in SA that poverty in SA has a significant colour dimension - 61% of SA's poor are Africans; 33% are coloured; 5% Indians; while the remaining 1% is white (SA Institute of Race Relation,1999: 411). It is therefore logical that Africans should be the major beneficiaries of any corrective action.

It can be deduced from the above definitions that AA consists of positive steps to redress the historical inequalities of the past by means of training and development opportunities,

and preference for the previously disadvantaged groups. All these activities and programmes take place in the work environment and society at large.

2.3.2 The international context of Affirmative Action

AA initiative has come to be used worldwide, in varying degrees, to counter a broad range of discriminatory practices. The programmes can either be constitutional or voluntary. Organisations may practice AA without being required by law to do so.

The debate and argument as to whether AA programmes are necessary continue. Questions arise on how sush programmes are to be formulated and implemented and whether these are the best means by which to attain employment equity (Swanepoel et al 1998: 174).

Many researchers have written on the advantages and disadvantages of AA programmes for example, Carrel, Grobler, Elbert, Max, Hatfield & Van der Schyf, 1998, Swanepoel et al 1998; Castle, 1995). Bacchi (1995:1) states that "AA is a controversial reform. Or at least, it is a reform that attracts controversy. Its critics describe it as at odds with notions of equal opportunity and as undermining procedures designed to appoint the best person for the job. Its supporters often, even usually, feel the need to qualify their support - to specify that their form of AA does not undermine merits".

Charlton & Van Niekerk (1994) note that in the United States, the debate on Affirmative Action programmes is no longer concentrated on a definition of the terms. Its emphasis has shifted from whether AA is necessary or not, to one that is concerned with finding the best way to implement the programmes. Moens (in Mokoape, 1999: 30) notes that the AA debate in Australia was recently intensified by the enactment of certain legislative provisions.

Australian law states that such provisions are not inconsistent with any human right, if it is "... for the purpose of securing adequate advancement of particular persons or groups of persons in order to enable them to enjoy or exercise human rights equally with other persons" (Moens, in Mokoape, 1999: 31).

While legislative decrees may speed up the implementation of non-discriminatory practices, it is privileged individuals and groups of persons who may determine the pace of change. Their feelings, values, attitudes, perceptions, fears and beliefs will determine whether or not they will apply themselves constructively to organisational goals.

2.3.3 The South African Context of AA

In SA, AA is perceived to be a programme of action instituted by management to recruit, train and nurture black employees, in preference to whites, for supervisory and management positions (Castle, 1996: 34). Castle argues that AA is regarded as a strategic, programmatic response to three perceived problems: a skill shortage, social instability, and political change.

Castle (1996:34) indicates that there has been little research on the progress made in black advancement and commitment on the part of organisations and individuals to the practice of equal opportunities. Consequently, there is increasing pressure on all organisations to demonstrate that they are doing something about Affirmative Action.

AA in the present context entails much more than the AA for the Afrikaner in the early 1900s. There are many aspects of SA society that are no longer the same. The constitutional framework in SA and the fact that discrimination based on race, colour, creed, religion, sex or origin is prohibited illustrate that the issues are somewhat different.

It is also accepted that white women and persons with disabilities (of all races) are also to be targeted to benefit from the AA legislation (Employment Equity Act, 1998).

A critique of AA activities within the Human Resources development paradigm championed by Swanepoel et al, (1998) centres on the "underlying motives for action, which are frequently governed by fear and guilt, rather than a desire to succeed in the longterm". Swanepoel et al; (1998: 183) illustrate that in many organisations development has not been well understood or instituted, and that too little pressure is put on managers to coach and develop subordinates or acquire the skills to do this. Some organisations regard AA as an inconvenience, or necessary evil, rather than a pro-active mechanism for development and integration.

There are many schools of thought as to which model best addresses SA's needs. Qunta (1995.29) is of the opinion that "The American experience is particularly meaningful, since there are some striking similarities between their situations and ours. These include an African component of the population, namely African-Americans who have traditionally suffered racial discrimination, as well as other ethnic minorities such as Hispanic Americans who are also subjected to unfair practices and prejudices.

Arguing about the necessity of AA programmes, Qunta (1995:3) notes that...
"The question as to why AA is necessary can be answered in one sentence: the economy can no longer rely on the skills of 12.8% of the population while ignoring the other 87.2%. The demands of the economy cannot be met by relying on a dwindling supply of white skills".

The fear of AA harboured by some of the white population, as illustrated above, is a problem that both the business sector and the Government need to address. There is a major concern that if skilled, competent whites feel threatened, they may emigrate. This

might have adverse effects on the economy and undermine the goals of AA programmes.

2.3.4 AA strategies

Madi (in Gerber et al, 1998:155-157) uses different animals' behaviour to explain the approach organisations take to Affirmative Action. In the "Peacock" approach, the organisation experiences external pressure to get colours to look better. The organisation remains unchanged and the colours are kept undisplayed until somebody looks or asks. This approach is characterised by " tokenism" and window-dressing syndromes. The AA candidate is normally put away in the dark corner without making any contribution as is not expected of him. This approach was experienced in the mid- and late seventies. The approach is deemed shortsighted and wasteful of resources.

The second approach is the "tortoise", in which the organisation is prepared to diversify its workforce to a limited extent. This approach is characterised by secrecy, conservatism and hierarchical structures. Loyalty by the new black recruits is valued more than anything else. Madi (in Gerber et al, 1998: 156) estimates that this approach was experienced in the mid -1980s. Mentorship plays a critical role as the protégées will be under strict supervision to ensure that they do not exceed their boundaries. In this approach AA is a mere political game.

In the third approach, the "rhinoceros", the organisation accepts diversity in its management levels. The commitment of the organisation is illustrated by continuous internal as well as external consultations with employees, managers and consultants.

Intervention such as change in management skills is implemented in cases where lack of "buy-in" is experienced from other managers. This approach was experienced from 2 February 1990 upto and until 24 April 1994 (Gerber et al, 1998: 156).

2.3.5 **Employment Equity**

The employment equity legislation was passed by Parliament in August 1998 and signed by President Mandela on 16 October 1998 (Thomas & Robertshaw, 1999). The purpose of the Act was to promote "Equal Opportunity and fair treatment in employment through the elimination of unfair treatment; and to implement AA measures designed to ensure that suitably qualified people from designated groups have EEO" (Employment Equity Act, 1998:18).

In its preamble (1998: 2), the Act states that in recognising

- that as a result of apartheid and discriminatory laws and practices, there are disparities in employment, occupation and income within the national labour market;

- that those disparities create such pronounced disadvantages for certain categories of people that they cannot be redressed simply by repeating discriminatory laws;
- therefore, in order to promote the constitutional right of equality, and to exercise true democracy;

- eliminate unfair discrimination in employment;

- ensure the implementation of employment equity to redress the effects of discrimination;

- achieve a diverse workforce broadly representative of the South African demographics in terms of race;

- promote economic development and efficiency in the work force; and

-        to give effect to the obligations of the Republic as a member of the International Labour Organisation;

The Act (1998:8) calls for the employer to "collect information and conduct an analysis as prescribed, of its employment practices, procedures and the working environment in order to identify employment barriers which adversely affect people from designated groups".

Thomas & Robertshaw (1999) note that such an organisational audit helps to understand some underlying assumptions about people, and provides insight into "hidden barriers" in the organisation.

2.4   The distinction between AA and Employment Equity

The SANDF (2000:5) makes a clear distinction between the concepts of AA and Employment Equity. AA is viewed as programmes or actions that address the racial, disability and gender imbalance in the DOD. The objective is to have a workforce (both civilians and military members, including those in leadership positions) representative of all levels of the population of SA.

It also includes practices that ensure that persons hitherto prejudiced by past policies or unequal access to education and training, owing to discrimination based on race, gender, sexual orientation, or disability, are able to acquire job opportunities and appropriate training.

Employment Equity is viewed as the right of all persons to equally participate in and benefit from programmes and activities for which they are qualified. Such programs shall be free from social, personal or institutional barriers that prevent people from advancing to as high a level of responsibility as they are competent for (SANDF, 2000:5).

The distinction between the two concepts above supports Makwana's distinction (in Gerber et al 1998: 156) that "AA is a labour market policy aimed at redressing past imbalances that are a direct result of discrimination. Employment equity is a labour market policy aimed at preventing future discrimination".

Finally, Adams (ed) (1993: 163) makes an interesting distinction between Voluntary AA (VAA) and corrective action (CA). In VAA, employers are taking cognisance of political, social and economic changes and addressing these issues through amended recruitment policies and development programmes for disadvantaged groups in particular and all staff in general. VAA initiatives are company-directed and operate in the best interest of the organisation, without the legal or societal demand from outside.

On the other continuum, is the CA where an external dimension comes into play. An outside party, whether it be central government through constitutional imperatives or commission with enabling powers, becomes the judge of fairness, equity and legitimacy. The objective of CA is the elimination of historical imbalances by legal prescription (Adams [ed], 1993:164).

AA has an element of preferential treatment, while merit is one of the main criteria in the provision of Equal Employment. AA serves initially as impetus for improving capabilities, until every staff member is properly prepared to compete on an equitable basis in an environment where equal opportunities for advancement exist (Swanepoel et al, 1998: 155; Ramphele, 1995:9).

2.5   A legislative perspective on AA and Employment Equity

2.5.1 The Constitution of SA

Van Wyk (in Gerber et al, 1998: 157) notes that most if not all constitutions seek to protect and promote equality as their guiding principle. Given the historical context in which the SA

constitution came into being, it is not surprising that it exhibits the same general trend in giving pride of place to equity.

Gerber et al (1998: 157) state that equality in our new constitution is limited to the equality provisions contained in Section 9 of Act 108 of 1996. Section 9 states that:

Equality

(1)   *Everyone is equal before the law and has the right to equal protection and benefit of the law.*

(2)   Equality includes the full and equal enjoyment of all the rights and freedoms. To promote the achievement of equality, legislative and other measures designed to promote or advance persons, or categories of persons, disadvantaged by unfair discrimination, may be taken.

(3)   The state may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth.

(4)   No person may unfairly discriminate directly or *indirectly against anyone on one or more grounds in terms of subsection (3). National legislation must be enacted to prevent or prohibit unfair discrimination.*

(4)   *Discrimination on one or more of the grounds listed in subsection (3) is unfair unless it is established that the discrimination is fair.*

The new Constitution, Section 9 of Act 108 of 1996 indicates the following:

- Section 9(1) is the "Equality" clause.
- Section 9(2) is the "Affirmative Action" clause.
- Section 9(3), 9(4) and 9(5) are the "Anti-discrimination" clauses. (Republic of SA, 1996:7).

2.5.2 The Labour Relations Act

The Labour Relations Act (Republic of SA, 1995: 252) schedule 7, part B stipulates the following regarding unfair labour practice:

"For the purpose of this item, an unfair labour means any unfair Act or omission that arises between an employer and employee involving:

(a) the unfair discrimination, either directly or indirectly against an employee on any arbitrary ground, including, but not limited to race, gender, sex, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, political opinion, culture, language, marital status or family responsibility;

(b) the unfair conduct of the employer relating to the promotion, demotion or training of an employee or relating to the provision of benefits to an employee;

(c) the unfair suspension of an employee or any other disciplinary action short of dismissal in respect of an employee;

(d) the failure or refusal of an employer to reinstate or re-employ a former employee in terms of any agreement.

Gerber et al (1998: 158) states that the Labour Relations Act is responsible for two major institutional innovations: Workplace forums and the commission for conciliation, mediation and Arbitration (CCMA). Each of these has the potential to play a major role in the area of employment equity.

2.5.3 The International Labour Organisation (ILO)

Van Niekerk's (1996: 112) opinion is that the ILO is the world's major generator and supervisor of international labour standards. It has adopted 177 conventions and 183 recommendations in the 77 years of its existence.

Gerber et al (1998: 158) state that SA rejoined the ILO in 1994 after having been one of its founder members in 1919. SA's rejoining will influence the ILO and international standards once again.

The Minister of Labour also made it clear in various policy declarations that the South African government and particulary the Department of Labour will in future support and stringently subscribe to the ILO conventions with regard to equality in society and non-discrimination. Of particular importance in this regard is convention no. 111 of the ILO (Gerber et al, 1998: 159)

2.5.4. The directorates of equal opportunities

Carrel et al (1998: 58) envisage that among others, the Directorate of Equal Opportunities will have the following aims:

■   It will institute processes to end discriminatory practice as far as possible by building more positive relationships among all the stakeholders.
        Its tasks will further include:

- Developing codes of good practice to support implementation of employment equity measures. It will establish regulations that define when a company must submit an employment equity plan, and how it will assess those plans.

- Setting up a system of consultation with stakeholders, or their organisations, with a view to nurturing social partnerships.

- Examining the practices or policies of employers, as needed, to assess whether they are perpetuating discrimination and disadvantage.

- Establishing performance indicators and timetables to assess:

    - the inclusion of members of the disadvantaged groups in positions not previously open to them;
    - equal pay and benefits for equal work;
    - the transformation of work and training; and creation of a work environment and culture that are open to persons of diverse backgrounds and attitudes.

- Establishing machinery for the collection and collation of data from relevant employers, and ensuring its translation into statistics.

It is clear that the government intends to favour those who promote employment equity and disfavour the defaulting employers. Although it has stated that it intends to adopt an incremental approach with the implementation of the Statute, companies are well advised to formulate plans and design structures to accommodate employment equity immediately.

2.6   Important aspects for a successful AA Plan

Most authors, including Charlton & Van Niekerk (1994); Thomas (1995), and IDASA (1995), identified important aspects that determine the success of an AA plan. Planning, involvement of employees, creation of a supportive organisational culture and environment, leadership and commitment from senior management, revision of human resource policies, budgeting and

funding, training and development, monitoring and evaluation have all been considered as critical success factors for successful AA plans.

Nadler & Wiggs (in Mokoape, 1999: 15) state that for a policy to be successful, it "should be clearly written and communicated to all persons who will be affected by its intents and purposes. A policy must be known and understood if it is to be effectively implemented". One other important aspect that ensures effective implementation of a plan is involvement.

In evaluating whether a plan is effective or not, regular feedback on key success factors is important. Burke (in Mokoape, 1999: 17) states that "... when members express frustration about a lack of progress regarding the change effort, such expression is a clear sign of progress".

Swanepoel et al (1998: 185) state that the organisations that try a quick-fix route to AA often find that their efforts are stymied by obstacles such as:

- Strategic planning for AA is not implemented effectively. While commitment to AA from the Chief Executive Officer (CEO) is absolutely vital, the process requires support from all the employees at all organisational levels for its successful implementation.
- People do not know how to implement AA initiatives.
- Human resource planning is not carried out.
- Attitudes remain negative and rooted in the status quo. Control remains with white managers and black employees are regarded as incapable of taking responsibility and accountability.
- Concerns are not clarified and problems in connection with the programme are not addressed because of a failure to foster two-way communication.
- Formal training methods continue to be used although they are obsolete and do not equip people with the necessary skills to handle the challenges of AA (such as attitudinal reorientation, managing diversity and empowerment). Furthermore, trainers

are not equipped with the required skills and understanding of the issues to provide the necessary training.

- Line management eschews ownership of and responsibility for the programme.
- There is a lack of personal commitment by top management to invest sufficient time, effort and public support in the programme. This (modeling) behaviour communicates the message that the failure to reach departmental targets in terms of the programme will be condoned because management itself is only going through the motions out of necessity.
- The programme lacks a clearly communicated objective and targets with time-tables, which undermines its implementation and makes measurement of progress haphazard.
- Recruitment and selection methods are not adapted to attract and to screen suitable black people who can contribute to the success of the programme.
- Assumptions about the abilities and qualifications necessary to do a specific task are presumed to remain valid.

In studying the regional perception on the implementation of the AA in the SANDF, the regional advisor on AA and EEO will be enabled to measure success against the key indications stated above.

While AA favours and empowers historically disadvantaged groups, equal employment simply provides the opportunity without distinction to everyone and without any commitment towards the empowerment of any disadvantaged group (Carrel et al, 1998; Ramphele: 1995; Swanepoel et al,1998).

2.7 Conclusion

In this chapter the theory of perception is discussed and how it can affect plans and programmes such as AA. AA and Employment Equity are put into perspective in terms of the legislative frame work. It is of cardinal importance that the government must still establish

guidelines and instructions regarding the implementation of AA and Employment Equity.

It is also clear that aspects like employee involvement, planning, commitment and involvement of leadership, training and development, monitoring and evaluation will determine the success and failure of the programmes and plans to achieve AA and Employment Equity.

In chapter 3 the composition of the region, tasks of units and their relation to the region and the universum are discussed.

CHAPTER 3: COMPOSITION OF THE REGION AND IDENTIFICATION OF UNIVERSUM

3.1 Introduction

The purpose of this chapter is to give a clear and comprehensive picture of the region so that the responses can be traced to the units to optimise the research process. The data as presented below was valid on the 31 July 2001.

3.2 The units in the region

3.2.1 Regional Joint Task Force North (RJTFN)

The RJTFN, with its headquarters in Pietersburg is mainly responsible for employing forces in the Northern Province and Mpumalanga. Its functions include the efficient and effective utilisation of all deployed troops in the area of responsibility (SANDF, 2000: 14)

The RJTFN forms 8.7% of the region. Africans, although mainly in the lower rank groups, form more than 55% of the RJTFN, followed by whites with 42%. Former SADF members form 67% of the group, followed by TBVC members with 20%. Males form almost 90% and therefore dominate the RJTFN.

Distribution of the unit: RJTF North
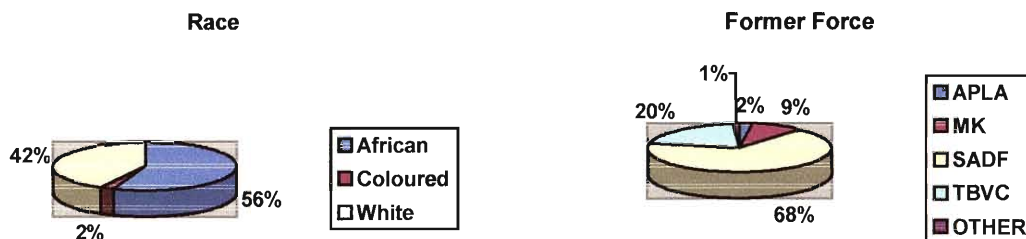
Figure 3.a   Figure 3.b

Fuctionaly RJTFN reports to CJ OPS (Chief of Joint Operations) in Pretoria. The reporting also includes issues such as AA and EEO (Government Gazette, 1999).

3.2.2 Group (GP14)

GP 14 is mainly responsible for force employment, force preparation and collateral services in the Pietersburg area. It forms only 6.2% of the area. Africans, although in the junior ranks constitute 86% of the GP. Whites who form part of middle management constitute the remaining 14%. Former SADF members, in relation to other former forces, constitute 80% of the group followed by, MK members (8%), TBVC members (4%), APLA members (6%) and SANDF members and others, forming 2% 0f the group (SANDF, 1999)

Distribution of the unit: GP 14 HQ
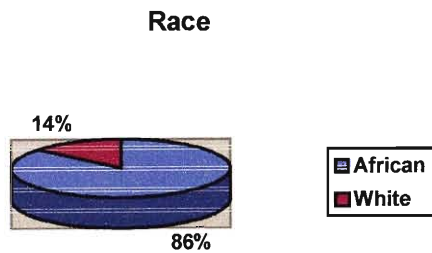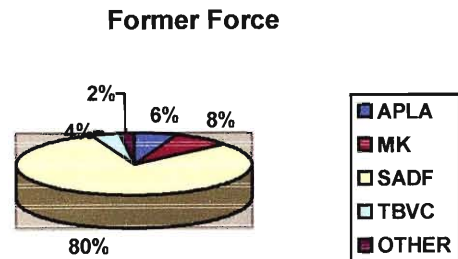
| Figure 3.2a | Figure 3.2b |

The group reports directly to INF FORM (Infantry Formation) in Pretoria regarding command and control including AA and EEO matters (Government Gazette, 1999)

3.2.3 General Support Base Pietersburg (GSB)

The GSB Pietersburg is responsible for providing support services, including logistical,

financial, transportation, hospitality services (food and accommodation) and technical maintenance (vehicles as well as weapons) in the area of responsibility that includes Messina, Ellisras, Phalaborwa and Pietersburg (SANDF, 1999)

GSB Pietersburg forms nearly half of the area (45.6%). Africans, although at the bottom of the rank ladder, form almost 89% of the GSB. Again, the majority of them are former SADF members, followed by MK members (31%), APLA members (21%) and TBVC members (6.7%).

Distribution of the unit: GSB

RACE

Former Force
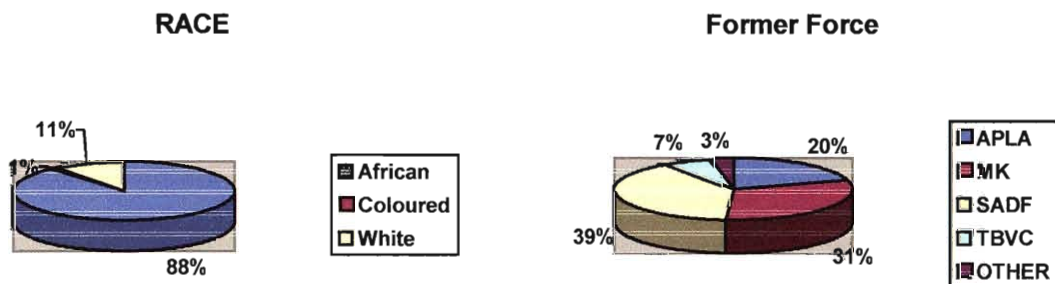
Figure 3.3.a

Figure 3.3.b

In terms of command and control, the GSB is responsible to Supp Form (Support Formation) in Pretoria. This includes AA and EEO functions.

3.2.4 Area Military Health Unit (AMHU)

The AMHU is the custodian of health, psychological, welfare and occupational safety in the area. Its headquarters in Pietersburg also serve remote areas including Messina,

Phalaborwa and others (SANDF, 1999)

Compared to other units, it constitutes only 7.3% of the region. Africans form 74% of the unit with the majority of them (60%) in the junior rank group. It can be stated that there is no single senior officer serving in the senior ranks, as is the case in all the units. There are only eight African officers serving in the junior rank groups. Like other units in the area, the majority of its personnel, 58% are former Africans SADF members who are at the bottom of the rank system. See figure 3.4 for the distribution of population and former force.

The unit reports directly to headquarters in Pretoria, including on AA and EEO issues. The area's AA and EEO Advisor is only serving in an advisory capacity without any command connotations.

Distribution of the unit: SA Military Health Unit
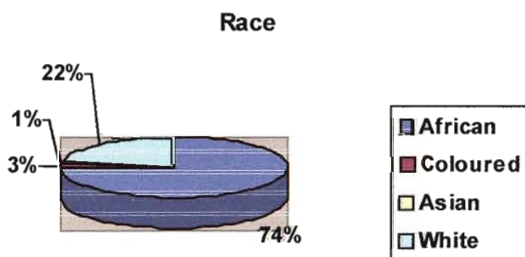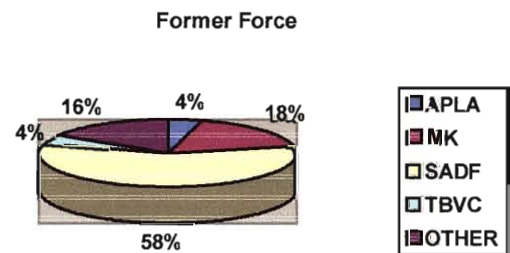
Figure 3.4a   **Figure 3.4b**

3.2.5 Command Management Information (CMI).

The unit is mainly responsible for the provision of a cost-effective and efficient telecommunication function in the area of responsibility and its support. It also provides generator systems on short notice to all units in the area. Its function includes the distribution

of information, and the supply and maintenance of information technology (IT) in the area (SANDF, 1999).

It constitutes only 9.8 percent of the area, with the majority of its personnel (81.8%) from the African population, who are mainly in the junior ranks. Like other units in the area, more than half of its members are former SADF members, constituting 62.6 percent of the unit. The unit has only one black officer in the junior ranks. See figure 3.5 for the distribution of personnel in terms of population group and former force.

CMI reports directly to its headquarters in Pretoria in terms of command and control, including AA and EEO issues.

Distribution of the unit: CMI

Race

18%

82%

☐ African
☐ White

Former Force

16% 5% 8% 8%

63%

☐ APLA
☐ MK
☐ SADF
☐ TBVC
☐ OTHER
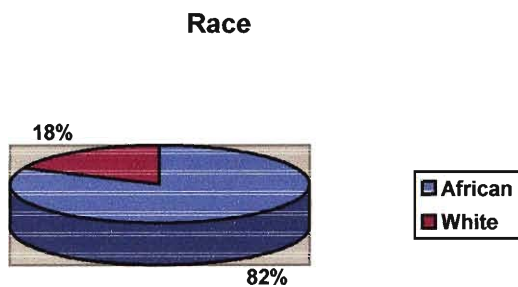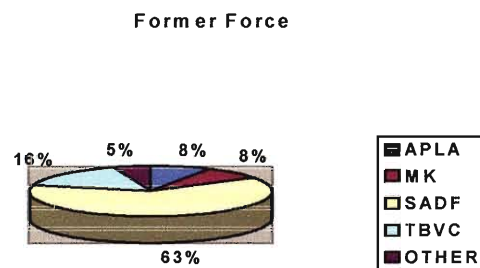
Figure 3.5a   **Figure 3.5b**

3.2.6 10 Engineers Regiment (10 ENGR REGT)

10 Engr Regt is mainly responsible for the operational maintenance of all the infrastructure in the area of responsibility. This includes the maintenance of roads, clearing of obstacles, supply of clean waters, water purification and other engineering tasks. (SANDF, 1999)

The regiment constitutes only 6.9 percent of the region. The majority of its personnel (89 %) are from the African community, coloureds make up 1 percent while whites form the remaining10 percent of the personnel. Like all other units, more than half of its personnel are mainly former SADF members constituting 61 percent of the total group. Most of them are former SADF members (Africans) in lower ranks.

Distribution of the unit: 10 Engr Regt
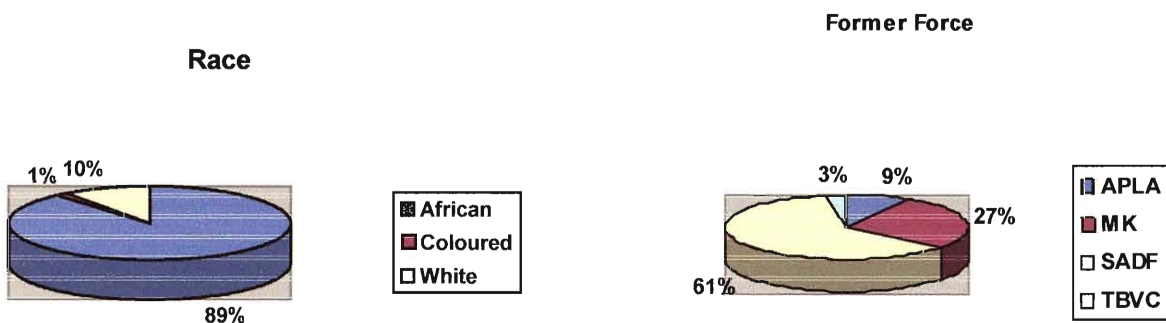
Figure 3.6a   **Figure 3.6b**

3.2.7 Military Police Agency (MPA)

The MPA is mainly responsible for policing, crime prevention, traffic control and the administration of charge office duties in the area of responsibility. The area includes Pietersburg and Ellisras only. The MPA forms almost 10 percent of the region.

The majority of the personnel are Africans, constituting 92 percent of the unit. The remaining 8% are whites that are mainly in middle management.

More than half of the personnel (58%) are former MK members, while 15 percent are

former SADF members. Then follows former APLA members, with 12 percent and finally TBVC members and SANDF members and others, contributing 11 percent and 4 percent respectively.

Distribution of the unit: Military Police

Race

Former Force
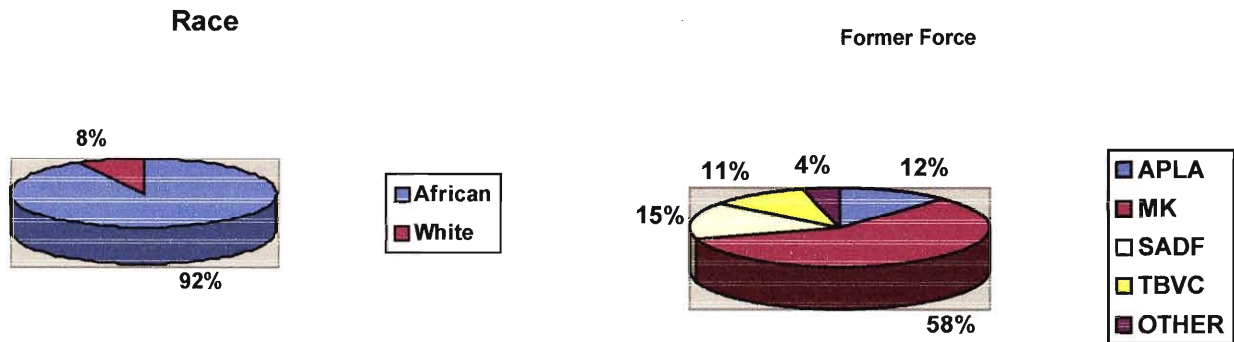
Figure 3.7a

Figure 3.7b

3.2.8   Human Resource Support Satellite (HRSS)

HRSS is responsible for the provision of timeous, credible, efficient and effective human resource support in the area of responsibility. These services include service benefits, medical administration, remuneration, language, personnel separation, personnel acquisition and AA and EEO. (SANDF, 1999).

The section constitutes 5.4 percent of the region, compared to other sections. More than two third of its personnel, (76%) are from the African population group, mainly in the junior ranks. It is currently the only section headed by a female officer. Like the other sections, more than half of its personnel are former SADF members (53%) mainly

Africans, followed by MK members who are almost half as many as the former SADF members (27%)

Coincidentally, the AA and EEO Adviser of the region is working in this section. He advises all the managers in the region on AA and EEO matters, but has no further authority in this regard.

The managers report to their relevant headquarters on progress, challenges and other issues related to AA and EEO. The adviser cannot force any commander in the region to accept any regulation or policy, as he is not their commander or higher authority.

Distribution of the section: HRSS

Race

Former Force
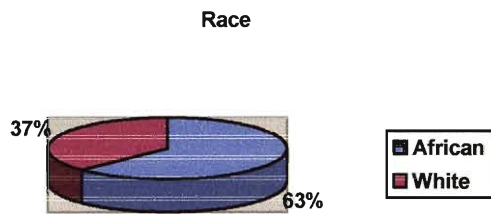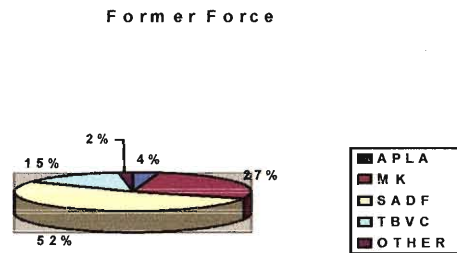
Figure 3.8a   **Figure 3.8b**

3.3   **The region**

Almost half of the personnel in the region are former SADF members constituting 47 percent of the region. Then follows the MK members constituting 27 percent , and APLA members with 13 percent of the region. The TBVC members form only 9 percent of the region, followed by SANDF members and others constituting 4 percent of the region.

The majority of the personnel in the region are Africans, forming 82 percent of the SANDF

population in the Pietersburg area. The majority of them are on the lower rank level and middle management of the ranks. Then follows whites constituting 17 percent of the SANDF population in Pietersburg, followed by coloureds with only 1 percent . See figures 3.10a and 3.10b.

Distribution of the Region

Race

⊞	African
■	Coloured
□	Asian
□	White

Former Force

⊞	APLA
■	MK
□	SADF
□	OTHER
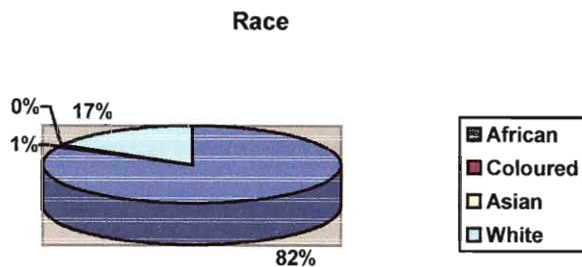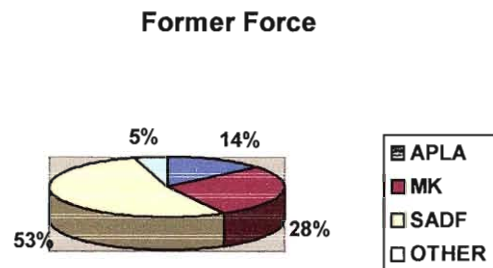
Figure 3.10a   **Figure 3.10b**

3.4   Conclusion

In this chapter the composition and distribution of race, unit and former force are illustrated. It is clear that the majority of the personnel in the region are Africans, followed by whites. It is also clear that almost half of the personnel are former SADF members, constituting 49 percent followed by MK members with 26 percent .   It must finally be remarked that the majority of the Africans are at the lowest level of the ranks in the region.

The pattern of the distribution in the region resembles that in the units in the region characterised by the majority of Africans being in the junior ranks and the few whites being in the senior ranks. The region and the units are further overshadowed by former SADF members, mainly Africans in junior ranks. This could also be a pattern of the sample.
In chapter 4, the research methodology and the method of sampling are discussed.

CHAPTER 4: RESEARCH METHODOLOGY

4.1　Introduction

The purpose of this chapter is to describe the methodology used for the study. It gives details on the population size, the sample size and the method of sampling; the construction of the questionnaire, the reliability and validity, the pilot study, the administration of questionnaires and response rate and the method of analysing the data.

4.2　The nature of research

Leedy (2001:149-150) states that a case study is conducted to shed light on a phenomenon, be it a process, event, person or object of interest to the researcher. Therefore, a case constitutes a single instance of phenomenon.

Swanson & Holland (1997:139) note that there are three types of case studies, namely:

- Intrinsic: Unique to one particular situation

- Institutional: Used to understand an issue or refine theory

- Collective: Involving multiple cases in order to shed light on a complex phenomenon or population.

The purpose of this study dictates that it is an intrinsic study, focused on a few SANDF units in the Pietersburg area. The focus is a report on perceptions about AA and EEO, and racism in the SANDF units in the Pietersburg area.

Leedy (2001:102 – 108) states that the nature of the data dictates the research methodology. In cases where the data were provided verbally, the methodology is qualitative, which is referred to s "warm" because in great part it is concerned with human beings: interpersonal relationships, personal values, meanings, beliefs etc. As a result, the approach is inductive.

If the data is numerical, the methodology is quantitative, which is referred to as "cold". It is impersonally experimental. Quantitative methodologies manipulate variables and control natural phenomena (Leedy, 2001: 104 – 108). For the purpose of this study, the quantitative method of research is applied.

A clear distinction is made between various data collection methods, which include questionnaires and interviews. One of the powerful advantages of the questionnaires is that they can reach people far away. Although advantageous in certain circumstances, questionnaires are regarded as impersonal, too expensive to administer, prone to poor response rates etc. Closely linked to the questionnaire is the structured interview method. One of the major setbacks of the interview is that it is frequently misunderstood (Leedy, 2001: 108 – 111).

Data are collected for this report via a questionnaire. Responses to questionnaires are to be made both on a rating scale and as open-ended questions. The study therefore has both qualitative and quantitative aspects. According to Leedy (2001:102), qualitative studies are "an inquiry process of understanding a social or human problem, based on building a complex, holistic picture, formed with words reporting detailed views of informants, and conducted in a natural setting". Quantitative studies, on the other hand, are " an inquiry into a social or human problem, based on testing a theory composed of variables and analysed with statistical procedures, in order to determine whether the predictive generalisations of the theory hold true" (Leedy, 2001:102)

4.3. The population of the study

The population includes the current active duty personnel of the Pietersburg units. The population includes all the rank structures in the region, that is, from major general to private. According to this system, all levels of management and men on the ground will form part of the population. The population of the study is 1 011, including all rank structures in the region.

4.4 Sample size and the method of sampling

Graziano and Raulin (2000: 144) identified two main sampling methods, namely, the non-probability sampling and probability sampling method. In the non-probability sampling method, there is no way of forecasting, estimating or guaranteeing that each element in the population will be represented in the study. On the contrary, the **probability** sampling method gives the researcher greater confidence that the sample adequately represents the population. In the probability sampling method, each population element has some known, specifiable probability of being included in the sample.

Non-probability sampling methods include the convenience or accidental sampling and quota sampling methods. The **convenience** sampling method makes no pretence at being representative of the population. It takes the units as they come on the scene or as they are presented to the researcher by mere happenstance. **Quota** sampling on the contrary, is a variant of convenience sampling. It selects the respondents in the same ratio as they are found in population (Graziano and Raulin, 2001: 144 – 148).

Probability sampling methods include simple random sampling and stratified random sampling. In simple random sampling, each member of the population has an equal chance of being selected, which is the opposite of the stratified random sampling method. In stratified random sampling, the researcher divides the population into subgroups or strata and a

random sample is taken from each stratum. Other methods of probability sampling include proportional stratified sampling, cluster or area sampling and systematic sampling (Gaziano and Raulin, 2001: 145).

Leedy (2001:272) notes that, "a sample size depends largely on the degree to which the sample population approximates the qualities and characteristics of the general population" Convenient or accidental sampling is used for the purpose of this study. The population is stratified and thereafter convenient sampling in the different stratum is applied. Convenience sampling makes no pretence of being representative of a population; it takes the units as they arrive on the scene or as they are presented to the researcher by mere happenstance (Leedy, 2001:278). Therefore, the nature of the units tasks such as continuos deployment and performing duties far from the members home unit, necessitated this type of (convenience) sampling.

4.5 Construction of the questionnaire

Graziano & Raulin (2000:140-142) note that a questionnaire is an instrument for observing data beyond the physical reach of the observer. It has to be constructed in such a way that any question will logically elicit the answer to researcher's central problem (Leedy, 2001:270-282).

Before the questionnaire was finalised, it was tested in a small pilot study, described in the following section.

4.5.1 The pilot study

According to Moore (2000:115) the first draft of a questionnaire is never perfect and ready to administer until it has been pre-tested as a pilot study exercise.

The pilot study was conducted by giving the draft questionnaire to the Human Resource manager, Equal Opportunity Adviser and three managers from other units. One questionnaire was further given to one individual in each rank group, selected randomly. The researcher visited all the people selected for the pilot study and the purpose of the study was explained to the members. In all, 13 pilot study questionnaires were distributed and returned within a week, and on the basis of their feedback:

- Difficult words and concepts were simplified.

- Divisions and sections were erased.

- Any information that could lead to the identity of an individual (names etc) was removed from the questionnaire.

4.5.2 The structure of the questionnaire

The questionnaire is divided into three parts (I, II and III), namely AA and EEO, Racism and open-ended questionnaires. All the questions are further subdivided into three sections: demographic, structured questions, and the open-ended section. The following categories are tested:

4.5.2.1 **Category 1:** Perceptions about the existence of fair and equal career opportunities within the SANDF.

4.5.2.2.**Category 2:** Perceptions about the existence of information and an understanding of AA and EEO in the SANDF.

4.5.2.3. **Category 3:** Perceptions about the lack of representation among leaders in top positions within the SANDF.

4.5.2.4 **Category 4:** Perceptions about the potential success of AA in the SANDF.

4.5.2.5 **Category 5:** Perceptions about the potential threat of the AA within the SANDF

4.5.2.6 **Category 6:** Perceptions about the existence of equal benefits for all members of the SANDF.

4.5.2.7 **Category 7:** Perceptions about the existence of discrimination based on differences within the SANDF.

4.5.2.8. **Category 8:** Perceptions about regulations and evidence that give rise to racism.

4.5.2.9. **Category 9:** Perceptions on evidence of racism in the SANDF.

4.5. **The questions:** See Appendices I, II and III.

4.6.   Reliability and Validity

The questions in the questionnaire were designed to obtain " standard data, that is, comparable information about each case in a given class" (Graziano & Raulin, 2000:85-89). Graziano & Raulin (2000) state that other researchers should be able to repeat questionnaires in similar circumstances and conditions in future studies. Thus, it is imperative that the instrument should be both reliable and valid. According to Leedy (2001:31-32), the reliability of an instrument is the extent to which, if the same study was to be repeated, the same data and conclusions would be achieved.

4.6.1   Validity

Validity in research " is the freedom from bias in forming conclusions in view of data", and the "generalisability of the conclusions reached through observation of a sample of the universe" (Leedy, 2001:31). For the purpose of this, two types of validity were ascertained:

- **Content validity:** It refers to the representativeness or sampling adequacy of the content, the substance, the matter, the topic of a measuring instrument. Thus the questionnaires in this regard. According to Kerlinger (1986: 417), content validation is guided by the question: "Is the substance or content of this measure representative of the content or the universe of content of the property being measured?" It is therefore essential to confirm that this validity is met. All the questionnaires (Appendices I; II and III) were evaluated by experts from the DoD, Inspectorate General, before being distributed to the respondents. Requirements for validity were met in terms of both the **face value** and **logical validity**

  - **Face validity:** Anastasie (in Human Science Research Council, 1982:158) states that face validity should not be confused with content validity, as the former is not validity in the technical sense; it refers not to what the test actually **measures but to what it appears superficially to measure.**
  - **Logic validity:** Anastasie (in Human Science Research Council, 1982:158) refers to this as a sampling validity. It mainly measures whether the test items (questions in this regard) are a satisfactory representative of the universe. This validity was also satisfied by the pilot study.

4.6.2 **Reliability:** According to Leedy (2001:31-36), reliability refers to the accuracy or the precision of the measuring instrument (questionnaires in this regard). The following statistical techniques are applied to ensure the reliability of the questionnaires:

- **Chronbach's alpha:** It is used to determine the homogeneity (internal consistency) of the questions in each category. Chronbach's alpha gives an indication of whether all items/questions in each category measure the same underlying construct and whether they measure it consistently (Keller & Warrack, 2000:544). To avoid the number of the items in the categories influencing the alpha, the Spearman Brown formula is applied to estimate the alpha if all categories consist of 20 items.

4.7   Analysis of Data

4.7.1 Structured questionnaires

The results of the study are analysed so that conclusion can be drawn from the observations. The Statistical Package for the Social Sciences (SPSS) is to be used to analyse the data statistically. The results are presented in frequency tables as well as in the statistical techniques. The analysis of the contents of the open-ended questions is grouped in nine categories and presented.

According to Goode & Hatt (1952), the simplest form of representing research findings is the frequency tabulation. They state that the units entered into one column, the left-hand column, describing the qualities or values, must be mutually exclusive. In the other column, the right-hand side column, the entrees show "the frequency of occurrence of each of the classes" (Goode & Hatt, 1952). The structured questions are grouped into categories and analysed using the frequency tables supported by Pearson chi-square, referred to only as chi-square (x^2). The SPSS Package is used to analyse the data collected.

- **Pearson chi-square: According** to Keller & Warrack (2000:544), the chi-square is used to determine whether or not two classifications of a population of qualitative data are statistically independent; the test can also be interpreted as a comparison of two or more populations. The population group, former force and rank are

analysed to determan whether they played a statistically meaningful role in determaning the results of the data analysis. It uses data arranged in a contingency table.

- **Mean:** The sample mean, denoted as n, is used to make an inference about the population (all the members in the Pietersburg region in this regard). It is widely known as the measure of central location (average) in daily language (Keller & Warrack; 2000: 90)

- **T-test:** According to Keller & Warrack (2000: 348), a t-test is used to determine the impact of the **independent** variables (population group, former force and race in this regard) on the dependent variable (the nine categories in this regard). The t- test will only be applied where an independent variable consists of only two categories, like black and white.

- **An one-way analysis of variance (ANOVA):** The ANOVA test is applied for the same reasons as the t-test. It is applied where the independent variables consist of more than two categories (rank in this regard).

After long deliberation and consultation, the chi-square, mean, t-test, an one-way analysis of varience statistical techniques are found to be the most suitable for the purpose of this study.

4.7.2. Open-ended questionnaires

For the open-ended questions, content analysis methodology is used, which according to Leedy (2001:156) is a grouping together of several words implying a concern with a category. Content analysis generates a culture of indicators that point to the state of beliefs, values, ideologies or other culture systems.

4.8 Conclusion

The information gathered from the sample is drawn from the different units in the area by means of a structured and open-ended questionnaire. The SPPS Program is applied to analyse the data in an organised manner.

In chapter 5, statistical analyses about the nine categories are presented to give statistical proof of the data to be analysed and interpreted in chapter 6.

CHAPTER 5: STATISTICAL ANALYSIS OF THE DATA

5.1. Introduction

The purpose of this chapter is to make a statistical analysis of the nine categories presented in the previous chapter. The aim of the chapter will also be to confirm the broader argument regarding the nine categories that is based on the raw data in the next chapter.

5.2. Approach

A number of items are grouped together to test a specific construct as indicated as category 1 - 9 in chapter four. A reliability analysis (Cronbach's alpha) is used to determine the homogeneity (internal consistency) of the questions in each category. Cronbach's alpha gives an indication of whether all the items/ questions in each category measure the same underlying construct and whether they measure it consistently. The reliability analysis is done on the total for both samples in terms of each category (see table 5.1)

Table 5.1 **Reliability Analyses**

Category	N of items	Cronbach's Alpha
Category 1: Perceptions about the existence of fair and equal opportunities	7	.7474
Category 2: Perceptions about the existence of information and understanding of the AA & EO	4	.7323
Category 3: Perceptions about the lack of representativeness in top leadership	2	.7638
Category 4: Perceptions about the potential success of AA in the SANDF	16	.9054
Category 5: Perceptions about the potential threat of AA in the SANDF	7	.8356
Category 6: Perceptions about the equal benefits for all members	15	.8712
Category 7: Perceptions about the existence of discrimination in the SANDF	7	.8135
Category 8: Perceptions about the regulations that give rise to racism	6	.8443
Category 9: Perceptions about the existence of evidence of racism in the SANDF	5	.6746

As can be seen in table 5.1, the level of reliability for each category is satisfactory.

Since the number of items may have an influence on the alpha, the Spearman Brown formula was applied to estimate the alpha if all categories consist of 20 items each in each category, an alpha of one was obtained, which is remarkable.

5.3. Statistics in respect of the means

Each category consists of a series of questions. For each category the mean is calculated. The means are calculated as follows: a numerical value is awarded to each reply option ranging from agrees, uncertain and disagree. These values are added together for each question within the category. Thereafter, the average question value is calculated for each category. The questions where the respondents did not reply or answer at all are regarded as a missing system and are not calculated (see table 5.2)

Table 5.2 **Category statistics**

Category	n	Category mean	Standard Deviation
1	112	3,1186	,8033
2	112	2,5089	,8469
3	113	2,4646	1,3475
4	110	2,5364	,8578
5	112	3,1365	,9373
6	109	2,7511	,7480
7	112	2,8724	,7889
8	120	3,0889	1,1275
9	122	2,4131	,8936

5.3.1. Interpretation of category means

5.3.1.1. Category1: Perceptions about the existence of fair and equal career opportunities

In terms of category one, a high value (5) indicates a negative perception while a low value (1) indicates a positive perception. The category's mean of 3.1186 signifies that the respondents are inclined to react negativety to the way the principles of fair and equal career opportunities are applied within the SANDF.

5.3.1.2. Category 2: Perceptions of the existence of information and understanding of AA and EEO within the SANDF

With regard to category 2, ahigh value (5) indicates a negative perception and a low (1) value indicates a positive perception. The category's mean of 2.5089 (table 5.2), indicates that the respondents feel that the way they are informed about AA & EEO rates averagely.

5.3.1.3. Category 3: Perceptions about representation among leaders in top positions

In terms of this category, a high value (5) signifies a negative perception while a low value (1) indicates a positive perception about the representation of blacks in top positions. The category's mean of 2.4646 (table 5.2), signifies that there tends to be a universally positive perception about the representation of blacks among leaders in top positions.

5.3.1.4. Category 4: Perceptions about the potential success of AA

A high value (5) indicates negative perceptions while a low value (1) signifies a positive perception about the potential success of AA. The category's mean of 2.5364 (table 5.2)

signifies that the respondents react relatively neutrally to this category.

5.3.1.5 Category 5: Perceptions about the potential threat of AA

With regard to category 5, a small value (1) signifies that AA will have a negative impact on the members and the organisation, whereas a high value (5) denotes a potentially positive impact. The category's mean, 3.1365 (table 5.2), indicates a relatively positive reaction.

5.3.1.6 Category 6: Perceptions about the existence of equal benefits to all members

In case of category 6, a high value (5) signifies a negative perception while a low value (1) indicates a positive perception.

5.3.1.7 Category 7: Perceptions about of discrimination based on differences in the SANDF

This category refers to perceptions about discrimination based on race, gender, age, language, religion, sexual orientation and physical abilities.
A low value (1) signifies a negative perception while a high value (5) denotes a positive perception.

5.3.1.8 Category 8: Perceptions about the existence of regulations and situations that give rise to racism

With regard to category 8, a low (1) value signifies a negative perception whereas a high value (5) denotes an optimistic perception.

5.3.1.9 Category 9: Perceptions about evidence of racism in the SANDF

In this category a low value (1) signifies a negative perception whereas a high value (5) indicates a positive perception.

5.3.2 The impact of the independent variables on the dependent variables

In this section, the impact of the independent variables (population group; former force; and rank group) on the dependent variables (nine categories) will be investigated.

Where an independent variable consists of two categories, a t- test will be applied. On the other hand, where the independent variables consist of more than two categories, an (one-way) analysis of variance (ANOVA) will be performed.

Because the frequency of some of the levels of rank, former force and population groups are too small to draw any meaningful conclusions, it was decided to collapse the categories as follows: **rank group**: officers (senior officers and junior officers); senior non-commissioned officers (NCOs): (warrants officers and senior NCOs); junior NCOs and privates. **Population group:** Blacks: (Asians, Africans and coloured) and whites. **Former force:** Statutory forces (SADF and TBVC forces); and NSFs (Apla and MK members). The new groups are indicated in the heading " GROUPS" (see table 5.3)

Table 5.3 Groups in respect of categories 1- 7(AA & EOE)

Serial	Independent variable	N	%
1.	**Rank group**		
	(1) Officers	28	24.8
	(2) Senior NCOs	24	21.2
	(3) Junior NCOs	34	30.1
	(4) Privates	27	23.9
2.	**Population group**		
	(1) Blacks	81	71.7
	(2) White	32	28.3
3.	**Former force**		
	(1) Statutory forces	67	62.6
	(2) NSFs	40	37.4

Table 5.4 **Groups in respect of category 8 and 9**

Serial	Independent variable	n	%
1.	**Rank group**		
	(1) Officers	**17**	**14.5**
	(2) Senior NCOs	**40**	**34.2**
	(3) Junior NCOs	**40**	**34.2**
	(4) Privates	**20**	**17.1**
2.	**Population group**		
	(1) Blacks	**96**	**78**
	(2) White	**27**	**22**
3.	**Former force**		
	(1) Statutory forces	**74**	**63.2**
	(2) NSFs	**43**	**36.8**

5.3.3   **Independent variables with two subpopulations: population group and former force**

To ascertain whether the mean category scores of blacks and whites, as well as former statutory forces and NSF, are significantly different, the t-test was performed. The t-test is a statistical technique applied to determine significant differences between two groups' mean. The following paragraphs detail the results of the analysis of the t-test that were performed to determine the role played by population group and former force in the category scores. Only differences that are of significance on the **0.05%** level were accepted as statistically meaningful. The mean scores of the subpopulations are presented

in table 5.5 and 5.6. Only these categories where the independent variables played a statistically meaningful role are presented in the table.

Table 5.5 Significant categories in population groups

Category	Group	(X) Mean score	t-test	P (2-tail)
1.	Black	3.0214		
	White	3.3616	-2.054	.042
3.	Black	1.8580		
	White	4.0000	-10.911	.000
4.	Black	2.2136		
	White	3.3589	-7.864	.000
5.	Black	3.3911		
	White	2.5000	5.015	.000
6.	Black	2.9632		
	White	2.2172	5.242	.000
7.	Black	2.7268		
	White	3.2366	-3.217	.002
9.	Black	2.2253		
	White	3.0741	-4.723	.000

5.3.3. Significant categories in former force

Table 5.6 Significant categories in former force

Category	Group	(X) Mean score	t-test	P (2-tail)
3.	Statutory	2.9179		
	Non-statutory	1.7500	4.775	.000
4.	Statutory	2.8252		
	Non-statutory	2.1125	4.634	.000
5.	Statutory	2.8550		
	Non-statutory	3.5860	-4.243	.000
6.	Statutory	2.5692		
	Non-statutory	3.0351	-3.180	.002
7.	Statutory	3.0512		
	Non-statutory	2.5824	2.999	.003
9.	Statutory	2.5644		
	Non-statutory	2.1535	2.490	.014

5.3.3.1. Category 1: Perceptions about the existence of fair and equal career opportunities

In terms of this category, a high value (5) signifies a negative perception while a low value (1) signifies a positive perception. According to the t-test in table 5.5, there is a significant difference between the white and black respondents.

Statistically, there is no significance difference between statutory and NSF members in this regard.

5.3.3.2 Category 3: Perceptions about representation among leaders in top positions

With regard to category 3, a high value (5) indicates a negative perception while a low value (1) signifies a positive perception. There is also a significant difference between the black and white respondents with regard to this category.

The data also illustrate that there is a significant difference between the former statutory and NSF with regard to this category. The NSF members are more positive (1.7500, see table 5.6.) than those of the statutory forces (2.9279).

5.3.3.3 Category 4: Perceptions about the potential success of and values of AA

In terms of category 4, a high value (5) signifies a negative perception, while a low value (1) indicates a positive perception.

5.3.3.4 Category 5: Perceptions about the potential threat of AA within the SANDF

With regard to category five, a small value (1) signifies a negative perception, while a high value indicates a positive perception.

5.3.3.5 Category 6: Perceptions about the existence of equal benefits to all members

In case of category 6, a high value (5) signifies a negative perception while a small value (1) indicates a positive perception. A positive perception indicates that members of the SANDF are treated equally in terms of the benefits listed in table 6.8.

5.3.3.6. Category 7: Perceptions about the existence of discrimination based on differences

In this category, a low value (1) signifies a negative perception, namely that members of the SANDF are discriminated against on certain grounds, while a high value (5) denotes a positive perception that there is no discrimination in the SANDF.

5.3.3.7. Category 9: Perceptions about evidence of racism in the SANDF

In this incident, a low value (1) signifies anegative perception, explicitly that there is still evidence of racism in the SANDF, while a high value (5) indicates a positive perception.

5.3.4 Independent variables with more than two sub-populations: rank group

To ascertain the effect of the above-mentioned independent variables, an (one-way) analysis of variance (ANOVA) was performed. Where meaningful F-ratio results were derived, the Bonferroni test was performed to indicate the difference.

Table 5.7. (on page 60) reflects only those categories where rank group played a statistically meaningful role at the **0.05%** significant level

Table 5.7   **Significant categories in rank group**

Category	Group	X Mean score	Sig (P)
3.	Officers Senior NCOs/WOs Junior NCOs Ptes	2.9286 3.5625 1.8088 1.8333	Officers/ Junior NCOs: .001 Officers/ Ptes: .003 Senior NCOs/ Junior NCOs: .000 Senior NCOs/ Pte: .000
4	Officers Senior NCOs/WOs Junior NCOs Ptes	2.8371 2.8071 2.2670 2.3149	Officers/ Junior NCOs: .050
6.	Officers Senior NCOs/WOs Junior NCOs Pte's	2.6095 2.3639 3.000 2.9622	Senior NCOs/ Junior NCOs: .007 Senior NCOs/ Ptes: .027
8.	Officers Senior NCOs/WOs Junior NCOs Ptes	3.6667 2.7692 3.0583 2.9537	Officers/ Senior NCOs: .033

5.3.5.1. Category 3: Perceptions about lack of representativeness in top positions

With regard to category 3, a high value (5) signifies a negative perception, while a low value (1) signifies a positive perception, ie that more black managers are needed in top positions. The significant differences between the rank groups regarding this category are fascinating.

5.3.5.2. Category 4: Perceptions about the potential success of AA

In category four, a high value (5) signifies a negative perception while a low value (1) indicates a positive perception regarding the potential success of AA. Interestingly, there is only one significant difference between officers and junior NCOs in this regard.

5.3.5.3. Category 6: Perceptions about the existence of the equal benefits to all members

In category 6, a high value (5) indicates a negative perception namely that members of the SANDF are not treated equally in terms of certain benefits, while a low value (1) signifies a positive perception, namely that the members are treated equally. There is significance differences between the groups.

5.3.5.4. Category 8: Perceptions about evidence of racism in the SANDF

With regard to category 8, a low value (1) signifies a negative perception, specifically that certain regulations and their application in the SANDF give rise to racism, while a high value (5) signifies a positive perception.

The only significant difference in this regard is between the officers and the senior NCOs. The officers tend to be more positive (3.6667) compared to the senior NCOs (2.7692).

5.4.   Conclusion

In chapter 5, the data were analysed and presented statistically to support the argument to be based on the data collected. Statistical methods like chi-square; the mean; t-test and an one-way analysis of variance (ANOVA) were applied to analise the data.

In chapter 6, the results of the data are discussed, analysed and interpreted.

CHAPTER 6: PRESENTATION, ANALYSIS AND INTERPRETATION OF THE RESULTS

6.1. Introduction

From a total population of 1 011 of SANDF members in Pietersburg Units, a sample of 236 (23.4%) was drawn. The high percentage of the sample was drawn for the following reasons:

- To make a meaningful generalisation of the results.
- To anticipate those questionnaires, that are normally not returned. Leedy (2000: 181) states that the researcher must expect 10 percent of the questioners dispatched to the possible respondents.

All 236 questionnaires that were distributed were completed, giving a response rate of 100 percent. 113 (11.2%) of the questionnaires were used to determine the perceptions of AA and EEO, while the remaining 123 (12.2%) were used to determine perceptions about racism in the SANDF. Finally, the entire 236 were further used to process the open-ended questions. The response rate was regarded as remarkable. The recent debate and investigations in the SANDF motivated and inspired the respondents to return all the questionnaires distributed. The questionnaires were distributed to members in the different units and returned within a week. The close proximity between the researcher and the units played a cardinal role in determining the response rate.

On the extreme end of the scale the researcher noted that there were no significant differences between Strongly Disagree and Disagree on the one hand, and Strongly Agree and Agree on the other. The researcher therefore decided to collapse the columns into Agree, Uncertain and Disagree with regard to the total group. The frequency counts were expressed in numbers and percentages per question in table form, with the summary of all responses added up across and horizontally.

The researcher's assumption that the likelihood that age range and gender would influence the respondents' perception was not correct. Mainly the rank, former force and population groups were found to influence the respondents' perception. The cross-tabulation of the data (see Appendix IV in this regard) is also illustrated according to these three categories (population group, former force and rank). In order to draw meaningful conclusions, the cross-tabulation data are grouped into:

- Population group: black (African, Asian and coloureds) and white.
- Rank group: officers (senior officers and junior officers); senior NCOs (warrant officers and senior NCOs) junior NCOs and privates.

- Former force: NSFs (MK and APLA) and statutory forces (SADF and TBVC) (others were excluded as they joined the SANDF after 27 April 1994)

Table 6.1 shows the demographic representation of the region in terms of rank, race and former force as on 31 July 2001, while table 6.2 shows the respondents' demographics.

Table 6.1 Demographic Representation of the Universum ito Rank, Race and Former Force

Rank	Total	Race				Former Force					Total
		African	Coloured	Asian	White	Apla	MK	SADF	TBVC	Other1	
Junior NCOs	678	665	1	0	12	115	249	246	46	22	678
Senior NCOs	167	111	0	0	56	5	12	113	32	5	167
Warrants	49	11	3	0	35	1	0	45	3	0	49
Junior Officers	86	46	1	1	38	6	11	50	8	11	86
Senior Officers	31	6	2	0	23	0	1	25	5	0	31
TOTAL	1011	839	7	1	164	127	273	479	94	38	1011

1 Other: People who joined SANDF after 27 April 1994

Table 6.2: The Sample of AA and EEO by Rank, Race and Former Force

Rank	Total	Race				Former Force					Total
		African	Coloured	Asian	White	Apla	MK	SADF	TBVC	Other	
Junior NCOs	61	57	1	0	3	9	22	22	2	6	61
Senior NCOs	15	7	0	0	8	1	3	10	1	0	15
Warrants	9	3	0	0	6	0	0	9	0	0	9
Junior Officers	14	8	1	1	4	1	3	9	1	0	14
Senior Officers	14	3	0	0	11	0	1	12	1	0	14
TOTAL	113	78	2	1	32	11	29	62	5	6	113

It can be noticed that the greater numbers of respondents (69%) are Africans mainly on the lower level of the ranks, followed by whites (28%) who are mainly on the warrant to senior officers ranklevels. Only a small number of senior officers (18%) are Africans, mainly former MK members and former TBVC states members.

6.1.1. The Comparison between the population and the sample

Figure 6.1: Rank

Figure 6.2: Former Force

<u>Population</u>

9% 4% 13%

27%

47%

- APLA
- MK
- SADF
- TBVC
- OTHER

<u>Sample</u>

4% 5% 10%

26%

55%

- APLA
- MK
- SADF
- TBVC
- OTHER

Figure 6.3: Population Group

Population

1%
16%
0%

83%

- Africans
- Asians
- Coloureds
- Whites

Sample

28%

2%

1%

69%

- Africans
- Asians
- Coloureds
- Whites

Figure 6.4.Gender

Population

17%

83%

- Male
- Female

Sample

26%

74%

- Male
- Female
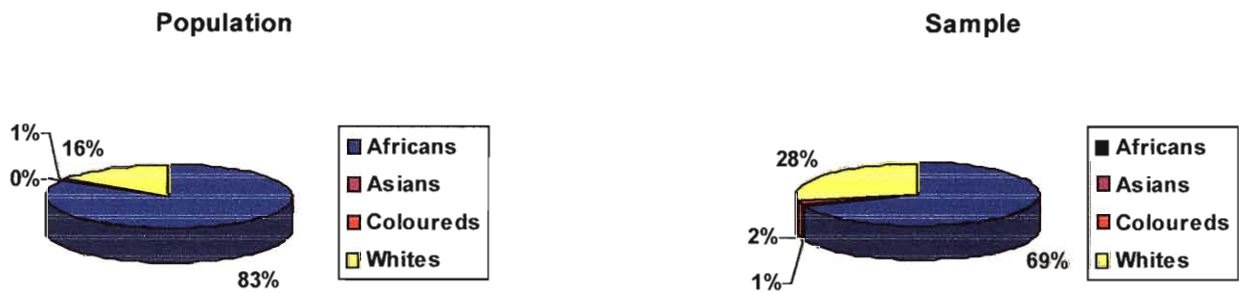
6.2.   Analysis and interpretation of the results: category 1 - 7

The percentage breakdowns of the respondents' reactions to the questions are depicted in the tables. The results for the total samples are presented in tables 6.4 to 6.17. The results with regard to the subgroups according to population, former force and rank are presented in Appendix IV (cross-tabulation).

To determine whether population group, former force and rank played a statistically significant role in the respondents' reaction to each question, the chi-square test was applied. **Only those questions where statistically significant associations on the 0.05 % level were obtained will be interpreted.**

6.2.1. Category 1: There is a perception within the SANDF that fair and equal opportunity does not exist within the SANDF.

Seven questions were grouped to define this category (see table 6. 3)

Table 6. 3: Perceptions about the existence of fair and equal opportunity

Question no	Question	Agree		Uncertain		Disagree		Total	
		Freq	%	Freq	%	Freq	%	Freq	%
10.g.	Human rights are taken into account	55	48.7	25	22.1	33	29.2	113	100
10.j.	Equal chance of in-service training	45	39.8	15	13.3	53	46.9	113	100
10.k.	Can be promoted in current job	42	37.2	23	20	48	42.5	113	100
11.b.	Rewarded fairly for work I do	50	44.3	8	7.1	55	48.7	113	100
11.j.	Current job allows me to develop new skills	68	60.2	18	15.9	27	23.9	113	100
12.a.	Equal chance to develop career	41	36.3	14	12.5	58	51.3	113	100
12.b.	The best person is appointed for the job	27	24	22	19.6	64	56.6	113	100
TOTAL		328	41.5	125	15.8	338	42.7	791	100

$X^2 : p < 0.05$

Question 10.k. Population group: p = **.013**

Question 12.a. Population group: p = **.005**, rank: p = **.041**

Question 12.b Former force: p = **.046**, population group: p = **.000**

On average 41.5% of the respondents agree that fair and equal career opportunities exist within the SANDF, while 42.7 percent disagree. Of the total responses (791), 125 (15.8%) were uncertain.

Of the total number of respondents, 60.2 percent agree that their current job allows them to develop new skills. On the contrary, 23.9 percent disagree that their current job allows them to develop new skills, while 15.9 percent are uncertain.

More than half (56.3%) of the white respondents disagree that they can be promoted in the current job. The correspondence percentage for the blacks is 37 percent. It is further noteworthy that the blacks are more uncertain than the whites in this regard (27.1% vs.3.1%). See Appendix IV in this regard.

White respondents disagree to a greater extent than black respondents with the statement that every member has an equal chance to develop his/her career (75% vs. 41.3%). Of all the rank groups, officers are most inclined to disagree with the statement (71.4% vs. between 40.7% and 48.8%). See Appendix IV.

Whereas 93.8 percent of the white respondents disagree with the statement that in the SANDF the best person for the job is appointed, fewer than half of the black respondents (41.3%) are inclined to belief that members of former statutory forces are more inclined to disagree with the statement than members of NSFs (66.7% vs 42.5%, see Appendix IV)

6.2.1.1.   Interpretation of results

There are mixed feelings about the existence of fair and equal career opportunities within the SANDF. An overwhelming majority of the whites (93.8 percent) disagree that the best person is appointed for the job.

Although there is no significant difference in opinions on whether fair and equal opportunities do exist, certain factors, like equal chance to develop a career and the best person appointed for the job, illustrate that most who disagree are white respondents.

On the other extreme, it is clear that there are definite issues where a clear distinction can be identified in terms of Africans and whites, as well as former forces. This only manifests itself in terms of former NSF members and Former SADF members.

6.2.2. Category 2: Perceptions about the existence of information and understanding of Affirmative Action

Four questions were grouped together to define this category.

Table 6.4: Existence of information and understanding of Affirmative Action

Question no	Question	Agree		Uncertain		Disagree		Total	
		Freq	%	Freq	%	Freq	%	Freq	%
8.a.	AA was explained to me	78	69	11	9.7	24	21.2	113	100
10.c.	I understand what AA means	88	77.8	15	13.3	10	8.9	113	100
10.e.	Informed about changes of Affirmative Action	57	50.1	23	20.4	33	29.2	113	100
10.i.	Information about AA and EO is available	49	43.8	32	28.6	32	28.3	113	100
TOTAL		272	60.2	81	17.9	98	21.7	452	100

X^2 : $p < 0.05$

Question 10.c Former force: $p = .020$

Question 10. e Population group: $p = .016$, Rank: $p = .015$

In general, more than half of the respondents (60.2%) agree that there is enough information on information and understanding of AA. More than 70 percent (77.8%) of the respondents stated that they understand what AA means, while 13.3% were uncertain and 8.9% disagree. It is also important to note that between 20.4% and 28.6% are uncertain whether they had been informed about changes resulting from AA (20.4%) and whether information about AA and EEO is available (28.6%)

6.2.2.1. Interpretation of the results, category 2

The available data express it clearly and convincingly that most of the respondents understand what AA means and that more than half of them (with the exception of the junior NCOs) are informed about the changes resulting from AA in the organisation.

It must be mentioned that all the information available and known to the respondents does not mean that they know how AA will have an impact on their careers and their development. The information is simply available and known to them.

In the following categories, it will be determined whether the available information and rumours doing the rounds will influence the respondents either negatively or positively.

6.2.3. Category 3: Representativeness among leaders in top positions within the SANDF

Table 6. 5. Perception of a lack of representation

Question no	Question	Agree		Uncertain		Disagree		Total	
		Freq	%	Freq	%	Freq	%	Freq	%
10.a.	Too many whites are in top leadership	64	56.6	5	4.4	44	38.9	113	100
11.g.	More black managers are needed in SANDF	74	65.5	9	8	30	26.5	113	100
TOTAL		138	61.1	14	6.2	74	32.7	226	100

X^2 : p < 0.05

Question 10.a Former force = **.000**, Population group = **.000**, Rank: p = **.000**

Question 11.g Former force: p = **.003**, Population group: p = **.000**, Rank: p = **.000**

On average, 61.1 percent of the respondents have the perception that there is a lack of representativeness among the top leadership, while 32.7 percent disagree. Only 6.2 percent

of the respondents are uncertain. About two thirds (65.5%) agree that more black managers are needed in top positions, while 26.5% disagree.

More than two thirds (80%) of the NSF respondents agree that there are too many whites in the top leadership, while 15% disagree. On the contrary, less than half (43.3%) of the statutory force members held this view while more than half of them (53.7%) disagree. Fewer statutory force respondents (3%) are uncertain in this respect. Correspondingly, above two thirds of the black respondents agree compared to the white respondents (6.3%). In effect, the entire white respondents (87.5%) disagree with the statement as compared to black.

The majority of the privates and the junior NCOs (77.8% and 76.5% respectively) agree that there are too many whites in the top leadership of the SANDF, compared to the officers and senior NCOs. More of the senior NCOs are uncertain in relation to other ranks.

More or less all the NSF respondents (85.2%) tended to agree that more black mangers are needed in top positions, whereas fewer than a quarter of white respondents held this view. More of the white respondents (65.6%) disagree in relation to blacks.

A substantial percentage of the black respondents (85%), compared to whites (15.6%), agree that more black managers are needed in top positions in the SANDF. More white respondents are uncertain in relation to blacks (18% vs. 3.7%). Correspondingly, more junior NCOs and privates (88.2% and 85.2% respectively) tend to agree with the statement as compared to officers and senior NCOs. More of the senior NCOs tend to disagree that more black managers are needed in top positions. No private was uncertain in this instance.

6.2.3.1.   Interpretation of category 3

This category again confirms the manifestation of different opinions between former statutory force members and NSF (APLA and MK members), including the white and black differences.

The trend is that almost 60 percent of the former statutory force (SADF) members, particularly whites, wish to preserve the status quo of white leadership while the former NSF members wish is to unravel the current situation of white top management.

The majority of the blacks, including former black SADF members, who are begging for their representation in top leadership, wish to have more blacks in top management. It is easy to say that the Minister of Defence, Chief of the SANDF (C SANDF) and almost all Chiefs of Divisions are blacks. The underlying factor is who are closer to them, including the top management. At the end, those who are closer are whites, former SADF members. They also seem to be protecting the current situation to expand in the future.

6.2.4 Category 4: The perception of the potential success of AA in the SANDF

Sixteen questions were posed to determine the potential success of the AA.

(See next page)

Table 5.6: Potential success of AA

Question No	Question	Agree		Uncertain		Disagree		Total	
		Freq	%	Freq	%	Freq	%	Freq	%
8.b.	Feel good when I think about AA	59	52.2	17	15.2	37	32.7	113	100
8.c.	AA necessary to address inequalities	73	64.6	14	12.4	26	23	113	100
8.d.	Willing to work with member appointed owing to AA	89	78.8	12	10.6	12	10.6	113	100
8.e.	AA leads to EEO for all in SANDF	63	55.6	9	8	41	36.3	113	100
8.f.	I support AA in SANDF	81	71.7	15	13.3	17	15	113	100
8.g.	AA will creates more effective SANDF	68	60.2	21	18.6	24	21.2	113	100
10.f.	I believe AA is fair	59	52.2	24	21.2	30	26.6	113	100
10.l.	AA personnel will be skilled to do the job	40	35.4	24	21.2	49	43.4	113	100
11.a.	AA create career opportunities	52	46	26	23	35	31	113	100
11.c.	AA influences Management positively	41	36.3	33	29.2	39	34.5	113	100
11.e.	I personally benefit from AA	48	42.3	27	23.9	36	31.9	111	98
11.h.	AA will influence Military culture positively	54	47.8	24	21.2	35	31	113	100
11.i.	Most SANDF members feel positive about AA	53	46.9	33	29.2	27	23.9	113	100
14.a.	EEO will improve the work relationships	78	69	19	17	15	13.3	112	99.8
14.b.	AA will improve image of SANDF	66	58.4	21	18.6	26	23	113	100
14.c.	AA can succeed in establishing fair and just representation	71	62.9	25	22.1	17	15	113	100
TOTAL		995	55.1	344	19.1	466	25.8	1805	100

$X^2 : p < 0.05$

Question 8.b. Former force: p = .**033**, Population group: p = .**000**, Rank: p = .**034**

Question 8.c Population group: p = .**003**

Question 8.d Population group: p = .**006**

Question 8.e Former force: p = .**006**, Population group: p = .**000**, Rank: p = .**026**

Question 8.f. Former force: p = .**014**, Population group = .**000**

Question 8.g Population group: p = .**046**, Population group: p = .**000**

Question 10.f Former force: p = .**016**, Population group: p = .**002**

Question 10.l Former force: p= **001**, Population group: p = .**000**

Question 11.a. Former force: p= .**002**, Population group: p= .**000**, Rank: p= .**001**

Question 11.c. Former force: p= .**006**, Population group: p= .**000**, Rank: p= .**026**

Question 11.e Former force: p= .**001**, Population group: p= .**000**, Rank= .**001**

Question 11.h Former force: p= .**000**, Population group: p= .**000**, Rank: p= .**001**

Question 11.j Former force: p= .**001**, Population group= .**000**

Question 14.b Former force: p= .**007**, Population group: p= .**000**

Question 14.b. Former force: p= .**014**, Population group: p= .**030**

On average, 55 percent of the respondents reacted positively to the statement regarding AA, while 19% were uncertain. Almost a quarter (25.8%) of the respondents reacted negatively, while two out of 113 did not respond to the question and one out of 113 did not respond to question 14(a).

The larger percentage of the respondents, (71.7%) give their support to AA (question 8.f.) while 78.2% also agree that they are prepared to work with AA candidates (question 8.d.), 10 percent disagree while the other 10.6 percent are uncertain.

An above average percentage (67.5%) of the NSF members tend to agree that they feel good about AA, 20 percent disagree and the remaining 12 percent were uncertain. It is prominent

that more than half of the white respondents (65%) indicated that they do not feel good about AA while 15 percent were uncertain.

Whereas more than half of the privates and the senior NCOs (66.7%; and 63.6% respectively) indicated that they feel good about AA, fewer officers and junior NCOs held this view.

Blacks agree to a larger extent (74.1%) than whites (40%) that AA is necessary to address the inequalities of the past. More whites are uncertain in this regard compared to blacks (18.8% vs. 9.9%). A larger percentage of the white respondents (40.6%) disagree with the statement.

Fewer white respondents (59.4%) agree that they are willing to work with members appointed as a result of AA, while the overwhelming percentage (86.4%) of the blacks hold this view. A smaller percentage of blacks disagree compared to whites (6.2% vs. 21.9%)

NSF respondents agree to a greater extent (75%) than statutory forces members (43.3%) that AA leads to equal employment opportunities for every member of the SANDF. While only a smaller percentage (18.8%) of the whites agrees with the statement, approximately 70 percent of the black respondents supported the statement. Whereas a greater number of the senior NCOs, junior NCOs and privates agree that AA leads to EEO, more of the officers (60.7%) disagree with the statement. Junior NCOs are more uncertain than other ranks.

A tremendous proportion of NSF respondents (87.5%) in association to statutory force members (61.2%) agree that they support AA in the SANDF. A smaller significant percentage (5%) of NSF members were uncertain. Correspondingly, an incredible percentage (84%) of black respondents agrees with the statement, compared to the whites (40%). More white respondents (28%) are uncertain in relation to blacks.

Two thirds of NSF members, as opposed to half of the statutory force members agree that AA creates a more effective SANDF. Low percentages (12%) of the NSF respondents are

uncertain in this regard. More black respondents compared to whites (76.5% vs. 18.7%) agree that AA will create a more effective SANDF. A lager percentage of white respondents (50%) disagree with the statement. A smaller percentage of black respondents indicate that they are uncertain.

An above average percentage (67.5%) of NSF members agree that AA is fair, while a lower percentage of statutory force members (41.8%) tend to concur with the statement. More than a quarter of the statutory force members disagree with the statement. Consistently, more of the black respondents (67.7%) maintain that they believe AA is fair, compared to the smaller number of white respondents. More whites (46.9%) disagree with the statement.

Fifty five percent of the NSF respondents agree that most people who are appointed as a result of AA in the SANDF will be skilled to do the job, 22.5 percent disagree while the other 12.5% are uncertain. On the contrary, less than a quarter of the statutory force respondents agree while 58.4 percent disagree that people who are appointed as a result of AA will be skilled to do the job. An overwhelming percentage (84.4%) of the white respondents disagree while a lower percentage (9.4%) of them are uncertain.

NSF members agree to a larger extent (67.5%) than statutory force members (34.3%) that AA will create better opportunities. A greater percentage of the statutory force members (41.%) disagree with the statement. Likewise, more of the black respondents (61.7%) agree with the statement compared to white respondents of whom the majority (78.1%) disagrees. More than half of the privates and the junior NCOs (59.3% and 55.9% respectively) agree with the statement in comparison to other ranks (see Appendix IV in this regard).

Fewer statutory force members (34.3%) than NSF members (67.5%) agree with the statement that AA will influence management positively. Similarly, fewer of the white respondents (6.3%) than the blacks agree with the statement. More of the white respondents (78.1%) disagree

while 15.6 percent are uncertain. More privates and the junior NCOs (51.9% and 44.1%) tend to agree with the statement than officers and senior NCOs.

An above-average number of the NSF respondents (65.2%) agree that they will benefit from AA, while more than a quarter of the statutory force members (27.3%) believe this. More of the statutory force members (45.4%) disagree with the statement. Fewer NSFs are uncertain in this regard. Similarly, an above-average number of the black respondents agree compared to white respondents (9.4%). Less than half of the other ranks, officers, senior NCOs and the junior NCOs, agree with the statement, compared to the privates, of whom an above average percentage (69.2%) agreed.

Just about two thirds (72%) of the NSF respondents agree that most of the SANDF members feel positive about AA. The corresponding percentage for the statutory force members is 34.3%. It is further striking that the statutory force members are more uncertain than the statutory force members in this instance (35% vs. 15%). Equally, a higher percentage (59%) of the black respondents agree with the statement compared to white respondents. However, a higher percentage of white respondents are uncertain (37.5%) and disagree (46.9%) with the statement.

Whereas more than 70 percent (72.5%) of the NSF respondents agree with the statement that AA will influence military culture positively, a less significant percentage (31.3%) of statutory force members tend to agree also. More white respondents also tend to disagree with the statement than black respondents (68.8% vs.16%). More black respondents are uncertain compared to the white respondents. Correspondingly, more than half of the junior NCOs and privates (59.3% and 64.7% respectively) agree with the statement compared to officers and senior NCOs.

More than two thirds (77.5%) of the NSF members agree that AA will improve the image of the SANDF. The corresponding percentage of the statutory force members is (46.3%). A lower

percentage of the NSF members (10%) are uncertain in this respect. It is further notable that more black respondents (67.9%) tend to agree with the statement as opposed to a smaller percentage of the white respondents. More (19.8%) of the black respondents are uncertain than the whites.

Approximately 80 percent of the NSF members agree with the statement that AA can succeed in establishing fair and just representation in the SANDF. The corresponding percentage of the statutory force is 52.2 percent. More of the statutory force members (29.9) are uncertain about this. Likewise, more of the black respondents (70.4%) agree with the statement in relation to whites. A higher percentage of white respondents (34.4%) are uncertain compared to blacks.

6.2.4.1　Interpretation of the results

It is again very clear in this category that two clear and distinct groupings exist. Firstly, there are the NSFs members who are prescribing and have the tendency to favour their own members. On the other extreme, white, former statutory force members are against the AA & EEO to a greater extent. In between, one also finds the opinion of the former SADF members (blacks, whose opinion varies from one category to the next, **cross-tabulation not attached in this regard).** Former black SADF members' opinion are similar to those of whites only in terms of those issues where they feel they are disadvantaged by the new dispensation, but their views vary to the other extreme of supporting NSF members where they feel their former masters (whites) are putting them at a disadvantage.

In conclusion, three clear distinct groupings can be identified, namely former NSF, statutory forces, (whites and blacks) as well as different ranks. Respondents in these groups can be identified and explicitly differentiated from one other in almost all the categories.

6.2.5. Category 5: Perceptions about the potential threat of AA within the SANDF

Table 6. 7: Perception on the potential threat of AA

Question no	Question	Agree		Uncertain		Disagree		Total	
		Freq	%	Freq	%	Freq	%	Freq	%
8.h	Afraid I will lose my job owing to AA	24	21.2	22	19.5	67	59.2	113	100
10.b	AA is only a political strategy	58	51.3	17	15.2	37	32.7	112	99
10.d	AA is reversed discrimination	53	46.9	13	11.5	47	41.2	113	100
10.h	I experience AA as a threat	36	31.9	21	18.6	56	49.6	113	100
11.d	AA lowers standards	44	38.9	21	18.6	48	42.5	113	100
11.f	I am opposed to the implementation of AA	39	34.5	28	24.8	46	40.7	113	100
14.d	AA will endanger my promotion	37	32.7	20	17.7	56	49.6	113	100
TOTAL		291	36.8	142	18	357	45.1	790	100

X^2 : $p < 0.05$

Question 8.h Population group: p = **.012**

Question 10.b Former force p= **.007**, Population group: p=. **010**

Question 10.d Former force: p = **.007** Population group: p= **.003**, Rank: p= **.015**

Question 10.h Population group: p = **.008**

Question 11.d Former force: p = **.025** Population group: p= **.000**

Question 11.f Rank: p = **.001**

Question 14.d. Former force p= **.001** Population group: p= **.000**

On average nearly half of the respondents (45.1%) disagree that AA poses a threat, while 31.8 percent agree. A significant 18 percent were uncertain whether AA is a potential threat within the SANDF or not.

Less than a quarter (16%) of the black respondents agree with the statement that they are afraid that they will lose their jobs owing to AA, while more than a quarter (34.4%) of the white respondents were so inclined. More of the white respondents (28.1%) are uncertain in relation to black respondents (16%). On the contrary, an overwhelming percentage (67.9%) of the white respondents tended to agree with the statement.

Regarding the statement that AA is a political strategy, more than half (58.2%) of the statutory force members agree with the statement while just below half (41%) of the NSF members were so inclined. A larger fraction (19.4%) of the statutory force was uncertain. Similarly, nearly two thirds (71.9%) of the white respondents agree with the statement while fewer blacks (15%) are uncertain.

A slightly above average percentage (55.2%) of the statutory force members agree that AA is reverse discrimination, while less than half of the NSF members were so inclined. More than half of the NSF members (60%) disagree with the statement. More statutory force members were uncertain. Likewise, nearly two thirds (71.9%) of white respondents agree, as compared to less than half of the black respondents. More officers (60.7%) agree that AA is reverse discrimination in comparison to other ranks (see Appendix IV).

Approximately fifty percent of white respondents indicated that they experience AA as a threat, while less than a quarter (23.5%) of the black respondents agree with the statement. More black respondents (19.8%) are uncertain in this regard.

Nearly half of the statutory force members, compared to less than a quarter of the NSF members, agree that AA will lower the standard (47.8% vs.23.5%). An overwhelming percentage of the white respondents (78.1%) agree with the statement, compared to black respondents (23.5%). More than half (51.9%) of the black respondents disagree that AA will lower the standard in the SANDF.

The majority of the privates (63%) indicated that they are opposed to the implementation of the AA in the SANDF, whereas more than half (57.1%) of the officers disagree with the statement. Half of the senior NCOs are uncertain, compared to other ranks.

Almost half (43.3%) of the statutory force members agree that AA will endanger their promotional prospects. The corresponding percentage of the NSF members is 17.5%. Nearly two thirds (72.5%) of the NSF members disagree with the statement. Similarly, more of the white respondents (65.6%), compared to black participants (19.8%), agree that AA will endanger their promotional prospects in the SANDF. More black respondents are uncertain.

6.2.5.1. Interpretation of the results, category 5

Again, the respondents are differentiated in terms of former force, population group and rank group. More than half of the whites, that are mainly males in senior positions, feel threatened by AA and EEO. They regard all this as reverse discrimination that will inhibit their progress. Most of them are either leaving voluntarily or requested to leave in terms of EIP (Employer Initiated Package). They are the ones mainly opposed to the implementation of AA and EEO (Setai, 2001:30-32)

On the contrary, the Africans, especially former NSF members, view the whites as obstacles to the implementation of AA and EEO who want it to fail so that the status quo can be maintained (*Sowetan* 23 August, 2001: 14)

6.2.6. Category 6: Perceptions about the existence of equal benefits to all members of the SANDF.

Fifteen benefits were listed to determine the respondents' perceptions on whether SANDF members are treated equally with regard to the benefits concerned.

TABLE 6.8: Differences in allocation of benefits

Quest no	Question	Agree		Uncertain		Disagree		Total	
		Freq	%	Freq	%	Freq	%	Freq	%
9.a.	Pension	62	54.9	23	20.4	28	24.8	113	100
9.b.	Pay	55	48.7	17	15	41	36.3	113	100
9.c.	Promotion	18	15.9	9	8	86	76.1	113	100
9.d.	Leave	81	71.7	12	10.6	20	17.7	113	100
9.e.	Sick leave	72	63.7	15	13.3	26	23	113	100
9.f.	Housing subsidy	54	47.8	17	15	42	37.2	113	100
9.g.	Transport	28	24.8	18	16.1	66	58.4	112	100
9.h.	Medical aid (self)	85	75.2	11	9.8	16	14.2	112	100
9.i.	Medical (dependants)	79	69.9	16	14.2	18	15.9	112	100
9.j.	Special leave	54	47.8	15	13.3	44	38.9	113	100
9.k.	Maternity leave	74	65.5	21	18.8	17	15.2	112	100
9.l.	Legal assistance	53	46.9	35	31	25	22.1	113	100
9.m.	Transfer policies	45	39.8	21	18.8	46	40.7	112	100
9.n.	Study leave	76	67.3	17	15	20	17.7	113	100
9.o.	Bonus	58	51.3	9	8	46	40.7	113	100
TOTAL		894	52.8	256	15.1	541	40	1691	100

$X^2 : p < 0.05$

Question 9.a Population group: p = **.002**

Question 9.b Population group: p = **.022**, Rank p = **.012**

Question 9.d Former force: p = **.030**

Question 9.e Former force: p = **.033**, Population group: p = **.001**, Rank: p = **.001**

Question 9.f Former force p= **.002**, Population group: p = **000**

Question 9.g Population group: p = **000**

Question 9.j Former force: p = **.006**, Population group: p = **.000**, Rank: p= **002**

Question 9.k Former force: p = **.003**

Question 9.l Former force: p = **.029**, Population group: p= **.000**, Rank: p = **.001**

Question 9.m Former force: p = **.002**, Population group: p = **.000**, Rank: P= **.001**

Question 9.n Rank: p = **.016**

On average more than half (52.9%) of the respondents' perception is that equal benefits are available within the SANDF, while 32% disagree. The remaining (15.1%) are uncertain if all members of the SANDF get equal benefits.

Fifty percent and more of the respondents' opinion is that there are equal benefits in terms of pension, leave, sick leave, medical aid (self), medical aid for dependants, maternity leave, study leave and bonus. The remaining 50 percent are uncertain and disagree.

More of the white respondents agree that members of the SANDF are treated equally in terms of pension; leave, sick leave, housing subsidy, transportation, special leave and legal assistance compared to the black respondents. Similarly, more of the statutory force members, compared to NSF members, agree that members of the SANDF are treated equally in terms of sick leave, housing subsidy, special leave, legal assistance, transfer policies and study leave. More of the senior NCOs agree with the statement, compared to other ranks (see Appendix IV in this regard).

6.2.6.1 Interpretation of category 6

The opinions of the respondents vary. More than 50 percent of the respondents are of the opinion that there are equal benefits for all members of the SANDF in terms of certain benefits, such as pension, leave, sick leave, medical (self), medical aid for dependants, study leave and bonus.

More than 76.1 percent of the respondents disagree that there are equal benefits in terms of promotion and more than 58 percent disagree in terms of transportation, while 75.2% agree that there are equal benefits in terms of medical aid for the members.

Again, all these issues are clearly divided in terms of former force, population group and rank.

The bottom line is that the whites, who are mainly in senior positions, do not want to distribute the available resources, like transportation, fairly. This is also illustrated clearly in the Setai report (Setai, 2001:77) that indicates that whites even on junior level, have access to transportation, while the majority of blacks; even seniors do not have access to official transport.

6.2.7. Category 7: Perceptions about the existence of discrimination based on differences within the SANDF

Seven factors were listed to test opinions on whether SANDF members are discriminated against.

Table 6. 9: Perceptions on the existence of discrimination

Questio n no	Question	Agree		Uncertain		Disagree		Total	
		Freq	%	Freq	%	Freq	%	Freq	%
13.a.	Race	82	72.6	12	10.6	19	16.9	113	100
13.b.	Gender	47	41.6	22	19.6	43	38.1	112	99.9
13.c.	Age	38	33.6	23	20.4	52	46	113	100
13.d.	Language	72	63.7	13	11.5	28	24.8	113	100
13.e.	Religion	35	31	32	28.3	46	40.7	113	100
13.f.	Sexual orientation	20	17.7	39	34.5	54	47.8	113	100
13.g.	Physical abilities	27	23.9	35	31	51	45.1	113	100
TOTAL		321	40.6	176	22.3	293	37.1	790	100

$X^2 : p < 0.05$

Question 13.b. Population group: p = **.021**

Question 13.d Population group: p =**012**

Question 13.e Former force: p = **.004**, Population group p = **000**: Rank P= **.005**

Question 13.f. Former force: p = .011, Population group p =: .001

Question 13.g. . Former force: p = **045**,Population group p = **.000**

On average 40 percent of the respondent's perception is that there is still discrimination in the SANDF, while 37 percent disagree. More than 20 percent (22.3%) are uncertain. The

majority of the respondents (72.6%) believe that there is discrimination in terms of race, while the other 63.7% also agree that there is discrimination with regard to language.

There is general consensus that people are discriminated against mainly on the basis of race (72.6%) and language (63.7%).

Approximately half of both the black and white respondents (69.1% and 50% respectively) agree that members of the SANDF are discriminated against on the basis of language. Furthermore, responses to questions on other benefits vary from disagree to uncertain in terms of former force, rank and population group. See Appendix IV for a clear illustration in this regard.

6.2.7.1. Interpretation of Category 7

The data illustrated that people in the SANDF are not discriminated against in terms of gender, age, religion, sexual orientation and physical disabilities. It is clear that the majority of the participants agree that people are discriminated against mainly in terms of language and race.

One cannot dissociate the region, organisation (SANDF) and the broader society soldiers come from. Discrimination in terms of race and language will be part of the organisation as long as it is not rooted out in society. This applies not only to this region, but to the entire SANDF (Setai, 2001: 70)

6.3. Racism in SANDF

The demographic details of the respondents are for categories 8 and 9: The perception that racism exists in the SANDF.

Table 6.10 shows the demographic representation of the sample by former force, race and rank.

This sample is the replica of the previous one characterised by a majority of Africans (54%) in the junior ranks. The sample also consists of a majority of former SADF members, dominated by Africans, in the junior rank group, with a few whites, mainly on the management and supervisory level.

It must be stressed from the beginning that the NSF component (APLA and MK members) only forms 26.8 percent of the sample representing mainly juniors. See table 6.11.

Table 6.10: Demographic representation of the racism sample ito ranks, race and former forces.

Ranking	Total	Race				Former Force					Total
		Afr	C	AS	W	APLA	MK	SADF	TBVC	OTHER	
Junior NCOs	65	57	1	0	8	10	16	32	6	2	66
Senior NCOs	35	28	0	0	7	2	12	16	1	4	35
Warrant Officers	5	2	0	0	3	0	0	5	0	0	5
Junior Officers	13	8	0	0	5	1	2	8	2	0	13
Senior Officers	4	0	0	0	4	0	0	4	0	0	4
TOTAL	123	95	1	0	27	13	30	65	9	6	123

Comparison between the population and the sample

Figure 6. 5: Rank comparison

Population

Sample
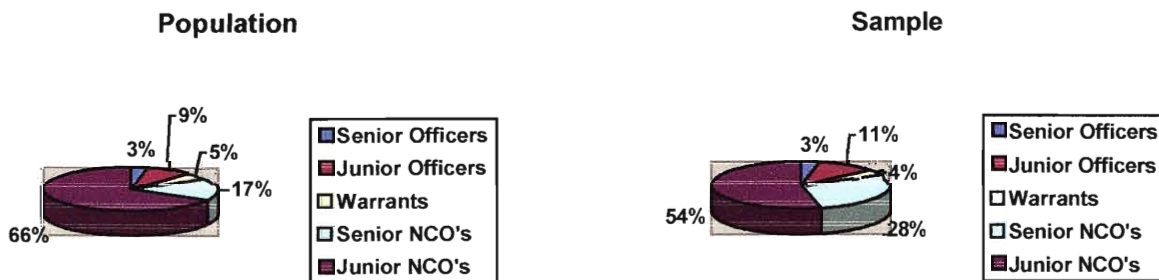
Figure 6. 6: Former Force Comparison

Population

9% 4% 13%
47% 27%
APLA
MK
SADF
TBVC
OTHER

Sample

7% 5% 11%
53% 24%
APLA
MK
SADF
TBVC
OTHER
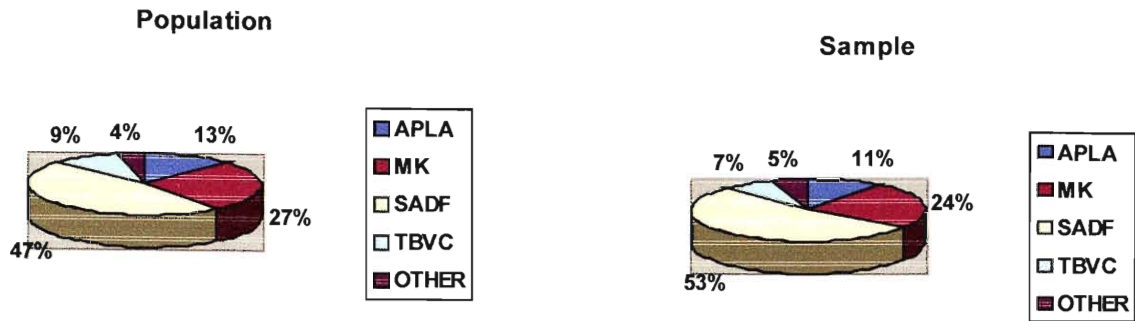
Figure 6. 7: Population group comparison

Population

16%
1%
0%
83%
Africans
Asians
Coloureds
Whites

Sample

22%
1%
0%
77%
Africans
Asians
Coloureds
Whites

Figure 6. 8: Gender

Population

17%
83%

Figure 5.8.a
Male Female

Sample

22%
78%

Figure 5.8.b
Male Female
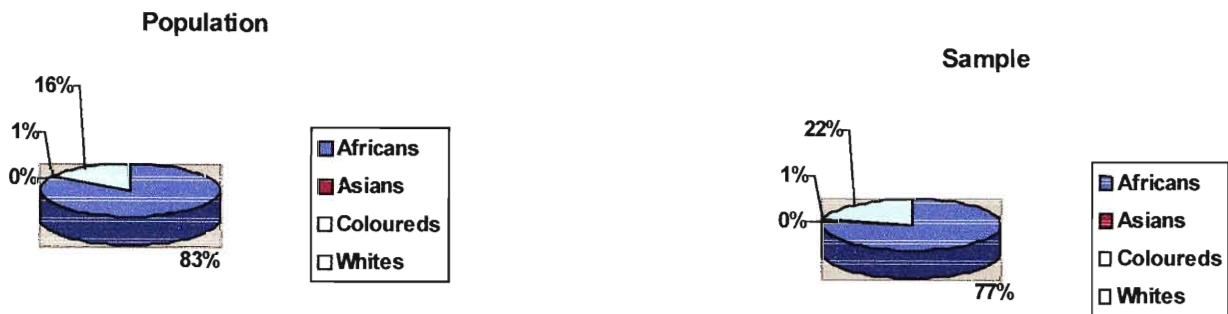
6.3.1. Category 8: Racism in the SANDF

Questions were grouped into three categories to test opinions on the existence of racism in the SANDF.

Six regulations and their applications were listed to test perceptions on whether the regulations or their application give rise to discrimination.

Table 6. 11: Test of regulations and situation that might give rise to racism

Question no	Question	YES		Uncertain Don't know		NO		Total	
		Freq	%	Freq	%	Freq	%	Freq	%
7.a.	Regulations/Rules on AWOL	50	41.3	8	6.6	63	52	121	100
7.b.	Application of the regulations on AWOL	52	43.0	14	11.6	55	45.5	121	98.4
7.c.	When your OC corrects you	32	26.7	6	5.0	82	68.4	120	97.6
7.d.	Your OC is a member of a different population group	37	30.3	11	9.0	74	60.7	122	99.0
7.e.	The enforcement of discipline	58	47.9	4	3.3	59	48.7	121	98.4
7.f.	When you have to do a course and wait for promotion	67	55.4	8	6.6	46	38.0	121	98.4
TOTAL		296	40.8	51	7	379	52.2	726	100

X^2 : $p < 0.05$

Question 7.a Rank: $p = .045$

Question 7.b Rank: $p = .006$

Question 7.c Rank: $p = .015$

Question 7.f Rank: $p = .009$

With few exceptions more than half of the respondents (52%) disagree that the regulations and situations listed in table 12 give rise to racism. The exceptions were the application of the regulations on AWOL and the enforcement of discipline, where no clear majority view was obtained. More than half of the respondents (55.4%) agree that when one has to do a course and wait for promotion, it can give rise to racism.

The larger percentage (56.4%) of the senior NCOs agree that regulations and rules on AWOL give rise to racism, while less than 50 percent of the Junior NCOs (40%), privates (36%) and officers (23.5%) agree. It is notable that more officers (76.5%) disagree with the statement compared to other ranks.

Above 50 percent (53.8%) of the senior NCOs agree that the application of AWOL regulations gives rise to racism, which is different from other ranks. More officers (58.8%) disagree with the statement. No privates and few senior NCOs (2.6%) are uncertain.

The entire officers (100%) and more than half of the other ranks disagree with the statement that if ones OC correcte one, this give rise to racism. More privates (38.9%) agree than other ranks.

An above average (73.7%; and 66.7%) number of the privates and senior NCOs respectively agree with the statement that when one has to do a course and wait for promotion, this give rise to racism. More officers (58.8%) disagree in this regard. Only junior non-commissioned officers and privates are uncertain.

More black respondents (63%) agree that incidents of racism are evident in the SANDF in comparison with white respondents (37.5%). In contrast more white respondents disagree. Fewer white respondents (6.3%) are uncertain in this regard.

Roughly all the black respondents (76.5%) agree that racism is alive and rife in the SANDF, while half of the whites were inclined to believe this. Fewer black respondents (6.2%) are uncertain, while more white respondents disagree in this regard. Approximately two thirds (75%; 76.5%; and 74.1%) of the officers, junior NCOs and privates agree with the statement. More senior NCOs are uncertain (29.2%) than other ranks.

6.3.1.1. Interpretation of the results

Although the majority of managers are whites, there is consensus that the application of the regulations does not give rise to racism.

Nearly half of the respondents (47.9%) agree that the enforcement of discipline gives rise to racism. It is true that the majority of those who enforce discipline are whites who discipline Africans. In certain circumstances, when harsh and firm military words are used by whites when speaking to blacks, this is always regarded as racism.

It is important to note that former forces are from different military backgrounds. The former SADF members (Statutory Force) come from a very autocratic and disciplined background compared to former NSF who come from the "comradeship". For NSF members, it is normally not bad discipline to call a senior by his name or combat name, whereas it is a taboo for former SADF members.

Disciplinary action from whites against Africans will always be regarded as racism until the few African middle managers start to enforce discipline against their African juniors.

Many factors, such as age and a royal family background will still be a stumbling block for Africans who have to discipline their juniors. It does happen that a lower-ranking member of the SANDF holds the chieftainship status in his own community. It is a fact that all, including seniors from the same community, have to respect the chief even in the work environment. Africans, mainly juniors from rural areas, are most often accused of being AWOL even if it is due to circumstances beyond their control. They are sometimes frustrated without any means of communication in rural areas or consult traditional healers who do not give them proof in the form of consultation letters when they are sick. One has to accept that they believe in consulting traditional healers and will always do that.

The extended African family also raises concern as the funeral of every family member and even those of relatives and neighbours have to be attended. Sometimes funerals are held in remote areas where transport is only available on certain days of the week.

6.3.2. **Improvement of relations**

One question was asked to determine whether relations between different population groups have improved over the past two years. Nearly half of the sample (47.5%) agree that relations between different population groups had improved, while the opinion of 20,5 percent is the same. 23 percent of the respondents are of the opinion that relationships have deteriorated, while 9 percent did not know.

Half of the former SADF members (32 out of 64) agree that relationships have improved, while only 41.8% of the NSF members agree.

Table 6. 12: Relations improved between population Group

Quest no	Questions	Improved		Same		Worsened		Don't know		Total	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
8.a	Did relations between members of different population groups improve?	58	47.5	25	20.5	28	23	11	9	122	99
TOTAL		58	47.5	25	20.5	28	23	11	9	122	99

6.3.2.1. **Interpretation of the result**

There are mix feeling regardings about the improvement of relations over for the past two years.

6.3.3. **Racial incidents**

Table 6.13: Evidence of racism in the SANDF

Questi on no	Question	Agree		Uncertain		Disagree		Total	
		Freq	%	Freq	%	Freq	%	Freq	%
9.a.	White members see themselves as superior	80	65.6	9	7.4	33	27	122	99
9.b.	A lot should be done to improve unity	105	86.1	6	4.9	11	9	122	99
9.c.	Some of the pre–1994 forces received preferential treatment	60	48.7	17	13.8	46	37.4	123	100
9.d.	Members experience racism from more than one group	82	67.2	19	15.6	21	17.2	122	99
9.e.	The fact that most officers are white proves that the SANDF is racist	52	42.6	16	13.1	54	44.3	122	99
9.f.	There is evidence of incidents of racism	70	56.9	11	8.9	42	34.1	123	100
9.g.	Racism is alive in the SANDF	85	69	12	9.8	26	21.1	123	100
TOTAL		534	62	90	10.5	233	27.3	857	99.5

$X^2 : p < 0.05$

Question 9.a Former force: p = **.000**, Population group: p = **.000**

Question 9.e Former force: p = **.000**, Population group: p = **.000**, Rank: P= **.003**

Question 9.f Population group: p = **.009**

Question 9.g Population group: p = **.011**

Some of the results that emerged from the data are as follows:

- The majority of the respondents (86.1%) agree that a lot should be done to improve unity in the units, while only 9 percent disagree; 69 percent of the respondents agree that racism is alive in the SANDF, while 21.1 percent disagree and 9.8 percent are uncertain.

- About two-thirds (65.6%) of the total number of respondents agree with the statement that white members see themselves as superior. Two thirds of the respondents (67.2%) are of the opinion that members experience racism from more than one group; nearly half of the respondents (48.7%) are of the opinion that some of the pre-1994 forces receive preferential treatment.

- The entire group of NSF respondents (88.4%) agrees with the statement that white members see themselves as superior, compared to statutory force members (52.1%). Furthermore of the statutory force members (11.1%) are uncertain in this regard. Likewise, more black respondents (75.8%) agree with the statement in comparison to white respondents (29.6%). More than half (63%) of the white respondents disagree.

- Almost all (96.3%) the white respondents disagree that the fact that most officers are white proves that the SANDF is racist, whereas more than half of the black respondents (53.7%) believed this. Similarly, more black respondents are uncertain in this regard. More of the NSF members (67.4%) agree with the statement. An above average (63.2% and 60%) number of the privates and junior NCOs agree, whereas more than half (58.8% and 62.5%) of the officers and senior NCOs disagrees. See Appendix IV in this regard.

- More black respondents (63%) than whites (37.5%) agree that incidents of racism occur in the SANDF. Similarly, more white respondents disagree in relation to blacks. Fewer whites (6.3%) were uncertain.

- Above two thirds (76.5%) of the black respondents agree that racism is still alive and rife in the SANDF in comparison to white respondents (50%). Fewer black respondents are uncertain, while more white respondents (28.1%) disagree. Roughly two thirds (75%; 76.5%; and 74.1%) of the other ranks also agree with the statement.

6.3.3.1. Interpretation of the results

Almost all the internal investigations in the SANDF (Setai. 2001, *SA Soldier*, and 2001:17): reveal that racism and racial tension are alive and has been increasing since 1997. This has been confirmed by sporadic killings in some of the military bases.

Racial differences in terms of race, language and ethnicity will always exist in the SANDF. The challenge that lies ahead is to harness these differences in an African military culture. Many courses, psychological interaction programmes (PIP) and courses on cultural diversity and strategic concepts such as leadership, command, administration and management, practices, policies, principles and philosophies (LCAMPS) have been and are presented in the SANDF. What needs to be assessed further is the effectiveness of these courses, as no significant improvement in racial tension ever took place (*SA Soldier*, 2001: 18)

It must be agreed that whatever change is expected, it must be a long-term objective.

6.4. Open-ended and common questions

6.4.1.

Both the AA and EEO and racism samples were combined to participate in this survey. In all, 236 members participated in this survey with mainly Africans, 73 percent, in the junior ranks. See table 6.14 in this regard.

Table 6. 14: Demographic details of the sample

Ranking	Total	Race				Former Force					Total
		Af	C	A	W	APLA	MK	SADF	TBVC	OTHER	
Junior NCOS	127	115	0	0	11	19	38	54	8	8	127
Senior NCOS	50	35	1	0	15	3	15	26	2	0	50
Warrant Officers	14	5	0	0	9	0	0	14	0	0	14
Junior Officers	27	16	1	1	9	2	5	17	3	0	27
Senior Officers	18	3	0	0	15	0	1	16	1	0	18
TOTAL	236	174	3	1	59	24	59	127	14	12	236

Only 25 percent of the respondents are white, mainly in senior positions, constituting 83 percent of management, while the remaining 17.3% in senior management are Africans, mainly from the MK liberation movement and TBVC states

6.4.1.1. Comparison between the population and the sample

Figure 6.9: Rank
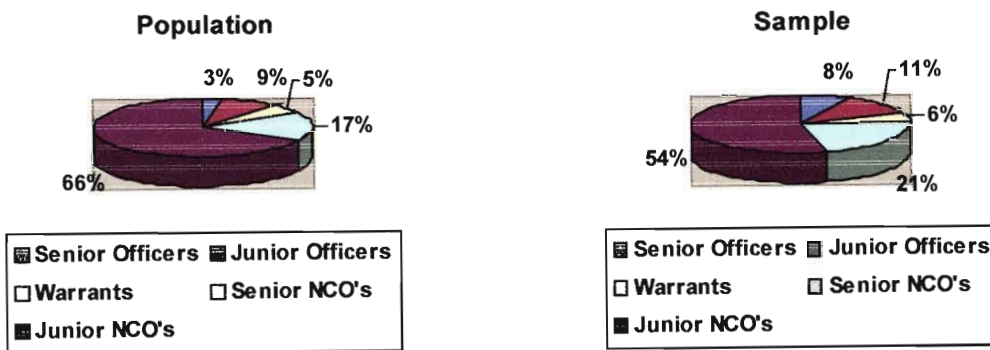
Figure 6.10: Former Force
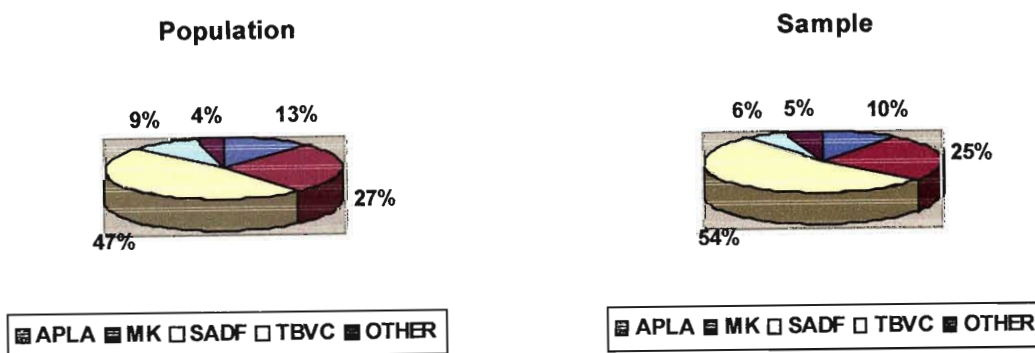
Figure 6.11: Population group

Population

16%
1%
0%
83%

☐ Africans ▧ Asians ☐ Coloureds ☐ Whites

Sample

25%
1%
0%
74%

☐ Africans ▧ Asians ☐ Coloureds ☐ Whites

Figure 6.12: Gender

Population

0%
17%
0%
83%

☐ Male ▧ Female ☐ Slice 3 ☐ Slice 4

Sample

0%
23%
0%
77%

☐ Male ▧ Female ☐ Slice 3 ☐ Slice 4
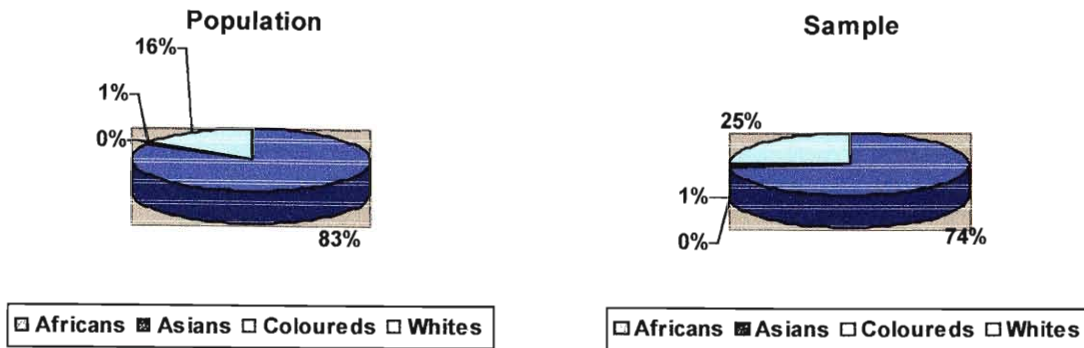
6.4.2. The perception that AA caters for only a specific former force

One question and a follow-up question were asked to determine whether AA caters for or favours any specific former force.

6.4.2.1. The result

Table 6.15: AA caters for specific former force

Question	Yes		No		No response		Total	
	Freq	**%**	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**
AA caters only for a former specific force	150	63.5	75	31.2	11	4.6	236	100
TOTAL	150	63.5	75	31.2	11	4.6	236	100

Of the 236 members who participated in the survey, 95 percent responded while 5 percent did not respond. Sixty three percent of the respondents are of the opinion that AA favours a specific former force, while 32 percent did not agree.

Almost all the whites (80%) in the survey are of the opinion that AA favours a specific former force, while 62 percent of the Africans also agree and the other 26.7 percent disagree.

In terms of former force variable, almost all former SADF members 77,2 percent agree ,while 22.8 percent disagree. Contrary, 46.8 percent of NSF's agree, while more than half 53 percent disagree.

Table 6.16 : If yes, which former force

Question	Apla		MK		SADF		TBVC		No Response		Total	
	Freq	**%**	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**	**Freq**	**%**
If yes, which former Force	11	4.6	92	38.9	42	17.9	8	3.4	83	35.2	236	100

Only 153 (64.8%) of the total number, 236 responded to the question. 38.9 percent respondents are of the opinion that AA caters mainly for former MK members while 4.6 percent believe it is for APLA members, 17.9 percent for SADF members and the other 3.4 percent for TBVC members.

Of the total of 104 Africans who responded, 48 percent are of the opinion that AA favours former MK members, while 38,5 percent says former SADF members are favoured, 6.7 percent APLA members and the remaining 7 percent former TBVC members.

Almost all the whites (87%) who participated in the survey are of the opinion that AA favours former MK members; 8.7 percent that it favours APLA members, 2 percent SADF members and the remaining 2.3 percent former TBVC members.

Seventy-five percent of former SADF members who participated in the survey are of the opinion that AA favours mainly former MK members, 14 percent SADF members, 6.3 percent APLA members and the remaining 3.2 percent TBVC members. Almost all MK and APLA members (61%) are of the opinion that AA favours former SADF members, 25.4 percent say former NSF members and the remaining 13.6 percent TBVC members.

6.4.2.2   Interpretation of results

The majority of former SADF members, whites and blacks, are of the opinion that AA favours the NSF members. This is mainly because of NSF members appointed in higher ranks and promoted further after they had been ranked during the integration process.

The TBVC members are viewed by almost all as the non-beneficiaries of the AA process. This is because the region's TBVC members only represent former Venda Defence Force (VDF) members whose highest rank in the SANDF is colonel. The highest TBVC rank is lieutenant general from theTranskei Defence Force (TDF) which boasts no fewer than five major generals.

6.4.2.3.   The perception that members of SANDF are discriminated against on the ground of former Force (see page 99)

Table 6. 17: Discrimination in terms of former Force

Question	Agree		Uncertain		No response		Disagree		Total	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
SANDF members are discriminated against on the grounds of former force	154	65.3	29	12.3	27	11.4	26	11.0	236	100

One question was asked to determine whether members are of the opinion that SANDF members are discriminated against on the ground of former force.

6.4.2.3.1. The result (see table 6. 17)

More than half of the respondents, 154, agree 29 are uncertain, 27 did not respond and the remaining 26 disagree that members of the SANDF are discriminated against on the ground of former force.

More than half (71.9%) of the Africans agree, 15 percent are uncertain and 13 percent disagree. Similarly, 77.4 percent of the whites agree, 11 percent are uncertain and the other 11% disagree.

Almost all, 75.6 percent, of the former SADF members agree that members of SANDF are discriminated against on the ground of former force. 13.9 percent are uncertain and 10.4 percent disagree. Similarly, 73 percent of the former NSF (APLA/MK) respondents agree, 15.5 percent are uncertain and the remaining 11.3% disagree.

6.4.3.2.2. Interpretation

Almost all the respondents' perception is that the SANDF members are discriminated against on the ground of former force. The former SADF Africans (mainly on the senior level) are of the opinion that they are marginalised because of their association with the former

government. Their force numbers set them apart from the majority of TBVC and NSF members, whose force numbers start with 94, while theirs indicate the year of their enlistment (eg 77 for the individual who enlisted in 1977),

The whites also feel threatened because they believe that the majority of them will not be promoted any longer to senior level because of the transformation and representation issues.

One or the other way, the members of each former force are of the opinion that their history in the former force (either non-statutory or statutory) is the cause of discrimination against them in the new SANDF.

6.5. Open-ended question:

All the respondents, 236 were requested to make one remark with regard to their concern about matters in the SANDF that were not mentioned in the questionnaire. Two hundred and thirty respondents reacted to the question, while 16 did not.

The responses could be grouped in the following nine categories:
- Courses and training.
- Former force discrimination
- Transformation and integration
- Racism
- Staffing
- Communication
- AA and EEO
- Representativeness
- Leadership and managerial abilities.

6.5.1. Courses and Training

Almost six percent (5.9%) of the respondents perceive courses and training in the SANDF as a major concern. Their opinion is that they are nominated several times for promotional courses without any success. 71 percent of the respondents are former SADF members, while the other 29 percent are former NSF members. The concern is that former NSF members are given priority when it comes to course nominations and acceptance. In addition, they have to be given a special re-examination, should they fail any course. This is finally to be followed by the final examination board in the presence of the British Military Advisory Training Team (BMATT).

Among the juniors, the majority of the former NSF members perception is that only their seniors are given the opportunity to attend promotional courses while they are neglected. This is a major concern as the organisations' structure is too small to accommodate everybody. This could be resolved by the downsizing of the organisation, which will add thousands of unemployed trained soldiers to society.

6.5.2. Former force discrimination

Although addressed in section 6.5.3. of this report, 18.2 percent of the respondents are concerned about discrimination based on former force. Of the total number of respondents, 51 percent are former SADF members while 46 percent are former NSF members while the remaining 3 percent are former TBVC members.

The concern is that whatever is done, the force number, which gives an indication of the former force, plays a crucial role. The Minister of Defence's call was never followed up when he stated that there were problems with the force number system, according to which all the integrated members' force numbers begin with 94, while the former SADF members (statutory

force) have kept their original force numbers. The former African SADF members also call for the amendment of their numbers, as their force numbers easily identifies them.

6.5.3. Transformation and Integration

Forty-one out of 236 members single out transformation and integration as their major concern.

The majority of former white SADF members associate transformation and integration with the lowering of standards. They argue that former NSF members who are appointed in senior positions have little interest in additional working hours for in-post training.

On the one hand, former African SADF members perceive transformation and integration as the mechanism used to achieve EEO goals. They perceive the newly integrated former TBVC and NSF members as the only beneficiaries of AA.

The former NSF, on the other hand, perceives the transformation and integration process as slow, for most senior positions are still held by whites. According to former NSF members, Africans must replace these whites as soon as possible.

6.5.4. Racism

Eighteen out of 236 of the respondents are of the opinion that racism hampers progress, transformation and unity in the SANDF. More than two thirds (77.8%), who are concerned about racism are former SADF members.

One should also be careful, as different groups perceive racism differently. In some incidents, pure and clinical military orders from whites senior members are regarded as racism by juniors, particularly NSF members from the NSF background characterised by comradeship.

It is important to bear in mind that many factors of a non-racial nature do create situations provoking racial friction, where it would otherwise not have existed. The important issue is not to dwell on whether it exists or whether it is bad. The most important is to know: Is racism more prevalent or acute in the military than in SA society at large? Is it worse than in other regions of the military? What is its effect on the military's morale and combat readiness? Most important of all, what can and should be done about it?

6.5.5. Staffing

More than 7 percent (7.6%) of the respondents perceive the staffing of the newly transformed SANDF structure as a threat to the organisation and its members. The major concern is also discrimination in terms of former force. The former SADF members, particularly Africans experience the staffing as the end of their careers of more than twenty years in the statutory force. The majority of them are riflemen older than 40 years who could be retrenched at any stage.

Many of those who are not staffed are approaching each day as it comes, not knowing their fate. Some of them have to leave their places of origin to take posts in places like Bloemfontein to secure their employment in the SANDF. These upheavals also add to their frustration because of family life disturbances.

Staffing is a serious problem manifesting itself in many other forms. For example, the majority of those who are not staffed are of the opinion that they are not nominated for courses, are not promoted and are not considered for higher posts. All these insecurities tend to be a prevalent culture in the region.

6.5.6. Communication

More than 12 percent (12.7%) of the respondents perceive communication as a threat in the SANDF. Of the 30 respondents who are concerned about communication, 18 are Africans, while the other 12 are whites. This manifests itself in the following:

- **African perspective**

  Although the constitution, government policies and the Defence Review requires that English be used as a medium of communication, respondents are of the opinion that many instructions, as well as formal documents, are still transmitted through Afrikaans. Members are unable to follow instructions and as a result it seems as if they do not want to work and are insubordinate.

  The respondents are also of the opinion that important instructions and information from their higher headquarters are not disseminated as a frustration strategy.

- **White perception**

  The whites, on the other hand, are frustrated by the communication channels. Most of the lower ranks, particularly former NSF members, communicate some of their problems directly to the Chief of the SANDF, Chief of the Army and even to the Minister, who are still regarded as comrades. This frustrates the leaders, as they have to be reactionary, most of the time giving answers to higher authority rather than their own subordinates.

6.5.7. AA and EEO

More than 70 percent (7.6%) of the respondents cited AA and EEO as a worrying factor. The majority of them are aware of what AA is and what it means, but do not know how will this have an impact on their military careers.

On the lower level, mainly former SADF members (Africans) do not see any results or value deriving from the AA and EEO. They fail to associate AA and EEO with their careers and perceive middle and top management as the beneficiaries of the process.

As the majority of the lower ranks are Africans, the target for representativeness in this category has been achieved already. Most of them are aware that they will have to leave the organisation, should they finally not be staffed in the newly transformed SANDF structure (Setai, 2001:45)

For the senior white members, the process is perceived as a threat to their upward or promotional opportunities, as most top management posts have to be representative in terms of the demography of the country. They are aware that it will take them much longer than before to be promoted to the next higher rank.

Whites in the junior ranks are of the opinion that they will still be promoted to middle management, provided that present white members of middle management either leave the organisation or are promoted. The majority of them are aware of the implications of AA and EEO.

Although most whites are aware of the impact of integration and transformation, they did not anticipate the changes to be so rapid and radical (Setai, 2001:45-48).

6.5.8.   Representativeness

A small percentage (2.5%) of the respondents is of the opinion that whites still occupy most senior posts in the organisation. Those who are promoted or appointed in the senior ranks are regarded as window dressing and correcting numbers, one respondent stated that "the officer commanding of the unit is just there to promulgate or rubber stamp the instructions or orders of the second-in-command, who tends to be white".

On the contrary, white senior member's opinion regarding representativeness is that there are enough senior black members in the top management of the organisation.

An interesting factor is that representativeness was further qualified in terms of ethnicity. Three out six of those who responded to the question accentuated that representativeness must also be considered in terms of ethnicity, citing that only certain ethnic groups are marginalised when it comes to representativeness.

The issue of representation was further stated clearly when two out of six respondents said that it was linked to former force. The TBVC members (Who only represent former VDF members in the area) are of the opinion that they are not well represented in top management, which affects them negatively when it comes to promotion, courses, staffing etc.

6.5.9. Leadership and Management Abilities

Thirty-two out of 230 (13.9%) of the personnel who responded to the question cited leadership, management and abilities of senior members as their major concern. This issue manifests itself as follows:

- **Perception of senior officers**

The former NSF senior officers' opinion is that they are not given enough exposure and expertise to develop their careers. They regard themselves as thrown in at the deep end to prove their worth without any exposure of statutory force operations, given their background in the NSF.

On the contrary, former SADF members, mainly whites, are of the opinion that their superiors, who tend to be former NSF members, do not understand the systems and procedures of the organisation they are leading. They (whites) are expected to perform their duties and those of their superiors who cannot cope and shape up or who still need guidance. At some stage these two scenarios are found to create tension, when people refer to them and us.

- **Middle management perspective**

Most middle managers are of the opinion that they are caught in the crossfire. They have to give answers and solutions to their juniors who do not trust them any longer because of situations beyond their control, for example when they are told:" I will come back to you" while they know their seniors can not provide them with the solutions. They are of the opinion that their seniors cannot provide them with answers on issues such as what will happen if they are not staffed etc.

- **Junior level perspective**

Half of the juniors (16 out of 32) who responded to the question perceive their seniors as lacking leadership and management abilities to deal with their problems and challenges. They view their seniors as well as their officers commanding as not interested in their problems and in helping them.

One should also take into account many processes (such as integration, downsizing, transformation, staffing, to list a few) that are executed by the organisation in parallel. One is an input to the other, while it should also be an output to the next process. These problems will not be resolved in a way that has a less dramatic impact on the effectiveness of the organisation and the morale of its members. Some of the implications entail individuals migrating from their own communities to unknown destinations disrupting family lives for the sake of occupying posts in the organisation. Failure to do that might entail rationalisation or employer initiated packages.

6.6. Conclusions

In chapter 6, the data were discussed, analysed and interpreted, viz the raw data supported by Pearson's chi-square statistical techniques to test the categories as listed in chapter 4. The SPSS program was used to analise the information in an organised manner.

Despite the two long questionnaires about AA and EEO and racism, the respondents cited the following as their major concern in the SANDF:

- Courses and training.
- Former force discrimination
- Transformation and integration
- Racism
- Staffing
- Communication
- AA and EEO
- Representativeness
- Leadership and managerial abilities.

In chapter 7, conclusions and recommendations are presented.

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1 **Introduction**

The purpose of this chapter is to draw conclusions in respect of the data collected from various units about the perception of AA and EEO and racism in the SANDF (Pietersburg units). The aim would further be to make recommendations to assist the SANDF to implement and monitor AA and EEO and to restrain racism in line with the constitution, Defence Review and AA and EEO policies.

It is of fundamental importance before commencing with the recommendations to state that much has been said and illustrated in many studies and reports (including this one) about shortcomings, wrongs and mistakes concerning the implementation of AA and EEO. **The emphasis of this report is to focus primarily on those positive aspects that will enhance the implementation of AA and EEO.**

7.2 Conclusion **and recommendations**

7.2.1 Conclusion

Category 1: The perceptions that fair and equal career opportunities exist in the SANDF.

The research project illustrates that the respondents are inclined to react negatively to the way the principles of AA and EEO are applied within the SANDF. More black respondents (mean score: 3.0214) than white respondents (mean score: 3.3616) are optimistic that there are fair and EEO. The fact that the majority of whites, who are mainly in middle and top management, are more negative about the implementation of AA & EEO should be a factor of concern.

- **Specific recommendations**

One of the most important aspects for a successful AA plan is that the concerns are not clarified and problems in connection with the programme are not addressed because of the failure to foster two-way communication. It is important that all the concerns about the implementation of AA should be addressed and communicated, particularly with those on whose careers AA will have a negative impact.

7.7.2. Category 2: Perceptions about the existence of information and understanding of AA and EEO within the SANDF

Some of the members in the units understand and are informed about the meaning of AA and EEO. The black respondents are more positive about AA and EEO than the whites. Similarly, former NSF members are more optimistic about AA and EEO than statutory force members.

In terms of the results, black respondents (3.3911) responded more positively than white respondents (2.5000). Blacks believe to a greater extent than the whites that AA will have a positive impact on the SANDF and its members.

In terms of former forces, the NSF members (3.5860) are more positive than the statutory forces (2.8550).

- **Specific recommendations**

Two visits per year should be paid to the units by directorate AA and EEO to present seminars from top to bottom on the implementation of AA and EEO. **The critical issue is that the beneficiaries as well as those who might not benefit from the process should be identified and informed accordingly from the beginning.** The juniors should also be informed about the impact of the process on their careers.

The last visit of the year should be to confirm compliance and deviations.

The fact that the policies and information regarding AA are not made known to all, defeats one of the critical objectives of AA plans, namely that for the policy to be successful, it should be clearly written and communicated to all persons who will be affected by its intents and purposes.

7.2.3 Category 3: Perceptions about the lack of representativeness in the top leadership

The black respondents are again more positive (1.8580, table 5.5) than the whites and feel that more blacks are needed in top positions.

- Officers/junior officers: junior NCOs are more positive (1.80088) than officers (2.9286)
- Officers/privates: The privates are more positive (1.8333) than the officers (2.9286)
- Senior NCOs/junior NCOs: junior NCOs are again more positive than the senior NCOs.
- Senior NCOs/privates: The privates are more positive than the senior NCOs. See table 5.7 in this regard.

In general, respondents are satisfied that there is representativeness in the top structures of the units. The former statutory force members and white members in particular are more negative about representativeness in the SANDF. The fast-tracking of black leaders could be encouraged, as this need is clearly articulated by the majority of the respondents.

- **Specific recommendations**

More of the senior officers appointed in top positions must be encouraged to perform according to expectations. Intensive training and enough exposure on senior management level should enhance this effort. Those appointed in senior positions and not performing according to expectations should be relieved of their duties in the SANDF. This should be contracted from the beginning.

7.2.4   Category 4: Perceptions on the potential success of AA and EEO

Statistically, it is clear that black respondents are more positive (2.2136, see table 5.5) regarding the potential success of AA
than white respondents (3.3589).

The data further indicate that there is a significant different between the former statutory and NSF members regarding this category. NSF members are more positive (2.1125, table 5.6) of the success of the AA process than former statutory force members (2.8252).

There are mixed feelings among the members regarding the potential success of AA and EEO in the region. A large percentage of black and NSF respondents are convinced that there is a huge threat to the success of AA and EEO in the SANDF. The concern is that those who are supposed to be championing AA and EEO, mainly white managers, are not committed to the programme.

- **Specific recommendations**

  Successes, progress and challenges of the AA and EEO occuring in the organisation should be communicated quarterly within the organisation. If the nature of events should warrant it, immediate reports should be distributed.

7.2.5   Category 5: Perceptions about of the potential threat of AA

The data reveal that a relatively large percentage of the respondents, particularly blacks; are more positive about AA and do not feel threatened by its implementation in the SANDF. It is a serious concern that the senior officers who are supposed to champion this process feel threatened by its implementation.

- **Specific recommendations**

  One of the critical success factors for the implementation of AA plans and programmes is commitment of line managers. Managers should be encouraged by means of incentives (bonus of 10% of yearly income) to achieve the objectives as set out in the AA plan.

  Those managers who do not cooperate should be demoted to lower positions and even relieved from their duties in certain circumstances.

7.2.6   Category 6: Perceptions about the existence of equal benefits to all members in the SANDF

With regard to population group, white respondents are more positive (2.2172, table 5.5) than black respondents (2.9632). It must be emphasised that the responses vary from one benefit to the other (see table 6.9).

In terms of former force, NSFs members are more positive (2.5692, table 5.6) than statutory force members (3.0351) about perceptions that members are treated equally in terms of certain benefits.

The category's mean (2.7511) indicates that there is an insignificant negative response, just above average, regarding equal treatment of all SANDF members in terms of the stated benefits.

The members tend to disagree that they are treated equally in terms of the listed benefits. The significant differences are illustrated in terms of population group, former force and rank in Appendix iv

According to the data presented, all the benefits in the SANDF are equally distributed, except transportation and promotions.

- **Specific recommendations**

  A thorough inspection and audits should be conducted at the units to ascertain any discrepancy regarding transportation. Should instructions and policies not be followed corrective measures should be instituted as soon as possible. Should it be because of ignorance and the negligence of managers, they should be charged for the first offence, thereafter relieved from their duties. Similarly, the promotion policy should be reviewed to ascertain any possibility of discrimination. Should the policy be subject to any form of discrimination, it must be amended immediately. Should the error be the result of the conduct of the managers, they must be disciplined in terms of the MDC.

7.2.7   Category 7: Perceptions about discrimination based on differences

The collected data illustrate that there are universal sentiments among the respondents that members are not discriminated against on the bases of other differences, but that language and race are causes of discrimination.

An analysis of the individual items that make up category seven indicates that members feel that they are discriminated against mainly on the grounds of race and language.

- **Specific recommendations**

    The data reveal again the diverse society and languages of the members of the organisation. This dates back to the lager society, which needs to be transformed. The armed forces as disciplined professionals need to be encouraged to serve as examples in society at large. All punishments in this regard should be made known to society.

7.2.8   Category 8: Perceptions about the existence of regulations and situations that give rise to racism.

The category's mean (3.0889) indicates that respondents are of the opinion that the majority of the regulations listed do not give rise to racism.

- **Specific recommendations**

    All the serving members and the public at large are to be informed about these results and encouraged to work harder in the case of other categories to be improved.

7.2.9   Category 9: Perceptions about the existence of evidence of racism in the SANDF

The category's mean 2.4131 indicates that the respondents tend to agree that evidence of racism still exists within the SANDF.

The collected data indicate that evidence of racism still exists in the SANDF. The majority of the black and more than half of the white respondents are of the opinion that evidence of racism do exist in the SANDF.

Black respondents are more negative (2.2253, table 5.5) than white respondents (3.0741). In terms of former force, NSF members are more negative (2.1535, table 5.6) than statutory force members (2.5644).

- **Specific recommendations**
  See collective recommendation in this regard

7.2.10 Collective recommendations

- There should be a clear policy and instructions in the unit regarding the implementation of AA and EEO.

- Those managers who tend to make good progress with the implementation of AA and EEO in their units should be commended, and this should also be part of the manager's performance assessment. Similarly, those managers who do not cooperate should be disciplined (fined up to R5 000.00) or even relieved from their duties as it is a constitutional demand to make workplaces a clear reflection of the South African society.

- Reference to former forces should no longer be permitted in the SANDF. Only if this is done in good faith and singling out the positive about the former force should exceptions be allowed. Those who make themselves guilty of this should be fined in terms of the MDC. Differences in terms of former force, population group and expertise should be acknowledged through the incorporation of all positive aspects in forging a new SANDF.

- To change the force numbers in the SANDF will be a costly exercise. However, to avoid further perceptions regarding discrimination emanating from force numbers, this will be a worthwhile exercise. The force numbers need to be changed either by using identity numbers or allocating them from the beginning. Starting with 0000001 etc, as the computer programme only accepts eight digits number.

- The SANDF should change its focus and only concentrate on those major programmes and projects (systems approach) that will enhance the implementation of other small projects. It is evident that the organisation tried to introduce rapid and radical changes that had a catastrophic impact on the members at the time (like staffing, transformation, new structures and AA and EEO).

- The candidates and beneficiaries of AA should be identified and contracted in this regard. Expected performance standards should be spelled out properly. Those who do not perform on par should be removed from the nominee list of the AA programme.

- An attractive package should be introduced to allow the highly skilled, experienced, and dedicated white members to enhance the transfer of skills to the newly appointed and black incumbents in the SANDF. The package will also need to include high quality training that will give those who are interested in leaving the organisation a competitive edge in civil society. This in turn will reduce the fear of the unknown for the possible candidates who can participate in the transfer of skills project.

- The fast-tracking policy which will enhance the implementation of AA and EEO should be in place, discussed and understood by all stakeholders, including the incumbent to be fast-tracked. This will eliminate the perception that only a few favoured individuals are the beneficiaries of AA.

- **Finally, it must be concluded in these recommendations that all the above discussions entail perceptions. Therefore, changes in perceptions are central to the process of learning, productive thinking, shaping of attitudes and development of personality.** People must be taught and informed about all the changes.

7.3   Conclusion

In conclusion it can be stated that the SANDF has only been constitutionally established in 1994 after many years of oppression, discrimination and racial segregation. The new democracy is characterised by transformation of all the government institutions, including the SANDF, to conform to the constitutional demands of the country.

In the process of transforming the organisations, particularly the armed forces, the employees should be prepared to pay heavy prices and make sacrifices. The transformation of the SANDF to make it more representative of the population at large can be achieved through the promulgation, continuous amendments and implementation of policies and instructions that will enhance the process. It should be stressed that the immediate sacrifices that the organisation as well as the employees would be prepared to make will in the longterm equate the organisation as required by the constitution of the country. Until such impartial goals are attained in the organisation, tension between the different population groups, former forces and ranks and a decline in professionalism should be expected. Nevertheless, should this milestone be reached, the organisation and the country as a whole will benefit.

It is finally suggested that the different structures in the SANDF adhere to the recommendations of the report to evade polarisation in the units and enhance the implementation of AA and EEO.

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1. Equal opportunity, AA and racism affect the SANDF profoundly.
2. The aim of the questionnaire is to determine the perceptions of members of the SANDF (Pietersburg Region) about equal opportunities; AA and racism in the SANDF.
3. Biographical data will include:

   a. Unit
   b. Gender
   c. Rank
   d. Former force
   e. Population group.

4. Categories of topics include the following:

   a. Equal opportunity
   b. Affirmative action
   c. Racism.

5. As a member of the SANDF you are invited to express your feelings and experiences of equal opportunities, AA and racism in the SANDF.

6. Your views, concerns and opinions will be treated with the greatest confidentiality (You will not be asked to mention your name anywhere in the questionnaire).

7. **PLEASE FOLLOW THE INSTRUCTIONS CAREFULLY AND REMEMBER TO ANSWER EVERY QUESTION HONESTLY.**

1. Gelyke geleenthede, regstellende aksie en rassisme beïnvloed die SANW geweldig.
2. Die doel van die vraelys is om SANW lede se persepsies oor gelyke geleenthede, regstellende aksie en rassisme in die SANW te bepaal.
3. Biografiese data sluit die volgende in:

   a. Eenheid
   b. Geslag
   c. Rang
   d. Voormalige mag
   e. Bevolkingsgroep

4. **Temas of onderwerpe in die vraelys sluit die volgende in :**

   a. Gelyke geleenthede
   b. Regstellende aksie
   c. Rassisme

5. As 'n lid van die SANW word u uitgenooi om u gevoelens en ervarings uit te spreek oor gelyke geleenthede, regstellende aksie en rassisme in die SANW.
6. U sieninge, bekommernisse en opinies sal streng vertroulik hanteer word (U sal nie gevra word om u naam êrens op die vraelys te noem nie).

7. **VOLG ASSEBLIEF DIE INSTRUKSIES NOUKEURIG EN ONTHOU OM ELKE VRAAG EERLIK TE BEANTWOORD.**

SECTION A/AFDELING A
BIOGRAPHICAL INFORMATION/BIOGRAFIESE BESONDERHEDE

Please answer the following questions by making an x in the appropriate block.	Beantwoord asseblief die volgende vrae deur 'n x in die toepaslike blokkie te maak.

1.	What is your Unit/Section	By watter Eenheid/Afdeling is u werksaam	
	Regional Joint Task Force North (RJTF N)		1
	Group 14 (GP 14)		2
	General Support Base Pietersburg (GSB PB)		3
	Area Military Health Unit Northern Province (AMHU NP)		4
	Command Management Information (CMI)		5
	Human Resource Support Satellite (HRSS)		6
	10 Engineer Regiment (10 ENGR REGT)		7
	Service Corps Regional Office (SCRO)		8
	Military Police Agency (MPA)		9

2.	Gender	Geslag	
	Male/Manlik		1
	Female/Vroulik		2

3.	Rank group.	Ranggroep	
	Senior Officer		1
	Junior Officer		2
	WO		3
	Senior NCO		4
	Junior NCO		5

4.	What is the language most often spoken in your home?	Wat is die taal wat u tuis die meeste gebruik?	
	Afrikaans		1
	English/Engels		2
	South Sotho/Suid-Sotha		3
	Western Sotho (Tswana Wes-Sotho (Tswana)		4
	Northern Sotho (Pedi)/Noord-Sotho (Pedi)		5
	Swazi		6
	Ndebele		7
	Xhosa		8
	Zulu/Zoeloe		9
	Shangana/Shangaan/Tsonga		10
	Venda/Lemba		11
	Other language/Ander taal		12
5.	I was a former ...	Ek was 'n voormalige ...	
	SADF member/SAW lid		1
	TBVC member/TBVC lid		2
	MK member/MK Lid		3
	APLA member/APLA lid		4
	SANDF MEMBER (only) (joined the military for the first time after 1994) (slegs) SANW lid (het na 1994 vir die eerste keer by die weermag aangesluit)		5
	None of the aforementioned/Geen van voorgenoemde nie		6
6.	To which population group do you belong?	Aan watter bevolkingsgroep behoort u?	
	African/Afrikaan		1

Asian/Asiër	2
Coloured/Kleuring	3
White/Blank	4

SECTION B/AFDELING B

AA AND EQUAL OPPORTUNITIES/REGSTELLENDE AKSIE EN GELYKE GELEENTHEDE

In this section you are invited to express your views on the implementation of AA and equal opportunities in the SANDF. Your views, concerns and opinions are regarded as confidential.

In hierdie afdeling word u uitgenooi om u mening te gee oor die implementering van regstellende aksie en gelyke geleenthede in die SANW. U sieninge, kommer en opinies word as vertroulik beskou.

8.	Indicate to what extent you agree/disagree with the following statements:	Dui aan in watter mate u met die volgende stellings saamstem/nie saamstem nie	Strongly agree Stem beslis saam	Agree Stem saam	Uncertain Onseker	Disagree Stem nie saam nie	Strongly disagree Stem beslis nie saam nie
a.	AA has been explained to me.	Regstellende aksie is aan my verduidelik.	1	2	3	4	5
b.	I feel good when I think about affirmative action.	Ek voel goed as ek aan regstellende aksie dink.	1	2	3	4	5
c.	AA is necessary to address the inequalities of the past.	Regstellende aksie is noodsaaklik om die ongelykhede van die verlede uit die weg te ruim	1	2	3	4	5
d.	I am willing to work with members of the SANDF who are appointed as a result of affirmative action.	Ek is bereid om saam met lede in die SANW te werk, wat aangestel is as gevolg van regstellende aksie.	1	2	3	4	5
e.	AA leads to equal opportunities for every member of the SANDF.	Regstellende aksie lei tot gelyke geleenthede vir alle lede van die SANW.	1	2	3	4	5
f.	I support AA in the SANDF.	Ek ondersteun regstellende aksie in die SANW.	1	2	3	4	5
g.	AA will create a more effective SANDF.	Regstellende aksie sal 'n meer effektiewe SANW daarstel.	1	2	3	4	5

			Strongly agree Stem beslis saam	Agree Stem saam	Uncertain Onseker	Disagree Stem nie saam nie	Strongly disagree Stem beslis nie saam nie
h.	I am afraid that I will lose my job as a result of affirmative action.	Ek is bang dat ek my werk as gevolg van regstellende aksie sal verloor.	1	2	3	4	5

9.	Members of the SANDF are treated equally in terms of the following benefits.	Lede van die SANW word gelyk hanteer in verband met die voordele	Strongly agree Stem beslis saam	Agree Stem saam	Uncertain Onseker	Disagree Stem nie saam nie	Strongly disagree Stem beslis nie saam nie
a.	Pension	Pensioen	1	2	3	4	5
b.	Pay	Salaris	1	2	3	4	5
c.	Promotion	Bevordering	1	2	3	4	5
d.	Leave	Verlof	1	2	3	4	5
e.	Sick leave	Siekverlof	1	2	3	4	5
f.	Housing subsidy	Behuisingsubsidie	1	2	3	4	5
g.	Transport	Vervoer	1	2	3	4	5
h.	Medical aid (self)	Mediese hulp (self)	1	2	3	4	5
i.	Medical aid for dependants	Mediese hulp vir afhanklikes	1	2	3	4	5
j.	Special leave (to look after sick children, funerals etc)	Spesiale verlof (bv om siek kinders te versorg, begrafnisse ens)	1	2	3	4	5
k.	Maternity leave (Three months)	Kraamverlof (Drie maande)	1	2	3	4	5
l.	Legal assistance, eg from the Law Officer	Regshulp, bv van die Regsoffisier	1	2	3	4	5

			Strongly agree / Stem beslis saam	Agree / Stem saam	Uncertain / Onseker	Disagree / Stem nie saam nie	Strongly disagree / Stem beslis nie saam nie
m.	Transfer policies	Oorplasingsbeleid	1	2	3	4	5
n.	Study leave	Studieverlof	1	2	3	4	5
o.	Bonus	Bonusse	1	2	3	4	5
10.	Indicate to what extent you agree/disagree with the following statements:	Dui aan in watter mate u met die volgende stellings saamstem/nie saamstem nie.					
a.	There are too many whites in top leadership positions in the SANDF.	Daar is te veel blankes in die top leiersposisies in die SANW.	1	2	3	4	5
b.	AA is only a political strategy.	Regstellende aksie is slegs 'n politieke strategie.	1	2	3	4	5
c.	I understand what AA means.	Ek verstaan wat regstellende aksie beteken.	1	2	3	4	5
d.	AA is reverse discrimination.	Regstellende aksie is omgekeerde diskriminasie.	1	2	3	4	5
e.	I am informed about the changes resulting from affirmative action.	Ek is ingelig oor die verandering wat voortvloei uit regstellende aksie.	1	2	3	4	5
f.	In principle, I believe that AA is fair.	In beginsel glo ek dat regstellende aksie regverdig is.	1	2	3	4	5
g.	Human rights are taken into account in the SANDF	Menseregte word in ag geneem in die SANW.	1	2	3	4	5
h.	I experience AA as a threat.	Ek ervaar regstellende aksie as 'n bedreiging.	1	2	3	4	5
i.	Information on equal opportunities and AA is available.	Inligting met betrekking tot gelyke geleenthede en regstellende aksie is beskikbaar.	1	2	3	4	5

j.	In the SANDF every member has an equal chance of undergoing in-service training.	In die SANW het elke lid gelyke geleenthede om indiensopleiding te ondergaan.	1	2	3	4	5
k.	I can be promoted in my current job.	Ek kan in my huidige werk bevorder word.	1	2	3	4	5
l.	Most people who are appointed in the SANDF as a result of AA will be skilled to do the job	Die meeste lede wat in die SANW aangestel word as gevolg van regstellende aksie sal bekwaam wees om die werk te doen.	1	2	3	4	5

11.	Indicate to what extent you agree/disagree with the following statements:	Dui aan in watter mate u met die volgende stellings saamstem/nie saamstem nie:	Strongly agree Stem beslis saam	Agree Stem saam	Uncertain Onseker	Disagree Stem nie saam nie	Strongly disagree Stem beslis nie saam nie
a.	AA in the SANDF will create better career opportunities for me.	Regstellende aksie in die SANW sal beter loopbaangeleenthede vir my skep.	1	2	3	4	5
b.	I am rewarded fairly for the work I do.	Ek word regverdig beloon vir die werk wat ek doen.	1	2	3	4	5
c.	Management in the SANDF will be positively influenced by affirmative action.	Bestuur in die SANW sal positief beinvloed word deur regstellende aksie.	1	2	3	4	5
d.	AA will lead to the lowering of standards in the SANDF.	Regstellnde aksie sal lei tot die verlaging van standaarde indie SANW.	1	2	3	4	5
e.	I personally will benefit from AA in the SANDF	Ek sal persoonlik baat vind by regstellende aksie in die SANW.	1	2	3	4	5
f.	I am opposed to the implementation of AA in the SANDF	Ek is gekant teen die implementering van regstellende aksie in die SANW.	1	2	3	4	5

			Strongly agree Stem beslis saam	Agree Stem saam	Uncertain Onseker	Disagree Stem nie saam nie	Strongly disagree Stem beslis nie saam nie
g.	More black managers are needed in the SANDF	Meer swart bestuurders word benodig in die SANW	1	2	3	4	5
h.	Military culture in the SANDF will be positively influenced by affirmative action	Die militere kultuur in die SANW sal positief beinvloed word deur regstellende aksie.	1	2	3	4	5
i.	Most members of the SANDF feel positive about affirmative action.	Die meeste lede van die SANW voel positief oor regstellende aksie.	1	2	3	4	5
j.	My current job allows me to develop new skills.	My huidige werk laat my toe om nuwe vaardighede te ontwikkel.	1	2	3	4	5

			Strongly agree Stem beslis saam	Agree Stem saam	Uncertain Onseker	Disagree Stem nie saam nie	Strongly disagree Stem beslis nie saam nie
12.	Indicate to what extent you agree/disagree with the following statements:	Dui aan in watter mate u met die volgende stellings saamstem/nie saamstem nie:					
a.	In the SANDF every member has an equal chance to develop his/her career.	In die SANW het elke lid 'n gelyke kans om sy/haar loopbaan te ontwikkel.	1	2	3	4	5
b.	In the SANDF the best person for the job is appointed	In die SANW word die beste persoon vir die werk aangestel.	1	2	3	4	5

13.	Members of the SANDF are discriminated against on the grounds of ...	Daar word teen lede van die SANW gediskrimineer op grond van	Strongly agree Stem beslis saam	Agree Stem saam	Uncertain Onseker	Disagree Stem nie saam nie	Strongly disagree Stem beslis nie saam nie
a.	Race	Ras	1	2	3	4	5
b.	Gender	Geslag	1	2	3	4	5
c.	Age	Ouderdom	1	2	3	4	5
d.	Language	Taal	1	2	3	4	5
e.	Religion	Godsdiens	1	2	3	4	5
f.	Sexual orientation, eg homosexuality	Seksuele oriëntasie, bv homoseksualiteit	1	2	3	4	5
g.	Physical disabilities	Fisiese gebreke	1	2	3	4	5
h.	Former forces	Voormalige magte	1	2	3	4	5

14.	Indicate to what extent you agree/disagree with the following statements	Dui aan in watter mate u met die volgende stellings saamstem/nie saamstem nie.	Strongly agree Stem beslis saam	Agree Stem saam	Uncertain Onseker	Disagree Stem nie saam nie	Strongly disagree Stem beslis nie saam nie
a.	Equal opportunities for all members in the SANDF will improve work relations.	Gelyke geleenthede vir alle lede in die SANW sal werkverhoudings verbeter.	1	2	3	4	5
b.	AA will improve the image of the SANDF	Regstellende aksie sal die beeld van die SANW verbeter.	1	2	3	4	5
c.	AA can succeed in establishing a fair just and representative SANDF.	Regstellende aksie kan slaag in die daarstelling van 'n billike, regverdiger en verteenwoordigende SANW.	1	2	3	4	5
d.	AA will endanger my promotional prospects	Regstellende aksie sal my vooruitsigte op bevordering in gevaar stel.	1	2	3	4	5

THANK YOU FOR YOUR PARTICIPATION

DANKIE VIR U DEELNAME

1.   Equal opportunity, AA and racism affect the SANDF profoundly.

2.   The aim of the questionnaire is to determine the perceptions of members of the SANDF (Pietersburg Region) about equal opportunities; AA and racism in the SANDF.

3.   Biographical data will include :

    f.   Unit
    g.   Gender
    h.   Rank
    i.   Former force
    j.   Population Group.

4.   Categories of topics include the following :

    d.   Equal opportunity
    e.   Affirmative action
    f.   Racism.

5.   As a member of the SANDF you are invited to express your feelings and experiences of equal opportunities,AA and racism in the SANDF.

6.   Your views, concerns and opinions will be treated with the greatest confidentiality (You will not be asked to mention your name anywhere in the questionnaire)

7.   **PLEASE FOLLOW THE INSTRUCTIONS CAREFULLY AND REMEMBER TO ANSWER <u>EVERY</u> QUESTION HONESTLY.**

1.   Gelyke geleenthede, regstellende aksie en rassisme beïnvloed die SANW geweldig.

2.   Die doel van die vraelys is om SANW lede se persepsies oor gelyke geleenthede, regstellende aksie en rassisme in die SANW te bepaal.

3.   Biografiese data sluit die volgende in :

    f.   Eenheid
    g.   Geslag
    h.   Rang
    i.   Voormalige mag
    j.   Bevolkingsgroep

4.   Temas of onderwerpe in die vraelys sluit die volgende in :

    d.   Gelyke geleenthede
    e.   Regstellende aksie
    f.   Rassisme

5.   As 'n lid van die SANW word u uitgenooi om u gevoelens en ervarings uit te spreek oor gelyke geleenthede, regstellende aksie en rassisme in die SANW.

6.   U sieninge, bekommernisse en opinies sal streng vertroulik hanteer word (U sal nie gevra word om u naam êrens op die vraelys te noem nie)

7.   **VOLG ASSEBLIEF DIE INSTRUKSIES NOUKEURIG EN ONTHOU OM <u>ELKE</u> VRAAG EERLIK TE BEANTWOORD.**

SECTION A/AFDELING A

BIOGRAPHICAL INFORMATION/BIOGRAFIESE BESONDERHEDE

Please answer the following questions by making an **x** in the appropriate block.	Beantwoord asseblief die volgende vrae deur 'n **x** in die toepaslike blokkie te maak.	
1. What is your Unit/Section	By watter Eenheid/Afdeling is u werksaam	
Regional Joint Task Force North (RJTF N)		1
Group 14 (GP 14)		2
General Support Base Pietersburg (GSB PB)		3
Area Military Health Unit Northern Province (AMHU NP)		4
Command Management Information (CMI)		5
Human Resource Support Satellite (HRSS)		6
10 Engineers Regiment (10 ENGR REGT)		7
Service Corps Regional Office (SCRO)		8
Military Police Agency (MPA)		9

2. Gender	Geslag	
Male/Manlik		1
Female/Vroulik		2

3. Rank group	Ranggroep	
Senior Officer		1
Junior Officer		2
WO		3
Senior NCO		4
Junior NCO		5

4. What is the language most often spoken in your home?	Wat is die taal wat u tuis die meeste gebruik?	
Afrikaans		1
English/Engels		2
South Sotho/Suid-Sotha		3
Western Sotho (Tswana)Wes-Sotho (Tswana)		4
Northern Sotho (Pedi)/Noord-Sotho (Pedi)		5
Swazi		6
Ndebele		7
Xhosa		8
Zulu/Zoeloe		9
Shangana/Shangaan/Tsonga		10
Venda/Lemba		11
Other language/Ander taal		12
5. I was a former ...	Ek was 'n voormalige ...	
SADF member/SAW lid		1
TBVC member/TBVC lid		2
MK member/MK Lid		3
APLA member/APLA lid		4
SANDF MEMBER (only) (joined the military for the first time after 1994) (slegs) SANW lid (het na 1994 vir die eerste keer by die weermag aangesluit)		5
None of the aforementioned/Geen van voorgenoemde nie		6
6. To which population group do you belong?	Aan watter bevolkingsgroep behoort u?	

African/Afrikaan	1
Asian/Asiër	2
Coloured/Kleuring	3
White/Blank	4

7.	Do you think/experience that the following regulations, applications of regulations and situations give rise to racism?	Dink u dat die volgende regulasies, toepassings van regulasies en situasies aanleiding tot rassisme gee?	Yes, definitely Ja, beslis	Yes, to some degree Ja, in 'n mate	Don't know Weet nie	No, not rally Nee, nie eintlik nie	No, not at all Nee, glad nie
a.	Regulations/Rules on absence without leave (AWOL).	Regulasies/Reëls ivm afwesigheid sonder verlof (ASV).	1	2	3	4	5
b.	The application of the regulation on absence without leave.	Die toepassing van die regulasies ivm afwesigheid sonder verlof.	1	2	3	4	5
c.	When your commanding officer/supervisor/senior corrects you.	Wanneer jou bevelvoerder/ toesighouer/senior jou reghelp.	1	2	3	4	5
d.	Your commanding officer/supervisor/senior is a member of a different population group.	U bevelvoerder/toesighouer /senior 'n lid van 'n ander bevolkingsgroep is.	1	2	3	4	5
e.	The enforcement of discipline.	Die handhawing van dissipline.	1	2	3	4	5
f.	When you have to do a course and wait for promotion	Wanneer u 'n kursus moet volg en moet wag om bevorder te word.	1	2	3	4	5

8.	In your opinion, have relations between members of the different population groups in your unit improved or worsened over the last two years?	Na u mening, het verhoudings tussen lede van die verskillende bevolkingsgroepe in u eenheid die afgelope twee jaar verbeter of verswak?	
a.	Improved/Verbeter		1
b.	About the same as two years ago/Omtrent dieselfde as twee jaar gelede		2

c.	Worsened/Verswak	3
d.	Don't know – I have been working in this unt for less than two years/ Weet nie – ek is vir minder as twee jaar in hierdie eenheid werksaam	4

9.	Indicate to what extent you agree/disagree with the following statements.	Dui aan in watter mate u met die volgende stellings saamstem/nie saamstem nie	Strongly agree Stem beslis saam	Agree Stem saam	Uncertain Onseker	Disagree Stem nie saam nie	Strongly disagree Stem beslis nie saam nie
a.	White members see themselves as superior to the other population groups when it comes to previous training/experience.	Blankes ag hulself beter as ander bevolkingsgroepe wanneer dit by vorige opleiding/ervaring kom.	1	2	3	4	5
b.	A lot should be done to improve unity between members of the SANDF	Baie sal nog gedoen moet word om eenheid tussen lede van die SANW te verbeter.	1	2	3	4	5
c.	Some of the pre-1994 forces receive preferential treatment (eg they are now getting all the benefits compared to the other forces)	Sommige van die voor-1994 magte ontvang voorkeur-behandeling (bv hulle ontvang al die voordele in vergelyking met die ander magte).	1	2	3	4	5
d.	Members experience racism from more than one of the other population groups.	Lede ervaar rasisme van meer as een van die ander bevolkingsgroepe.	1	2	3	4	5
e.	The fact that most officers are white, while most other ranks are not, proves that the SANDF is racist.	Die feit dat die offisiersgroep hoofsaaklik uit blankes bestaan, is 'n bewys dat die SANW rassisties is.	1	2	3	4	5
f.	Incidents of racism are evident in my workplace.	Voorvalle van rassisme kom voor in my werkplek.	1	2	3	4	5
g.	Racial tension exists in the SANDF	Rassespanning kom voor in die SANW.	1	2	3	4	5

THANK YOU FOR YOUR PARTICIPATION
DANKIE VIR U DEELNAME

OPEN-ENDED AND COMMON QUESTIONNAIRE

1.   What is your unit: ....

2.   Gender .... MALE/FEMALE

3.   Rank ....

4.   I was a former   ... APLA   MK   SADF   TBVC   OTHER member

5.	Indicate to what extent you agree/disagree with the following statements:	Dui aan in watter mate u met die volgende stellings saamstem/nie saamstem nie:					
a.	AA in the SANDF caters for only specific former forces.	Regstellende aksie akkommodeer slegs sekere voormalige magte.				JA YES	NEE NO
b.	If answer to above is yes, which former force.	Indien andwoord op bogenoemde ja is, watter mag.	SADF SAW	MK	APLA	TBVC	
6.	Members of the SANDF are discriminated against on the grounds of ...	Daar word teen lede van die SANW gediskrimineer op grond van	Strongly agree Stem beslis saam	Agree Stem saam	Uncertain Onseker	Disagree Stem nie saam nie	Strongly disagree Stem beslis nie saam
a.	Former forces	Voormalige magte	1	2	3	4	5

7.   Is there anything that you would like to remark about that I did not ask you?/ Is daar enige iets wat u tot bogenoemde wil toevoeg wat ek nie aan u gevra het nie?

....

....

....

CROSS-TABULATION: FORMER FORCE, POPULATION GROUP AND RANK

Category 1: There is a perception within the SANDF that fair and equal opportunity does not exist.

Indicate to what extent you agree/disagree with the following statements:

Question no	Statements	Independent Variable	Agree	Uncertain	Disagree
			%	%	%
10.k	I can be promoted in my current job	**Population group** Black	35.8	27.1	37.0
		White	40.6	3.1	56.3
12.a	In the SANDF, every member has an equal chance to develop his/her career.	**Population group** Black	43.8	15.0	41.3
		White	18.8	6.3	75.0
		Rank Officers	21.4	7.1	71.4
		Senior NCOs	50.0	4.2	45.8
		Junior NCOs	30.3	24.2	45.5
		Privates	48.1	11.1	40.7
12.b	In the SANDF, the best person for the job is appointed.	**Former forces** Statutory forces	18.2	15.2	66.7
		Non-statutory	35.0	22.5	42.5
		Population group Black	32.5	26.3	41.3
		White	3.1	3.1	93.8

Category 2: Perceptions about the existence of information and understanding of Affirmative Action

Indicate to what extent you agree/disagree with the following statement

Question no	Statement	Independent variable	Agree %	Uncertain %	Disagree %
10.c	I understand what AA means	**Former Forces**			
		Statutory Forces	74.6	19.4	6.0
		NSFs	82.5	2.5	15.0
10.e	I am informed about the changes resulting from affirmative action	**Population group**			
		Black	42.0	23.5	34.6
		White	71.9	12.5	15.6
		Rank			
		Officers	67.9	14.3	17.9
		Senior NCOs	58.3	20.8	20.8
		Junior NCOs	23.5	26.5	50.0
		Privates	59.3	18.5	22.2

Category 3: Perceptions about representation among leaders in top positions

Indicate to what extend you agree/disagree with the following statement

Question no	Statement	Independent variable	Agree	Uncertain	Disagree
			%	%	%
10.a	There are too many whites in top leadership positions in the SANDF	**Former Forces**			
		Statutory Forces	43.3	3.0	53.7
		NSFs	80	5.0	15.0
		Population group			
		Black	76.5	3.7	19.8
		White	6.3	6.3	87.5
		Rank			
		Officers	39.3	3.6	57.1
		Senior NCOs	25.0	8.3	66.7
		Junior NCOs	76.5	2.9	20.6
		Privates	77.8	3.7	18.5

Question no	Statement	Independent variable	Agree %	Uncertain %	Disagree %
11.g	More black managers are needed in the SANDF	**Former Forces**			
		Statutory	52.2	11.9	35.8
		Non-statutory	85.0	2.5	12.5
		Population group			
		Black	85.2	3.7	11.1
		White	15.6	18.8	65.6
		Rank			
		Officers			
		Senior NCOs	50.0	14.3	35.7
		Junior NCOs	29.2	16.7	54.2
		Privates	88.2	2.9	8.8
			85.2	0.0	14.8

Category 4: Perception about the potential success of AA.

Indicate to what extent you agree/disagree with the following statements:

Question no	Statement	Independent Variable	Agree	Uncertain	Disagree
			%	%	%
8.b	I feel good when I think about AA	**Former Forces**			
		Statutory Forces	42.4	15.2	42.4
		NSFs	67.5	12.5	20.0
		Population group			
		Black	65.0	15.0	20.0
		White	18.8	15.6	65.0
		Rank			
		Officers	39.3	14.3	46.4
		Senior NCOs	33.0	16.7	50.0
		Junior NCOs	63.6	21.2	15.2
		Privates	66.7	7.4	25.9
8.c	AA is necessary to address the inequalities of the past	**Population group**			
		Black	74.1	9.9	16.0
		White	40.0	18.8	40.6
8.d	I am willing to work with members appointed as a result of AA	**Population group**			
		Black	86.4	7.4	6.2
		White	59.4	18.8	21.9

Question no	Statement	Independent Variable	Agree	Uncertain	Disagree
			%	%	%
8.e	AA leads to equal opportunities for every member of the SANDF	**Former Forces**			
		Statutory Forces	**43.3**	**9.0**	**47.8**
		NSFs	**75.0**	**5.0**	**20.0**
		Population group			
		Black	**70.4**	**9.9**	**19.8**
		White	**18.8**	**3.1**	**78.1**
		Rank			
		Officers	**39.3**	**0.0**	**60.7**
		Senior NCOs	**50.0**	**12.5**	**37.5**
		Junior NCOs	**70.6**	**11.8**	**17.6**
		Privates	**59.3**	**7.4**	**33.3**
8.f	I support AA in the SANDF	**Former Forces**			
		Statutory Forces	**61.2**	**19.4**	**19.4**
		NSFs	**87.5**	**5.0**	**7.5**
		Population group			
		Black	**84.0**	**7.4**	**8.6**
		White	**40.6**	**28.1**	**31.3**

Question no	Statement	Independent Variable	Agree	Uncertain	Disagree
			%	%	%
8.g	AA will create a more effective SANDF	**Former Forces** Statutory Forces	50.7	22.4	26.9
		NSFs	75.0	12.5	12.5
		Population group Black	76.5	13.6	9.9
		White	18.7	31.3	50.0
10.f	In principle, I believe that AA is fair	**Former Forces** Statutory Forces	41.8	22.4	35.8
		NSFs	67.5	20.0	12.5
		Population group Black	61.7	19.8	18.5
		White	28.1	25.0	46.9
10.l	AA personnel will be skilled to do the job	**Former Forces** Statutory Forces	22.4	19.4	58.2
		NSFs	55.0	22.5	22.5
		Population group Black			
		White	46.9	25.9	27.2
			6.2	9.4	84.4
11.a	AA will create career opportunities	**Former Forces** Statutory Forces NSFs	34.3	23.9	41.8
		Population group	67.5	17.5	15.0
		Black White			
		Rank	61.7	26.0	12.3
		Officers	6.3	15.6	78.1
		Senior NCOs			
		Junior NCOs	32.1	7.1	60.7
		Privates	33.3	29.2	37.5
			55.9	32.4	11.8
			59.3	22.2	18.5
Question no	Statement	Independent Variable	Agree	Uncertain	Disagree

			%	%	%
11.c	AA will influence management positively	**Former Forces** Statutory Forces NSFs **Population group** Black White **Rank** Officers	34.3 67.5 61.7 6.3	23.9 17.5 25.9 15.6	41.8 15.0 12.4 78.1
		Senior NCOs	21.4	25.0	53.6
		Junior NCOs	25.0	37.5	37.5
		Privates	44.1 51.9	38.2 14.8	17.7 33.3
11.e	I personally will benefit from AA	**Former Forces** Statutory Forces NSFs **Population group** Black White	27.3 62.5 56.9 9.4	27.3 22.5 26.6 18.8	45.4 12.5 16.5 71.9
		Rank Officers			
		Senior NCOs	28.6	10.7	60.7
		Junior NCOs	25.0	41.7	33.3
		Privates	47.1 69.2	29.4 15.4	20.6 15.4
11.i	Most SANDF members feel positive about AA	**Former Forces** Statutory Forces NSFs **Population group** Black White	34.3 72.5 59.3 15.6	35.8 15.0 25.9 37.5	29.9 12.5 14.8 46.9

Question no	Statement	Independent Variable	Agree	Uncertain	Disagree
			%	%	%
11.h	AA will influence military culture positively	**Former Forces**			
		Statutory Forces	31.3	25.4	43.3
		NSFs	72.5	15.0	12.5
		Population group			16.0
		Black	61.7	22.2	68.8
		White	12.5	18.8	
		Rank			
		Officers	35.7	10.7	53.6
		Senior NCOs	25.0	29.2	45.8
		Junior NCOs	64.7	29.4	5.9
		Privates	59.3	14.8	25.9
14.b	AA will improve the image of the SANDF	**Former Forces**			
		Statutory Forces	46.3	23.9	29.9
		NSFs	77.5	10.0	12.5
		Population group			
		Black	67.9	19.8	12.3
		White	34.4	15.6	50.0
14.c	AA can succeed in establishing fair and just representation	**Former Forces**			
		Statutory Forces	52.2	29.9	17.9
		NSFs	80.0	10.0	10.0
		Population group			
		Black	70.4	17.3	12.3
		White	43.8	34.4	21.9

Category 5: Perceptions about potential threat of AA within the SANDF

Indicate to what extent you agree/disagree with the following statements:

Question no	Statement	Independent Variable	Agree	Uncertain	Disagree
			%	%	%
8.h	I am afraid that I will loose my job due to AA	**Population group** Black White	 16.0 34.4	 16.0 28.1	 67.9 37.5
10.b	AA is only a political strategy	**Former Forces** Statutory Forces NSFs **Population group** Black White	 58.2 41.0 43.8 71.9	 19.4 7.7 15.0 15.6	 22.4 51.3 41.3 12.5
10.d	AA is reversed discrimination	**Former Forces** Statutory Forces NSFs **Population group** Black White **Rank** Officers Senior NCOs Junior NCOs Privates	 55.2 35.0 37.0 71.9 60.7 50.0 38.2 40.7	 14.9 5.0 12.3 9.4 0 29.2 11.8 7.4	 29.9 60.0 50.6 18.8 39.3 20.8 50.0 51.9
10.h	I experience AA as a threat	**Population group** Black White	 23.5 53.1	 19.8 15.6	 56.8 31.3
11.d	AA will lead to the lowering of standard in the SANDF	**Former Forces** Statutory Forces NSFs **Population group** Black White	 47.8 22.5 23.5 78.1	 17.9 20.0 24.7 3.1	 34.3 57.5 51.9 18.8
Question no	Statement	Independent Variable	Agree	Uncertain	Disagree
			%	%	%
11.f	I am opposed to the implementation of AA in the SANDF	**Rank** Officers Senior NCOs Junior NCOs	 28.6 16.7 29.4	 14.3 50.0 23.5	 57.1 33.3 47.1

		Privates	**63.0**	**14.8**	**22.2**
14.d	AA will endanger my promotional prospects	**Former Forces** Statutory Forces NSFs	43.3 17.5	22.4 10.0	34.3 72.5
		Population group Black White	19.8 65.6	19.8 12.5	60.5 21.9

Category 6: Perceptions about existence of equal benefits to all members

Indicate to what extent you agree/disagree with the following statement: Members of the SANDF are treated equally in terms of:

Question no	Benefit	Independent Variable	Agree	Uncertain	Disagree
			%	%	%
9.a	Pension	**Population group** Black White	44.4 81.3	25.9 6.3	29.6 12.5
9.b	Pay	**Population group** Black White	40.7 68.8	16.0 12.5	43.2 18.8
		Rank Officers	67.9	21.4	10.7
		Senior NCOs	58.3	12.5	29.2
		Junior NCOs	29.4	17.6	52.9
		Privates	44.4	7.4	48.1
9.d	Leave	**Population group** Black White	65.4 87.5	14.8 0.0	19.8 3.5
9.e	Sick leave	**Former Forces** Statutory Forces NSFs	77.6 47.5	10.4 15.0	11.9 37.5
		Population group Black White	53.1 90.6	17.3 3.1	29.6 6.3
		Rank Officers	82.1	7.1	10.7
		Senior NCOs	91.7	0.0	8.3
		Junior NCOs	41.2	23.5	35.3
		Privates	48.1	18.5	33.3

Question no	Benefit	Independent Variable	Agree %	Uncertain %	Disagree %
9.f	Housing subsidy	**Former Forces**			
		Statutory Forces	58.2	16.4	25.4
		NSFs	27.5	15.0	57.5
		Population group			
		Black	34.6	17.3	48.1
		White	81.3	9.4	9.4
9.g	Transportation	**Population group**			
		Black	14.8	16.0	69.1
		White	51.6	16.1	32.3
9.j	Special leave (To look after sick children, funerals etc	**Former Forces**			
		Statutory Forces	56.6	16.4	26.9
		NSFs	35.0	7.5	57.5
		Population group			
		Black	34.6	16.0	49.4
		White	81.3	6.3	12.5
		Rank			
		Officers	57.1	17.9	25.0
		Senior NCOs	75.0	12.5	12.5
		Junior NCOs	26.5	17.6	55.0
		Privates	40.7	3.7	55.6
9.k	Maternity leave	**Former Forces**			
		Statutory Forces	71.6	22.4	6.0
		NSFs	53.8	15.4	30.8
9.l	Legal Assistance	**Former Forces**			
		Statutory Forces	8.2	26.9	4.9
		NSFs	32.5	37.5	30.0
		Population group			
		Black	35.8	34.6	29.6
		White	75.0	21.9	3.1
		Rank			
		Officers	46.4	35.7	17.9
		Senior NCOs	83.3	16.7	0.0
		Junior NCOs	29.4	44.1	26.5
		Privates	37.0	22.2	40.7

Question no	Benefit	Independent Variable	Agree	Uncertain	Disagree
			%	%	%
9.m	Transfer Policies	**Former Forces**			
		Statutory Forces	53.7	19.4	26.9
		NSFs	23.1	17.9	59.0
		Population group			
		Black	27.5	20.0	52.5
		White	71.9	15.6	12.5
		Rank			
		Officers	39.3	17.9	42.9
		Senior NCOs	79.2	8.3	12.5
		Junior NCOs	18.2	27.3	54.5
		Privates	33.3	18.5	48.1
9.n	Study Leave	**Former Forces**			
		Statutory Forces	73.1	17.9	9.0
		NSFs	60.0	10.0	30.0

Category 7: Perceptions about the existence of discrimination based on differences:

Indicate to what extent you agree/disagree with the statement that members of the

SANDF are discriminated against on the ground of...

| Question no	Statement	Independent Variable	Agree	Uncertain	Disagree
			%	%	%
13.b	Gender	**Population group**			
		Black	**38.8**	**26.3**	**35.0**
		White	**50.0**	**3.1**	**46.9**
13.d	Language	**Population group**			
		Black	**69.1**	**13.6**	**17.3**
		White	**50.0**	**6.3**	**43.8**
13.e	Religion	**Former Forces**			
		Statutory Forces	**19.4**	**31.3**	**49.3**
		NSFs	**50.0**	**22.5**	**27.5**
		Population group			
		Black	**39.5**	**32.1**	**28.4**
		White	**9.4**	**18.8**	**71.9**
		Rank			
		Officers	**17.9**	**21.4**	**60.7**
		Senior NCOs	**12.5**	**37.5**	**50.0**
		Junior NCOs	**35.3**	**26.5**	**38.2**
		Privates	**55.6**	**29.6**	**14.8**
13.f	Sexual orientation eg. Homosexuality	**Former Forces**			
		Statutory Forces	**10.4**	**35.8**	**53.7**
		NSFs	**32.5**	**35.0**	**32.5**
		Population group			
		Black			
		White	**24.7**	**37.0**	**38.3**
			0.0	**28.1**	**71.9**
13.g	Physical abilities	**Former Forces**			
		Statutory Forces	**16.4**	**29.9**	**53.7**
		NSFs	**35.0**	**32.5**	**32.5**

Category 8: Perceptions about the existence of regulations and situations that give

rise to racism. **Do you think/ experience that the following regulations, situations and their applications of give rise to racism?**

Question no	Statement	Independent Variable	Yes	Do not know	No
			%	%	%
7.a	**Regulations/Rules on AWOL**	**Rank** Officers	23.5	0.0	76.5
		Senior NCOs	56.4	2.6	41.0
		Junior NCOs	40.0	15.0	45.0
		Privates	36.8	5.3	57.9
7.b	**The application of the regulation on AWOL**	**Rank** Officers	35.3	5.9	58.8
		Senior NCOs	53.8	2.6	43.6
		Junior NCOs	37.5	27.5	35.0
		Privates	47.4	0.0	52.6
7.c	**When your commanding officer/supervisor/senior/manager corrects you.**	**Rank** Officers	0.0	0.0	100
		Senior NCOs	33.3	2.6	64.1
		Junior NCOs	30.3	12.5	57.5
		Privates	38.9	0.0	61.1
7.f	**When you have to do a course and wait for promotion**	**Rank** Officers	41.2	0.0	58.8
		Senior NCOs	66.7	0.0	33.3
		Junior NCOs	47.5	17.5	35.0
		Privates	73.7	5.3	21.1

Category 9: Perceptions about evidence of racism in the SANDF

Indicate to what extent you agree/disagree with the following statements:

Question no	Statement	Independent Variable	Agree %	Uncertain %	Disagree %
9.a	**White members see themselves as superior**	**Former Forces** Statutory forces NSFs	52.1 88.4	11.1 2.3	37.0 9.3
		Population group Black White	75.8 29.6	7.4 7.4	16.8 63.0
9.e	**The fact that most officers are white proves that the SANDF is racist**	**Population group** Black White	53.7 3.7	16.8 00	29.5 96.3
		Rank Officers	29.4 27.5	11.8 10.0	58.8 62.5
		Senior NCOs Junior NCOs **Privates**	60.0 63.2 27.4	20.0 10.5 12.3	20.0 26.3 60.3
		Former Forces Statutory forces **NSFs**	67.4	14.0	18.6
9.f	**Incidents of racism are evident in the SANDF**	**Population group** Black White	63.0 37.5	11.1 6.3	25.9 56.3

9.g	Racism is alive in the SANDF	Population group Black White	76.5 50.0	6.2 21.9	17.3 28.1
		Rank Officers	75.0 45.8	7.1 29.2	17.9 25.0
		Senior NCOs Junior NCOs **Privates**	76.5 74.1	2.9 10.6	20.6 20.4

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