

Organisational commitment during business rescue in small and medium enterprises

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Abstract

Business rescue is considered a new process in South Africa (Du Preez, 2012). To date the business rescue process has yielded minimal success and resulted in numerous organisations having to be liquidated. The business rescue process involves numerous stakeholders, yet existing research has focused much attention on business owners, business rescue practitioners and creditors (Lusinga & Fairhurst, 2020).

Employees can best be described as an organisation's most valuable assets (Juan, Yao, Binti, Tamyez & Ozavize, 2019). Such assets should not be overlooked as they remain an important stakeholder in the business rescue process (Lusinga & Fairhurst, 2020).

The research study set out to provide a platform for a crucial stakeholder of the business rescue process namely, the employees, to share their voice their experience and perceptions of the business rescue process in addition to exploring their commitment levels during business rescue. The research study involved a qualitative research design, whereby 17 semi-structured and open-ended interviews were conducted with employees of SME businesses undertaking business rescue within Gauteng, South Africa. The research study employed purposive and snowball sampling methods.

The research findings established that employee's commitment levels were influenced during business rescue. The findings suggested that more employee's described increased commitment levels during a time of distress, followed by those fewer employees who mentioned decreased commitment levels. The research established that employee commitment levels are largely influenced by personal, interpersonal and organisational factors, such as remuneration, understanding of the business rescue process and duration of service.

Keywords

Commitment, business rescue, SME's, employee's perspective, South Africa

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

A handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

Mark-Anthony Gonçalves

01 December 2020

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CHAPTER 1: INTRODUCTION RESEARCH PROBLEM

1.1 Research problem

Research evidenced that there is a lack of current studies undertaken in the field of employee's commitment levels during business rescue. This may be a cause for concern for those companies under business rescue as it may be one of several important potential contributing factors to consider when rehabilitating a company.

The South African business rescue legislation was introduced in 2011, succeeding the 2008 introduction of Chapter 6 of the Companies Act 71 (Bradstreet, 2011). South Africa had previously initiated a judicial management plan within the Companies Act 46 of 1926. The judicial management plan included limited business rescue measures, which attempted to assist organisations in distress that were better suited for survival and business continuity (Lamprecht, 2008).

The judicial management plan within the Companies Act 46 of 1926 proved to be inadequate for those South African businesses under distress, yielding minimal effect albeit all efforts being made to assist the South African businesses under distress. Instead the outcome resulted in many companies being immediately liquidated instead of being successfully rehabilitated (Lamprecht, 2008). Research published in more recent years has confirmed these issues which resulted in growing demands for adjustments to improve, or at least refine business rescue legislation for the better (Lamprecht, 2008).

The research study is important within the South African context. The South African small and medium-sized enterprise's (hereafter referred to as SME's) are struggling to survive in the South African economic environment. South Africa is a developing country, which encompasses many developmental problems, such as low investment grade ratings, high crime rates, poor education and communication levels, the increasing competition and the struggle of entrepreneurs within South Africa, to establish sustainable businesses (Leboea, 2017).

Our economy, already grappling with low GDP growth and high levels of unemployment, suffered the simultaneous downgrading of credit ratings by Fitch and Moody's (Mutize & Nkhalamba, 2020; Oxford Analytica, 2020). The combined impact of the COVID-19 lockdown and the rating agencies' downgrades has caused, and will continue to affect, many businesses in our economy to spiral into financial distress and cutback of thousands of jobs. Companies experience financial distress when they are unable to meet creditor payments thereby increasing the possibility of insolvency.

The poor success rate of businesses undertaking business rescue could be assigned to the fact that most businesses that should in fact be liquidated are instead attempting business rescue (Prior, 2014). According to Fatoki (2018), workplace effectiveness, performance and resilience are important determinants of the survival of an SME. Furthermore, employee commitment has been shown to have a direct impact on the workplace performance (Rashid, Sambasivan & Johari, 2003).

According to Bruwer, Hattingh and Perold (2020), research indicates that an estimated 75% of SME's are prone to fail within its first three years of operation. The recent COVID-19 pandemic has detected an increased number of South African SME's applying for business rescue which has resulted in more than 17 million South Africans becoming unemployed (Bruwer, Hattingh & Perold, 2020). SME's contribute towards and account for 80 – 90% of the economy in developing countries (Muriithi, 2017). According to Muriithi (2017), SME's will contribute between 60 – 80% of gross domestic product within South Africa by 2030 and contribute significantly towards job creation and between 70 – 95% of new employment opportunities.

Before the COVID-19 pandemic and the national lockdown, the low GDP growth and high levels of unemployment experienced, in addition to the downgrading of credit ratings by Fitch and Moody, the rating agencies' downgrades, all contributed to many businesses in the South African economy to spiral into financial distress and shed thousands of jobs (Oxford Analytica, 2020).

The South African Governments response to the COVID-19 pandemic exacerbated the already frail South African economy and had devastating consequences for SME businesses (de Villiers, Cerbone & Van Zijl, 2020). This further emphasises the need for the research study as more South African SME's are failing following Government's temporary national "lockdown", which resulted in temporary closure of SME's, some of which failed to recover (Bruwer, Hattingh & Perold, 2020).

Furthermore, the national “lockdown” negatively impacted those vulnerable employees who worked for organisations that were not classified as essential services and as such forced to face decreased levels of job security and increased risk of retrenchment (Satgar, 2020).

SME’s in South Africa contribute to a high ratio of employment in the business sector. The above statistics in conjunction with the recent COVID-19 pandemic has highlighted the SME’s struggle to survive and the importance of exploring the employee’s commitment levels in South African SME’s during the business rescue process.

According to Al-Yami, Galdas and Watson (2018), organisational commitment amongst employees has proven to increase significantly when management display transformational leadership style characteristics, whilst Nangoli, Muhumuza, Tweyongyere, Nkurunziza, Namono, Ngoma and Nalweyiso (2020), have proven that perceived leadership integrity can enhance organisational commitment. Naidoo, Patel and Padia (2018) have attempted to explore the issues which hinder the low success rate of business rescue in South Africa. However, research in the business rescue field is new and the existing research focuses on the views of business rescue practitioners and business owners (Prior, 2014).

Research on business rescue within South Africa is limited and research on the employee commitment during business rescue could not be discovered. According to Prior (2014), future research should investigate the perspectives of individuals or teams within organisations that have experienced business rescue.

Furthermore, the importance of the research objective is to provide employees, who have previously undergone or are currently undergoing business rescue proceedings, with a platform to voice their personal experiences and share advice for future distressed businesses and employees, which may require to undergo business rescue. Various stakeholders play a crucial role in determining a firm’s survival during business rescue (Lusinga & Fairhurst, 2020). The research is required to begin with the most important stakeholders within an organisation, the employees.

Employees can be described as a firms most valuable assets and are the face of organisations that live and breathe daily operational experiences, which include face-to-face engagements with customers (Juan, Yao, Binti, Tamyez & Ozavize, 2019).

The COVID-19 pandemic has resulted in many retrenchments in South Africa and the importance of employee labour laws and rights has been highlighted, placing emphasis on the importance of protection of individual employees (Olivier, Kruger & Johnson, 2020).

Business rescue is relatively new (Fairhurst, 2017). Previous research has reported objective findings in the business rescue field where the focus has been business orientated, focusing on financials, funding, plans, processes and practitioners by identifying numerous challenges for the distressed organisations both locally and abroad (Prior, 2014). Furthermore, it has been indicated that the business rescue survival rates of SME's in South Africa are amongst the lowest in the world (Gordon, 2018). SME's are therefore deemed the ideal candidates for the research. It is vital and conducive to rather explore the SME's than large multinational corporations.

Current research examples suggest that more focus and attention has been placed on the distressed organisation itself than that of the actual practitioners undertaking business rescue proceeding (Fairhurst, 2017). As the South African law protects the employee rights above that of other creditors; the research intends therefore to consider and explore the disparity between stakeholders engaging in business rescue and the commitment of the organisation employees during a time of organisations distress (Lusinga & Fairhurst, 2020).

Employees contribute towards the effectiveness and success of the organisation (Pasban & Nojede, 2016). Management is encouraged to invest in human capital through upskilling staff resulting in a competitive advantage and thereby increase a firm's chance of survival (Pasban & Nojede, 2016). It is therefore imperative that the research study focuses on the employees with an organisation in order to obtain a reliable and subjective view of their levels of commitment, which impacts the effectiveness of the organisation's operations during the business rescue process.

It is the aim of the researcher to take into consideration an employee's point of view and perspective.

The purpose of the research study attempts to provide an insight to the importance of the employee's commitment, as it is deemed an essential function within any organisation as the employees are representatives of the said company and its shareholders, internal stakeholders and external customers.

Furthermore, it is important for the employees to continue to provide the ongoing services to the external customers during the business rescue process as it allows funds to be secured for the business continuity.

It is also important to mention that the employees' emotional and mental stability, during the business rescue process, will determine the level of commitment the employees are prepared to give during this period. Again, no studies in this area were discovered. This research study will attempt to provide findings as an avenue for those businesses, who may in the future be required to undergo or be forcibly placed under business rescue, to consider a support system for employees who are experiencing the instability of the process and future of their employment with the said company.

Whilst the employee's perspective during business rescue remains unknown, previous research undertaken by Prior (2014) concurs that the current research focuses only on the companies and/or business rescue practitioners. There remains a lack of understanding from within a distressed organisations' workforce (Prior, 2014).

The research is currently required, now more than ever, as the recent national "lockdown" negatively impacted vulnerable employees, who worked for organisations, specifically those employees of organisations that were not classified as essential services and as such were forced to face decreased levels of job security and increased risk of retrenchment (Satgar, 2020).

The above-mentioned paragraphs in conjunction with the recent COVID-19 pandemic has highlighted the importance of exploring employee's commitment levels in South African SME's during business rescue. As SME's in South Africa are currently struggling to survive, it must be noted that the SME's contribute to the economy by employing a high ratio of employees (Le, Nguyen, Ngo, Pham & Le, 2020).

1.2 Research objectives

The research study aims to obtain an in-depth understanding of employee commitment levels from a variety of SME's under business rescue proceedings, within Gauteng, South Africa.

Furthermore, the research study aims to identify and explore what factors, if any, influence the employee commitment levels during the business rescue process.

An exploratory research study is required in order to attempt to identify those committed employees and to better understand their commitment from the employee perspective during business rescue (Prior, 2014).

The employees and their internal workplace behaviour play a crucial role in shaping the workplace performance (Al-Yami, Galdas & Watson, 2018).

The research will attempt to help explore whether the business rescue process influences the employee's commitment to remain with the distressed company or not. In addition, whether there are any behaviours that are evidenced towards the organisation in a positive or negative manner.

The challenges the employee is faced with, during business rescue, will ultimately determine their choice in remaining with the distressed company, such decisions will be based on the welfare of their families and/or their financial responsibilities and their individual perceptions of the business rescue process and status.

A business requirement has been identified where the research study aims to provide SME's with a better understanding of organisational commitment from an employee's perspective, as well as managements consideration to provide a support structure regarding emotional distress being experienced by their employees.

The feedback obtained from the individual employee participants should aim to assist management of the areas that require focus to retain the employee's commitment level throughout the business rescue process.

Such areas may include the consideration to introduce organisational design initiatives and policies to ensure a committed and loyal workforce.

The feedback obtained from employees can confirm those appropriate processes and leadership styles which should be considered to be adopted by management.

For this research, SME owners, shareholders and non-executive employees will be considered for interviewing.

The aim of the research study is to provide all parties, stakeholders, management, owners of South African SME's including those employees, who have vested shares and varying levels of interest within the company, with a better understanding of the employee's commitment levels during business rescue, which currently remains unknown in the South African context.

The organisational commitment of employees has shown to influence organisational performance and effectiveness (Philip, Bhargava, & Joseph, 2019).

Through the analysis of the participating employee's feedback pertaining to their own interpretation and stance on commitment levels, in-depth knowledge and understanding will be uncovered and knowledge gained to prompt the facilitation of constructive adaptation in any future behaviours.

The discoveries herein will enable for the materialisation of performance enhancement and support, if any, required during the business rescue process, thereby amplifying the likelihood of business rescue survival.

The research study is required and has the objective to explore the limitations and boundaries of employee commitment levels and any factors that may influence such commitment levels during the period of the organisational distress.

The ultimate outcome of the qualitative research study will determine what drives the humanitarian nature to remain committed or to abdicate in the presence of uncertainty.

Is it survival of the self and family or are there other determining factors that will entice the will to remain steadfast in adversity?

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The previous chapter highlighted the research problem and why the research is required, by stating the objectives of the research study. The following chapter will investigate what current research exists within the field of business rescue and the topic of organisational commitment.

The concept of organisational commitment was previously understood in terms of a “singular construct” (Meyer, 2016). It was not until the 1980’s that commitment was considered a multi-dimensional construct, where various factors including personal factors, interpersonal factors and organisational factors, influence commitment (Meyer, 2016).

Over the last decade there has been even greater strides made to further understand the complexities surrounding commitment as a multi-dimensional construct (Meyer, 2016). According to Prior (2014), it is strongly suggested that future studies investigate whether organisational size, through comparison, determines an organisations’ survival during business rescue.

The following literature will provide clarity on why this research project suggests focusing first on small and medium size enterprises (SME’s), whilst clarifying organisational commitment and business rescue. SME’s provide a suitable starting point to commence the research study due to their ease of access (El Hamdi, Abouabdellah & Oudani, 2018). The timing of the recent COVID-19 pandemic and the consequences thereof have resulted in the national lockdown thrusting many SME’s into distress (Morgan, Anokhin, Ofstein & Friske, 2020).

According to Morgan et al. (2020), COVID-19 has created an exogenous shock, which has disrupted economies due to the shortages of resources, government intervention and reduced trade. Business rescue is not always successful in the rehabilitation of organisations. This is proven by the low success rate of business rescue proceedings (Naidoo, Patel & Padia, 2018).

The research study, through exploration, provides insight into SME employees’ commitment levels during business rescue in Gauteng, South Africa. Factors influencing commitment levels were investigated and identified, through the accounts shared by employees and previous literature.

2.2 Business rescue

Business rescue is defined under section 128(1)(b) of the Companies Act 71 of 2008 (Companies Act) as:

“proceedings to facilitate the rehabilitation of a company that is financially distressed”.

Business rescue is a process conducted by an independent practitioner, where a company in financial distress, is placed under business rescue (Levenstein, 2016). Such placement is either voluntary or forced to enable its survival through rehabilitation and circumvents liquidation (Levenstein, 2016).

The Companies Act of 2008 aims to provide companies in financial distress with effective rehabilitation (Rajaram, Singh, & Sewpersadh, 2018).

Section 129 under the Companies Act relates to business rescue provisions that involve removing the decision-making process from the company's management team and enabling the external business rescue practitioner to oversee decisions relating to the company (Rajaram, Singh, & Sewpersadh, 2018).

The establishment and survival of SME's is highly dependent of and reliant on access to finance and capital (Fatoki, 2014).

Research has provided evidence that workplace performance and commitment can be enhanced by motivating employees, which in turn has a positive influence on a company's chance of survival (Bao & Nizam, 2015).

Lusinga and Fairhurst (2020), are one of the first and select few researchers, to have explored stakeholder roles of an organisation are important during business rescue. The research findings of such were that creditors were found to have played the most influential role amongst stakeholder groups due to their power in determining decisions made during the business rescue proceedings. The existing research has highlighted the importance of stakeholder management; however, no research has been found focusing on the external stakeholders in isolation, namely the employees.

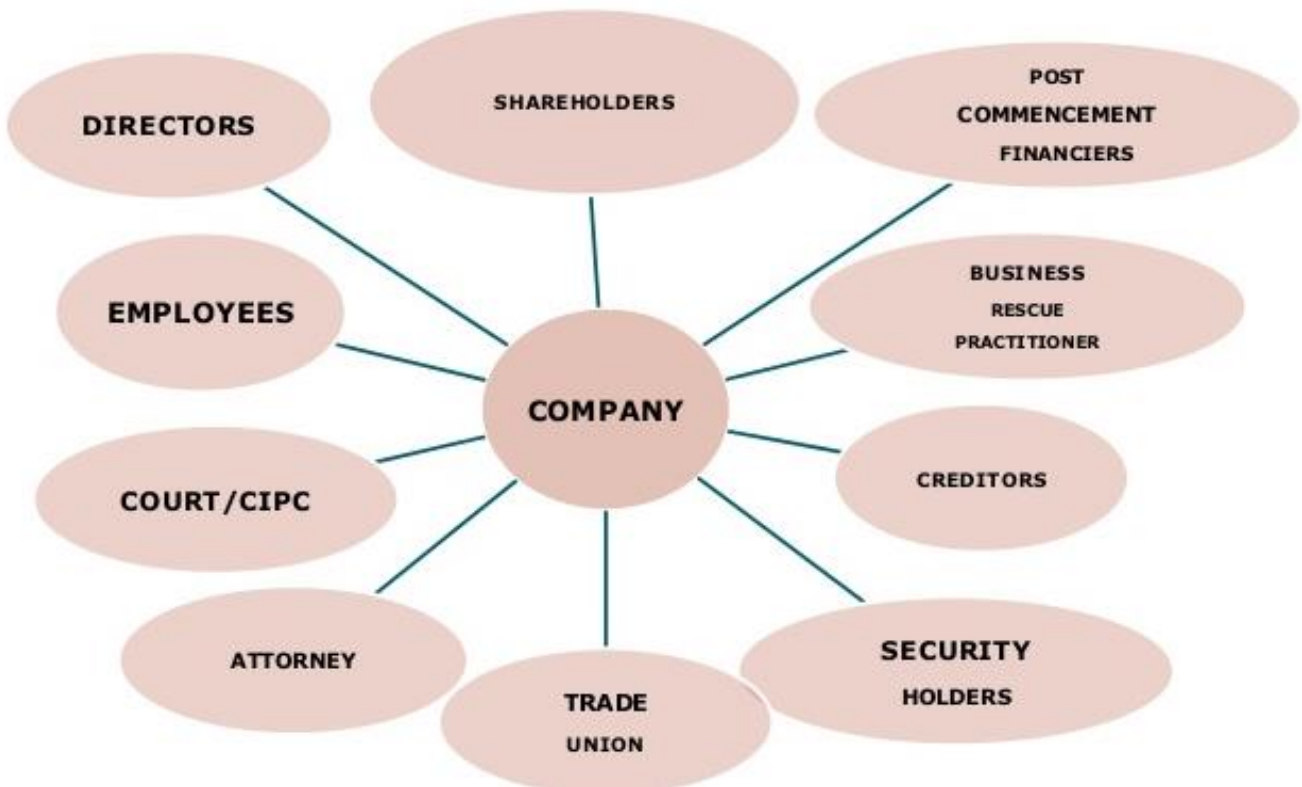
The need for businesses to retain their employee workforce is important (Bake, 2019). In order to adapt to ensure a firm's survival. This is dependent on the employee retention rate (Bake, 2019). The researcher is of the same view as that of Kurdi and Alshurideh (2020), that further research is required to better equip businesses with the knowledge and expertise that is necessary to improve their retention capabilities.

According to research undertaken by Gondles (2018), employees deal with the most risk, violence and job pressure and should be supported accordingly. The survival and success rate of businesses during a crisis have only been investigated by researching small business owners' characteristics and business conditions (Van Praag, 2003).

The motivation to adopt a business rescue option for organisations is to restructure the business concerns of a company in a manner that it will either maximise the probability of the company continuing in existence on a solvent basis or enabling a better return for the creditors of the company than would ordinarily result from the liquidation of the company (section 128(1)(b)(iii) of the Companies Act (Levenstein & Barnett, 2014).

Furthermore, Levenstein and Becker (2014), identified the important role players during business rescue (refer to Figure 1 below).

Figure 1: Role players in Business Rescue



Source: Levenstein, E. & Becker, L. (2014). *Business Rescue: Saving distressed companies*. Werksmans Attorneys. Retrieved from: https://www.slideshare.net/Werksmans_Attorneys/business-rescue-saving-distressed-companies-director-eric-levenstein-and-l-becker

In the unfortunate event, where companies cannot be rehabilitated, business rescue should not be exploited by being used as a substitute for liquidation proceedings, nor as a mechanism nor excuse to frustrate creditors (Rajak, & Henning, 1999). Business rescue aims to provide a mechanism that balances the rights and interests of all relevant stakeholders of a financially distressed company (Rajak, & Henning, 1999).

The effort and focus are placed on the company's sustainability to restore it to profitability, ensure debts are paid and employment, preserved, all within the prescribed period in terms of section 132 of the Companies Act and through the advice and assistance of external practitioners in terms of their role in terms of the Companies Act (section 141(2)) and experts (Rajak, & Henning, 1999).

There appears to be an immortal reputation and assumption attached to the business rescue culture (Verdoes & Verweij, 2018). The assumption is that it is implied that all companies who apply for business rescue must survive and have a constant and ceaseless value-add that is eternal, which is highly unrealistic (Verdoes & Verweij, 2018).

Method to proceed in placing a company in business rescue, according to Companies Act 71 of 2008:

- a) Voluntary business rescue proceedings – (section 129 of the Companies Act). Board of directors of a company pass a resolution to place the company under business rescue.
- b) Compulsory business rescue proceedings – (section 131 of the Companies Act). An application is made to court to place the company under business rescue by an Affected person:

Definition of an Affected person (section 128(1)(a) of the Companies Act):

A shareholder or creditor of the company. Any registered trade union representing employees of the company; and if any of the employees of the company are not represented by a registered trade union, each of those employees or their respective representatives.

2.1.1 Advantages of business rescue

2.1.1.1 Business continuity and job creation

Business rescue is crucial for developing countries as it is viewed as an effort to preserve business continuity and sustain job creation for developing economies (Loubser, 2007).

2.1.1.2 Delay in legal proceedings

The business rescue process has proven to act as a protective buffer by effectively buying organisations more time and delaying legal proceedings such as immediate liquidation and business closure (Sher, 2014).

Such a moratorium can safeguard an organisation from the interests or immediate claims and demands of various stakeholders, such as creditors during business rescue (Nwafor, 2017).

The additional time afforded to an organisation undergoing business rescue, also provides a company with an opportunity to make more informed and better decisions, whilst ensuring clarity for stakeholders (Sher, 2014).

2.1.1.3 Property protection

Section 134 (1) (c) of the Companies Act also provides firms undertaking business rescue with protection of their assets and property.

This provides the company with the opportunity to restructure its assets and liabilities, while continuing with currently required business and operational activities (Rajaram, Singh & Sewpersadh, 2018).

2.1.1.4 Business rescue practitioner

The business rescue process allows a company to make use of expert business rescue practitioners, who are hired to act in the best interests of the company and its survival (Kaudeer, 2016). The business rescue practitioner provides the organisation with peace of mind and advice on how to proceed using a business rescue plan (Kaudeer, 2016).

Furthermore, the business rescue practitioner may approach the court to provide regular status updates and has the authority to request that a court dismiss any contractual obligations with creditors, if need be (Kaudeer, 2016).

Such contractual obligations undertaken by the company may not be discarded if the contracts relate to employees or financial markets (Kaudeer, 2016).

2.1.2 Disadvantages of business rescue

2.1.2.1 Access to finance

Access to finance becomes challenging and an SME requires working capital to effectively operate (Du Preez, 2012; Pretorius & Du Preez, 2013). Business rescue is in itself a costly exercise (Rosslyn-Smith, De Abreu, & Pretorius, 2020). SME's depend significantly on credit from banks in order to fund and successfully compete in the marketplace (Verdoes, & Verweij, 2018). Business rescue can't turn a company around and ensure survival without adequate financial funding (Xaba, 2018).

2.1.2.2 Duration of business rescue

The business rescue proceedings may be time consuming; this can range from months to years (Museta, 2012). There is no standard time frame for business rescue proceedings and proceedings that run over three months require a report to update the court and affected parties from the business rescue practitioners (Museta, 2012). This further negatively impacts the financially distressed companies, which leads to delays in decision-making and power struggles between business owners and business rescue practitioners (Pretorius, 2016).

2.1.2.3 Expectation and conflicts

Furthermore, business rescue processes have shown to result in conflict and uncertainty in terms of the success of the organisation under business rescue (Pretorius, 2016). Owners expectation of business rescue practitioners have proven to contribute towards conflict of interest and unrealistic expectations, as the owners hire and select the business rescue practitioner and therefore, expect the practitioner to continue implementing their existing strategy and interests (Gribnitz, & Appelbaum, 2014; Kaudeer, 2016). Such existing strategies may not necessarily prove to be in the best interest of the firm's survival (Gribnitz, & Appelbaum, 2014).

2.1.2.4 Reputation

Furthermore, reputational damage, especially amongst creditors (Kahamba, 2018; Rosslyn-Smith, De Abreu, & Pretorius, 2020)

2.1.2.5 Retrenchments

Retrenchments are more likely to occur during the business rescue process (Conradie & Lamprecht, 2018; Martin, 2013). Retrenchments are often considered early in the business rescue process or immediately implemented in an attempt to reduce costs and signal urgency to survive (Conradie & Lamprecht, 2018).

2.1.2.6 Liquidation

Research has indicated that creditors tend to firmly believe that most business rescue will end in liquidation and business rescue proceedings are a fast track to the liquidation of a company (Mcdonald, 2017).

Business rescue can result in loss of faith and confidence in the business rescue procedure, from various stakeholders, which could lead to liquidations, once again favoured above business rescue (Makhalemele, 2016).

2.1.2.7 Business rescue approach

Business rescue proceedings often adopt a “copy-paste” approach without considering the unique challenges facing each organisation in distress (Pretorius & Holtzhauzen, 2013).

2.2 Small and medium size enterprises

According to the National Small Business Act of 1996, organisations can be characterised as micro, very small, small and medium enterprise based on annual turnover and employee size. Small and medium size enterprises (SME's) can be defined as an organisation with less than 250 employees or staff members, and an annual turnover of less than R20 million per annum (The Banking Association of South Africa, 2019).

In developed and developing countries around the world, SME's contribute largely towards the private sector (Beck & Demircug-Kunt, 2006). SME's plays a crucial role in job creation and general development and growth of the economy (Beck & Demircug-Kunt, 2006). SME's employ a diverse range of employee who differ in demographical characteristics, such as gender, age and qualifications, whilst accounting for many South African businesses (Ramasobana, Fatoki, & Oni, 2017).

Newly established SME's are more likely to abort or collapse in South Africa (Fatoki, 2014). South Africa has one of the lowest survival rates of SMEs (Gordon, 2018). The collapse and high failure rate of new SME's does not significantly provide job creation and allow economic growth and development in South Africa (Fatoki, 2014). SME's are more vulnerable during business rescue as the success rate of business rescue survival is 15% (Naidoo, Patel & Padia, 2018).

2.2.1 Economy

It has become apparent that SME's, which form part of the private sector, are a key driver of sustainable economic development, especially in emerging economies (Muriithi, 2017). SME's are relevant for the research study as SME's account for between 80-90% of the economy in developing countries and provide for sustainable employment at large (Muriithi, 2017).

Furthermore, SME's contribute towards economic growth and contribute significantly towards a developing country's Gross Domestic Product (Ramadan, & Ahmad, 2018). Despite displaying great progress and growth in Africa, South Africa remains a developing country (Bakari, 2017).

South African SME's should be the start of such research, as South Africa has been shown to be at the forefront of leading change throughout Africa and displays a high level of business confidence and growth for potential international investors (Binge, 2020). The findings of the proposed research study could therefore be utilised and assist with business rescue throughout Africa.

The recent COVID-19 pandemic has negatively impacted the South African economy (Arndt, Davies, Gabriel, Harris, Makrelov, Modise & Anderson, 2020). Distressed finance is increasingly becoming a sought after and desired possession (Levenstein, 2020).

The nationwide lockdown has led to numerous business closures and shutdowns, which have been predominantly SME's, due to the immediate and unsustainable impact (Arndt, et al., 2020). The number of SME's applying for business rescue in South Africa has since increased (Mpolokeng, 2020; Tshwane, 2020). An SME's survival is largely dependent on short term access to funds and immediate bank loans (Gourinchas, Kalemli-Özcan, Penciakova & Sander, 2020).

The COVID-19 pandemic has increased the number of SME's seeking immediate funding and are experiencing liquidity shortages and solvency problems, leading to a higher failure rate of SME's (Gourinchas, Kalemli-Özcan, Penciakova & Sander, 2020).

SME's were therefore the ideal target of such research as the literature suggests that the number of SME's undergoing business rescue has increased substantially.

2.2.2 Competitors

Research done by De Abreu (2018) suggests, that SME's filing for business rescue could be at additional risk of creating a loss of customer goodwill, leading to decreased sales. Furthermore, it is highly feasible for competitors to take advantage of this situation, which according to De Abreu (2018) competitors can.

Creditors as stakeholders in the business rescue process have been investigated in-depth to explore their rights and the importance of their protection during business rescue (Van Zyl, 2018).

This begs the question as to what has been done for other stakeholders, such as employees, who also have rights and require protection within an organisation. The importance of this research study cannot be emphasised enough.

2.3 Organisational commitment

Organisational commitment refers to an employee's attitude towards their role within the organisation as well as the degree to which they are actively involved and willing to remain a part of the organisation (Mitonga-Monga, Flotman, & Cilliers, 2018). Such employees hold an attachment that accompanies a level of loyalty towards the organisation (Mitonga-Monga, Flotman, & Cilliers, 2018).

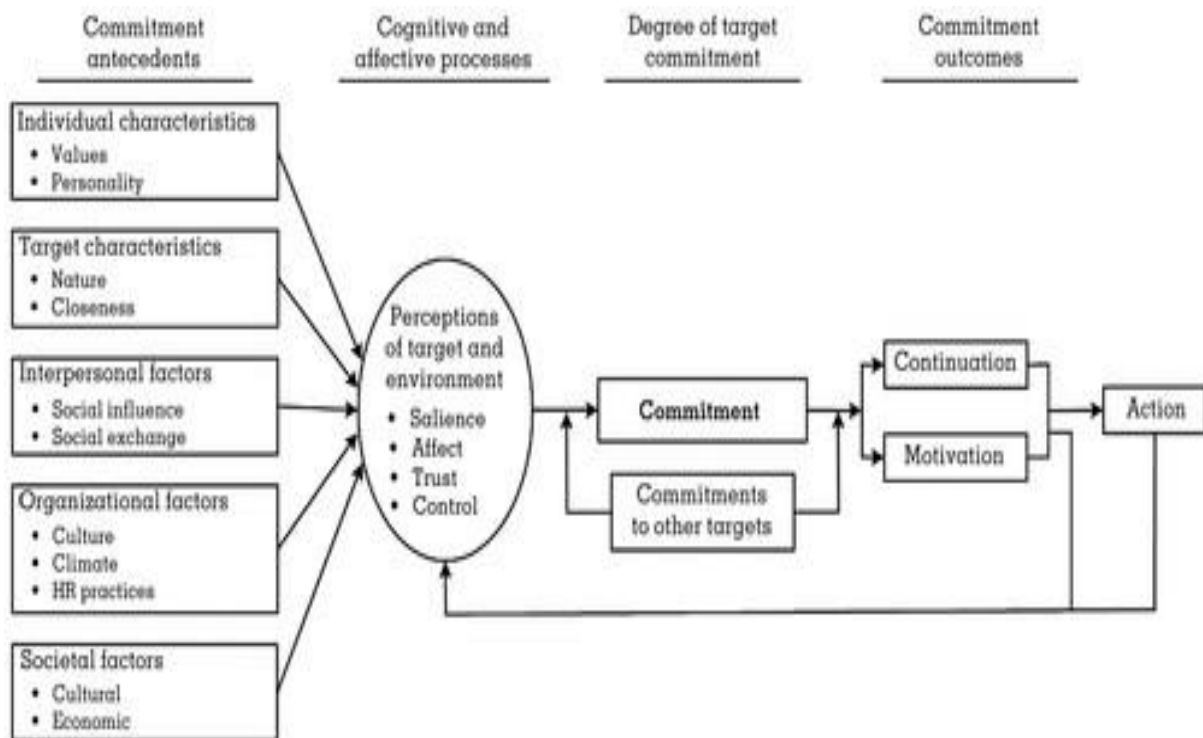
Committed employees demonstrate attitudes aligned with the organisational culture and participate in activities aimed at achieving organisational goals and objectives (Mitonga-Monga, Flotman, & Cilliers, 2018). Committed employees tend to feel a sense of belongingness, as their own belief system is aligned with the goals of the organisation, which leads to a strong connection with the organisation (Beloor, Nanjundeswaraswamy & Swamy, 2017).

Committed employees have proven to display not only a better mood, but also increased creativity, determination, efficiency and support towards fellow colleagues (Akgunduz, Alkan & Gök, 2018). Furthermore, employees who display perceived high levels of commitment, take charge and are more interactive, which has been found to positively increase job performance (Yan, Luo, Jia & Zhong, 2019).

The above-mentioned literature confirms that commitment levels play a crucial part in workplace performance, which needs to be optimal in order to help a business survive business rescue.

Commitment is similar to loyalty, however there is a distinct difference. According to Hoek (2013), a loyal employee stays at an organisation if the organisation is good to him or her. Whereas commitment goes beyond loyalty, committed employees want to continue working for an organisation due to personal attachment and alignment with business strategy, goals and a strong sense of belonging.

Figure 2: Model of commitment in an organisation



Source: Klein, H.J., Molloy, J.C. & Brinsfield, C.T. (2012). Reconceptualizing workplace commitment to redress a stretched contract: Revisiting assumptions and removing confounds. *Academy of Management Review*, 37(1), 139.

According to Klein, Molloy and Brinsfield (2012), commitment is described in terms of a “psychological bond between an individual and a target” (p.137). Klein, Molloy and Brinsfield’s (2012) model of commitment in an organisation (refer to Figure 2 above), illustrates the influence of personal factors, environmental factors and target factors on an individual’s perceptions, in order to determine whether there is indeed commitment and to what extent, which will lead to commitment and further action. Commitment and action, in turn, reflects onto and influences the perceptions and commitment of the individual (Klein, Molloy & Brinsfield, 2012). The model further implies that other targets may influence commitment (Klein, Molloy & Brinsfield, 2012).

The above literature has provided the research with further insight and helped to identify themes, which were used to classify and order factors that may influence organisational commitment throughout the research study. The literature provided by Klein, Molloy and Brinsfield (2012), helped the researcher structure the research questions according to three areas, namely: personal, interpersonal and organisational factors.

Klien, Molloy and Brinsfield’s (2012) model provides further evidence of the various factors influencing employee commitment. The factors can be grouped into internal personal factors, external interpersonal factors and organisational factors. Again, the three categories were used for the purpose of this research study and guide the research questions of this study.

2.3.1 Organisational commitment and age

In a recently published research study undertaken amongst female staff members from different Nigerian universities, the findings suggested that demographic factors, such as age, had a noticeable influence on different types of commitment, namely affective and normative commitment (Onuoha & Idemudia, 2020).

According to Meyer and Allen (1991, as cited in Korkmaz, 2018), there are three components to organisational commitment. The three components form a model of organisation commitment based on employee’s attitudes (Korkmaz, 2018). These components reflect the internal and psychological negotiations of employees that take place in relation to the organisation when deciding whether to leave or remain within the organisation (Korkmaz, 2018).

Firstly, affective commitment refers to the emotional attachment an employee holds towards the organisation because they intend on remaining within the organisation (Ebeh, Njoku, Ikpeazu, & Benson, 2017; Korkmaz, 2018; Mitonga-Monga, Flotman, & Cilliers, 2018).

Secondly, continuance commitment is the financial implications and risk associated with leaving the organisation (Ebeh, Njoku, Ikpeazu, & Benson, 2017; Korkmaz, 2018; Mitonga-Monga, Flotman, & Cilliers, 2018).

Lastly, normative commitment refers to remaining in the organisation based on the employee's values and moral beliefs in doing the right thing (Ebeh, Njoku, Ikpeazu, & Benson, 2017; Korkmaz, 2018; Mitonga-Monga, Flotman, & Cilliers, 2018).

In a previously conducted quantitative research study on civil service organisations, it was concluded that younger civil servants portrayed higher commitment levels compared to lower commitment levels associated with middle aged civil servants (Ajayi, 2017). Such findings suggest that employees should be motivated based on their age group.

Previous research has been done on the above-mentioned different types of organisational commitment and the relationship between factors, if any, that determine an attitude towards commitment. However, organisational commitment during times of crisis and stress remain unknown as employees can tend to be either highly committed or highly uncommitted based on the level of invested interest and attitudes towards commitment. An example of this could be a situation whereby a business owner, who has invested financial capital in a business, could remain more loyal during a crisis, compared to an employee, who recently joined the same organisation.

An investigation of organisational commitment during business rescue in South Africa should therefore be required, to develop a better understanding of organisational commitment during a crisis for both companies and their employees.

2.3.2 Organisational commitment and gender

Apart from age, further demographic characteristics such as gender have also been shown to influence organisational commitment (Mathieu & Zajac, 1990). According to Mathieu and Zajac (1990), females appear to portray higher levels of organisational commitment than their male counterparts.

In more recent research studies, the above-mentioned findings were confirmed within the educational sector, with the normative commitment levels of female teachers being found to be higher than those of male teachers (Erdogan & Cavli, 2019). Mayer, Oosthuizen and Surtee (2017), have attributed higher levels of emotional intelligence as distinguishing factors that result in females being socially responsible and viewed as valued work leaders. Hurni (2016), suggests that it's the female ability to adopt motherly roles, natural nurturing ability and empathetic leadership styles, which is empowering females in the workplace.

In contrast to the findings above, research undertaken by Mitonga-Monga and Flotman (2017), discovered that gender is not a predictor of employee commitment and that work ethic plays an important role in determining organisational commitment. Quantitative research done on teachers by Dalgic, (2014), confirmed that the effect of gender on employee commitment levels slightly favoured females, but was not a significant variable in determining commitment.

Existing research highlights the fact that although women tend to appear to be more committed employees, gender has proven to be a highly debatable variable in determining such commitment levels. Further research is therefore required to look further into employee commitment and discover why females may appear to be more committed than men in the workplace.

2.3.3 Organisational commitment: organisational roles and empowerment

According to research by Ruiz-Palomo, León-Gómez and García-Lopera (2020), employee empowerment facilitated and improved employee commitment levels.

Studies have found that organisational commitment levels differ according to career stages. Career stage and organisational empowerment has the strongest influence on the affective commitment amongst employees in the maintenance stage of their career (Kooij & Boon, 2018).

Organisations that empower staff are perceived to be more desirable and have shown to improve employee commitment levels (Nayak, Sahoo & Mohanty, 2018). Previous research studies have found that employees who are upskilled and provided with adequate training and learning progress have shown to increase organisation commitment (Deery, 2008).

A research study undertaken by De Abreu (2018), focused on indirect costs associated with business rescue and in addition briefly discovered employee morale and productivity, whereby it was found that management behaviour and reputation as well as organisation position, such as administrative employees varying in different roles versus management status can influence morale.

The above-mentioned literature was used to guide the research study in selecting a diverse sample, which included participants of various roles for the study.

2.3.4 Organisational commitment and remuneration

According to Zahedi and Hadadi (2015), it was discovered that perceived market related pay and fair pay significantly relates to employee commitment. Existing research has indicated that employee salary and remuneration incentives have a positive effect on employee commitment levels (Rosita, Fithriani & Widiastuti, 2019). Previous research has therefore concluded that employee remuneration is a pertinent factor that contributes substantially towards employee commitment and workplace performance.

However, during a time of business rescue the entire organisation is under financial distress and the 'ideal' remuneration packages sought may or may not be possible. Additional research is therefore required to further explore such limitations, if any, and the effect thereof for employee commitment levels during business rescue.

2.3.5 Organisational commitment and work experience

Research, which has been undertaken by Valaei and Rezaei (2016), suggests that commitment levels of employees vary, depending on the number of years of work experience.

Significantly important tasks are most often assigned to experienced employees within an organisation. Increasing task significance and importance has proven to increase employee commitment levels (Fernández-Mesa, Llopis, García-Granero & Olmos-Peñuela, 2020).

Findings suggest that experienced employees, who have enjoyed a longer career are more likely to have encountered and engaged with various personality types, making experienced employees open to forge meaningful friendships in the workplace (Ferreira, 2019). Workplace friendliness has proven to increase workplace satisfaction and employee commitment levels (Ferreira, 2019).

2.3.6 Organisational commitment and organisational culture

Existing research supports and has shown that the benefits of a strong organisational culture can influence organisation commitment (Al-Shurafat & Halim, 2018). Based on previous research, numerous studies have addressed the relationship between commitment and workplace performance by focusing purely on issues such as affective commitment's link to high performance and continuance commitment's link to low performance (Johnson & Blackman, 2013). Furthermore, studies have focused on factors affecting and influencing commitment such as organisational culture, psychological, contracts, leadership style and reward systems (Lok & Crawford, 2004).

2.3.7 Organisational commitment and job satisfaction

Previous research has shown a relationship between job satisfaction and organisational commitment (Thabane, Radebe, & Dhurup, 2017). Organisational participation has shown a positive effect on organisational commitment (Lømo, 2017). Employees with a low morale are more likely to be absent from the workplace and are less committed, which has shown to negatively affect organisational performance (Singh, Chetty, & Karodia, 2016).

Uncommitted staff members could therefore be detrimental to an organisation fighting for survival under business rescue and should be researched to avoid business failure.

Employee commitment is an important aspect to explore further as it may be used to predict an employee's workplace productivity, absenteeism, loyalty to the company, participation and employee morale (Beloor, Nanjundeswaraswamy & Swamy, 2017).

Meyer and Allen's (1991, as cited in Korkmaz, 2018) model of organisational commitment framework has been useful for the required research study to identify the attitudes and motives of employee's organisational commitment in SME's during business rescue.

Given that organisation commitment has shown to improve workplace performance, there is a need to understand commitment during a distressed period such as business rescue, when such performance is required to survive. The next section will highlight the various business rescue stakeholders.

2.3.8 Organisation commitment and stakeholders

2.3.8.1 Entrepreneurs

Studies undertaken by Burke-le Roux and Pretorius (2017), have found that entrepreneurial learning occurs during the business rescue process and explored dimensions that take place under business rescue proceeding from an entrepreneur's point of view. Further research has covered suggestions for how leaders ought to lead in situations where the stakes, risk, and uncertainty are incredibly high and time pressure is intense (Rashid, Edmondson & Leonard, 2013).

The findings suggest that innovative leadership capabilities are required by leaders to ensure a team's survival and highlighted the importance of teamwork from the leader's perspective and supported the views of research undertaken by Kranabetter and Niessen (2016), which confirmed that leaders have shown to respond when employees are exhausted. Such a response was found to adjust leadership styles and provide emotional support for the employee. However, no research could be found on the employees under similar conditions, who as individuals are unique and may seek alternative leadership styles and respond differently during such situations.

Existing research on the topic of business rescue confirmed that the process is new and required a concrete framework plan and the 'substantial implementation' of such a business rescue plan in South Africa (Makhalemele, 2016). It is hard to believe that such a framework does not exist, however such a framework would be helpful to business rescue practitioners' corporate lawyers, directors, creditors, and other stakeholders, but less so to the actual employees who work daily within the organisation. The importance of the employees has been overlooked for far too long.

2.3.8.2 Business rescue practitioners

Research done by Conradie & Lamprecht (2018), has provided business rescue practitioners with an opportunity to provide expert insights as to which factors act as suitable indicators of business rescue success. There is more than one side to a story, and it would be beneficial to explore further stakeholder opinions on business rescue proceedings and commitment levels during such processes.

Pretorius' (2014) findings suggests that business rescue practitioners should treat all business rescue processes differently and uniquely. Furthermore, it has been determined that business rescue practitioners that demonstrate a high degree of decision making, collaboration and natural understanding, have shown to be more effective in solidifying a company's survival, using explorative research of the views of business rescue practitioners in South Africa (Naidoo, 2016). Pretorius' (2014) study confirmed the focus on the business rescue practitioner and the competency required in the BRP profession.

Existing research has explored the necessary toolkit, which business rescue practitioners can utilise to enhance their performance under business rescue processes. The following section will turn the attention to another stakeholder, namely the employees.

2.3.8.3 Employees

Emphasis should be placed on the employee during this time (Prior, 2014). In fact, an extract from the Companies Act: *(iii) Business Rescue and the Company's Employees*, see below, which highlights the importance for employees to know their rights. There remains a clear concern for employees as stakeholders and actors in labour and existing research on employees has highlighted the importance of knowing employee's rights (Martin, 2013).

In terms of section 136(1)(a) of the Companies Act:

“during business rescue, employees who were employed before the commencement of business rescue proceedings, continue to be employed on the same terms and conditions subject to (i) changes occurring in the ordinary course of attrition; or (ii) the employees and the company agreeing different terms which complies with the applicable labour laws”.

Furthermore, in terms of section 136(1)(b) of the Companies Act, any retrenchments in terms of any business rescue plan, must be conducted in terms of section 189 or 189A of the Labour Relations Act 66 of 1995, and other applicable employment related legislation.

Lastly, it is important to note that in terms of section 144 of the Companies Act, an employee can act as an unsecured creditor and claim for any monies owing to them. Such an employee will qualify if they became an employee before business rescue commenced and had not been paid.

Existing literature suggests that further research is required from an employee or management perspective to determine the reasons as to why a company would select business rescue over liquidation in the first place, as well as whether factors such as organisational commitment, performance and motivation vary during business rescue (Prior, 2014).

However, it remains unknown as to which of the above-mentioned factors are deemed more important to employees and which factors could enhance or reduce the employee commitment levels the most during a time of distress. An organisation under distress is competing for its survival and future operations (Buttignon, 2020). It is pertinent that the organisation prioritises its efforts in order to obtain maximum employee commitment levels so that employees are reassured of expectations and -will deliver the required services and expectations to external organisations. The global economy has contracted in recent months due to the COVID-19 pandemic and led to an increase in employee retrenchments, such feedback from employees who were and are most likely to be affected is valid (Goldberg & Wilkinson, 2020).

Table 1: Summary of found existing business rescue stakeholder literature

<p>Business rescue process</p>	<ul style="list-style-type: none"> • Levenstein and Becker (2014) • Mcdonald (2017) • Museta (2012) • Du Preez (2012) • Gribnitz and Appelbaum (2014) • Lusinga and Fairhurst (2020) • Naidoo, Patel and Padia (2018) • Pretorius and Du Preez (2013) • Pretorius and Holtzhauzen (2013) • Rajaram, Singh and Sewpersadh (2018) • Rosslyn-Smith (2020) • Rosslyn-Smith and Pretorius (2018) • Sher (2014) • Verdoes and Verweij (2018) • Xaba (2018)
<p>Business rescue practitioners</p>	<ul style="list-style-type: none"> • Conradie and Lamprecht (2018) • Kaudeer (2016) • Naidoo (2016) • Pretorius (2014) • Prior (2014)
<p>Entrepreneurs/business owners</p>	<ul style="list-style-type: none"> • Burke-le Roux and Pretorius (2017) • Fairhurst (2017) • Kranabetter and Niessen (2016) • Makhalemele (2016) • Rashid, Edmondson and Leonard (2013)
<p>Creditors</p>	<ul style="list-style-type: none"> • De Abreu (2018) • Van Zyl (2018)

Employees	*Need for the research Could not be found.
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CHAPTER 3: RESEARCH QUESTIONS

Based on existing research and the above-mentioned literature, it has become apparent that further research is required on other business rescue stakeholders influenced by the business rescue process. Research conducted by Lusinga and Fairhurst (2020) for example confirmed that stakeholders include, but are not limited to, business owners, entrepreneurs, business rescue practitioners, employees, creditors and customers. The research aims to focus on an area not yet explored in depth to answer whether employee commitment is influenced under business rescue.

The literature provided by Klein, Molloy and Brinsfield (2012) assisted in providing the main framework from which the research questions were drawn. Klein, Molloy and Brinsfield's (2012) framework helped the research questioned become focused by narrowing down the research question categories into three areas, namely: personal, interpersonal and organisational factors.

The following research question can be formulated based on the review of the above literature and existing research.

The primary research questions for the proposed study were the determined as:

Research question 1: What are the personal factors that ensure organisational commitment during business rescue?

This research question was left open-ended to ensure the researcher obtained insight into the key factors that influence the internal perception of the employee.

Research question 2: What are the interpersonal factors that ensure organisational commitment during business rescue?

This research question was left open-ended to ensure the researcher obtained insight into the key factors that the employee observed or experienced of fellow team members and fellow employees, based on the perceptions of those observations to the employee.

Research question 3: What are the organisational factors that ensure organisational commitment during business rescue?

This research question was left open-ended to ensure the researcher obtained insight into the key factors that the external business was or was not doing that the employee perceived to influence their own commitment levels. As such, it also provided an opportunity for the employee to raise any concerns regarding the business response or treatment of the employee to enhance understanding of the employee's business rescue experience as the question provided an opportunity to share what the business ought to be doing perception of the employee.

Research question 4: How do employees describe their organisational commitment during organisational distress?

This research question was left open-ended to ensure the researcher obtained insight into the how the individual employee viewed or understood the topic of commitment and what organisational commitment appeared to symbolise for the employee, from their perspective.

The research question was shaped in a manner that was cognisant of existing research and looked to further explore the findings after the interview to evaluate whether existing research would be supported or not, by exploring whether respondent age, done by Onuoha and Idemudia (2020), or work experience, done by Valaei and Rezaei (2016), influenced the meaning attached to organisational commitment.

Further supportive questions included:

1. What would make employees detach from the organisation during business rescue?
2. What would be the last straw for employees during a time of distress that will make reduce commitment towards the organisation?
3. Describe the organisational culture during business rescue?
4. What advice would you provide for future employees or organisations who may undergo business rescue?

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Research paradigm

A paradigm is a set of beliefs or a framework about ideas of the social world and how the researcher intends on collecting and interpreting data (De Vos, Strydom, Fouché & Delpont, 2011). The research study adopted an interpretivist approach, whereby reality is interpreted in conjunction with participants meaning of their lives (De Vos, Strydom, Fouché & Delpont, 2011).

Analytic induction is a paradigm associated with interpretivism (De Vos, Strydom, Fouché & Delpont, 2011). Analytic induction makes use of inductive reasoning as opposed to deductive reasoning. According to Hennink, Hutter & Bailey (2020), an inductive approach entails data being initially gathered and observed first, before any theory or hypotheses are developed. In contrast, a deductive approach includes a theory existing or hypothesis being made, before collecting data to test the validity of the initial hypothesis. According to Bell, Bryman and Harley (2018), inductive approaches are most commonly associated with qualitative research, whereas deductive approaches are typically associated with quantitative research.

The research study employed an inductive approach to discover the unknown and whether employees working for SME firms under business rescue are committed to their organisation. Furthermore, an inductive approach should be helpful to understand the meaning employees assign not only to being committed but unique business rescue situations (Bell, Bryman, & Harley, 2018).

An exploration was required to identify committed employees and understand commitment from the employee perspective during business rescue, as employees and their internal workplace behaviour play a crucial role in shaping workplace performance (Al-Yami, Galdas & Watson, 2018).

There was a business need for the research study for SME's undergoing or had undergone business rescue to be able to develop a better understanding of organisational commitment and assist with organisational design initiatives to ensure the workforce remains committed and loyal, whilst more appropriate processes and leadership styles are used to compliment the employee commitment levels accordingly.

4.2 Research design

A qualitative exploratory research method was adopted in the form of conducting +/- 45-minute in-depth semi-structured individual interviews with employees of South African SME's under business rescue. The interviews did not exceed 1-hour in duration. The methodology used in the research study was a single method qualitative methodology encompassing of online interviews using the Zoom and Microsoft Teams platforms. The interview process was used to gather employee's responses, views and perceptions. Phenomenology will be used to enquire as to what is the reasoning and at the heart of employee organisational commitment during business rescue (Myres, 2020). According to Creswell (2013), the objective of a phenomenology approach is to arrive at a description of the nature of a precise phenomenon.

A qualitative approach was used to ensure rich and exploratory data was collected. The research study explored whether employees working during business rescue were committed, and to understand exactly how SME's under business rescue could maintain such commitment or identify and address reasons for a lack of commitment.

The purpose of the qualitative research design was explorative in nature, as it was the most suitable research design. Explorative research assists in gaining a better understanding and insight into an unknown topic (Pratap, 2019). An exploratory research design proved useful in determining a theory, regarding employee organisational commitment during business rescue. Descriptive phenomenology was also included to explore and describe the previous and ongoing unique experiences of business rescue from the employee's perspective. Descriptive phenomenology can often be used as a research method to explore and describe one's previous experiences (Christensen, Welch & Barr, 2017).

4.3 Unit of Analysis

The unit of analysis of the research study were the views and perceptions of employees and their organisational commitment during business rescue. According to Graneheim and Lundman (2004), qualitative researchers can consider a unit of analysis to include words, sentences and even paragraphs containing aspects related to each other based on content and context. The individual employee views and perceptions were probed using semi-structured and open-ended interview questions that encouraged transparent and honest responses on organisational commitment (Weller, Vickers, Bernard, Blackburn, Borgatti, Gravlee & Johnson, 2018).

4.4 Population

According to Thornhill, Saunders and Lewis (2009), a population can be defined as a total set of group members, from which a sample can be drawn and can include a company. The target population of the research study consisted of employees from SME's that have undergone or were undergoing business rescue, during the interview phase, in South Africa. For the purpose of this research study the chosen SME's varied across industries, which ensured diversity in responses were maintained. A list of business rescue SME companies was obtained from the Companies and Intellectual Property Commission (CIPC) website.

4.5 Sample method and size

A sample is defined as a portion taken from the population used for measurement in research (Mujere, 2016). It is important for the sample to be representative of the population to ensure the findings are applicable to the population (Myres, 2020). The sample for the research study included executive and non-executive employees specifically working for SME's under business rescue in Gauteng, South Africa.

According to Etikan, Musa and Alkassim (2016), purposive sampling, is based on the researchers own judgement and can be heterogenous (variety of industries) or homogenous (industry specific) in nature. Heterogeneous purposive sampling was used to ensure responses on commitment were recorded across different industries. Purposive sampling ensured that employees from SME's who were undergoing or have undergone business rescue were not selected and rejected. For the purpose of this study only employees who were undergoing or have undergone business rescue were relevant, and therefore employees in various job levels and departments were selected. The list of SMEs was obtained from the CIPC. Various SMEs were contacted from the CIPC list, however 17 participants from 12 different SME's were obtained.

Furthermore, once participants were identified, snowball sampling was used. The first stage sample were asked to identify potential participants the second stage sample, such as colleagues that work or worked with them in their organisation undergoing or undergone business rescue.

According to Braun and Clarke (2013), in order to obtain data saturation in qualitative research, a minimum sample size of 12 is recommended. Furthermore, if the sample size is

defined correctly, saturation is likely to be reached with no further differential data required (Myres, 2020). The sample size of the research study was 17 employees from 12 different SME's across various industries under business rescue in Gauteng, South Africa. Two of the participants belonged to one SME, four of the participants worked for other SME and the remaining 11 participants worked for different SMEs.

Employees from the various SME's, who had undergone or were undergoing business rescue, varied in terms of age, gender, race and ethnicity, job levels and duration at the company. The aim of the research study was to ensure diversity in responses to allow for accurate and unbiased findings for organisational commitment. The sample includes both the employees who had recently joined the SME and employees who had been working for the organisation for more than 24-months and who were at an executive or non-executive level.

4.6 Research instrument

The research instrument for the research study were interviews. The interviews consisted of using semi-structured and open-ended questions. The interview questions were developed independently by the researcher. Questions that were asked during the interview procedure included the following:

Question 1: What is employee commitment to you and how would you describe organisational commitment?

Question 2: How has the business rescue experience influenced your commitment levels and organisational behaviour?

Question 3: What are the personal factors that became most important for you during business rescue for organisational commitment, compared to a time of low distress?

Question 4: What are the interpersonal factors that became most important for you and your team during business rescue for the organisational commitment compared to times of low distress?

Questions 5: What are the organisational factors that became most important for you during business rescue for organisational commitment compared to times of low distress?

Question 6: Describe the corporate culture during business rescue?

Question 7: What advice would you give to other employees and SME organisations undergoing business rescue?

4.7 Ethical considerations

A code of ethics was adhered to by the researcher of the research study. Ethical clearance was obtained by the GIBS Masters Ethical Clearance Committee. Informed consent was obtained from the participants prior to the interviewing process. At the start of the interviewing process, respondents were made aware of voluntariness of participation, confidentiality and anonymity. Confirmation to audio-record the interview was obtained at the start of the interview process. Furthermore, participants were reassured that there is no right or wrong answers, which ensured open and honest information regarding employee's perspective on commitment levels from SME's who were under or had undergone business rescue.

Participation in this research study was voluntary, and employees were reminded that they could withdraw from the interview process at any stage. Furthermore, employees were made fully aware of the nature of the research study to maintain honesty and validity of individual employee responses, without prejudice. The employee's identity remained confidential. A copy of the respondents' transcripts was provided to ensure that the responses are accurately presented and captured.

4.8 Data collection process

Research participants were initially screened to ensure employment at a SME were undergoing or have undergone business rescue in Gauteng, South Africa. Once participants were identified and screened, employee from the SME were contacted to arrange a suitable date and time for an in-depth semi-structured online interview. The interview began with a set of semi-structured questions, which were formalised prior to the interview. Once the interview had accumulated more responses, the questions gradually became more open-ended, which led to deeper explanations and reasoning from the respondent's around support claims to the answers provided regarding commitment during business rescue.

The interview process does not serve to merely obtain descriptive experiences, but for the researcher to be able to reflect on such descriptions (De Vos, Strydom, Fouché & Delpont, 2011). During the conclusion of the interview process the researcher ensured to provide participants with a summary on what was discussed, which allowed for further reflections and understanding of the participant's experience.

Audio-recordings of the interviews were transcribed into an electronic format by the researcher. All recordings and interview transcripts were electronically stored. The research study included audio-recordings and interview transcripts that were collected for further analysis.

4.9 Data analysis

According to De Vos, Strydom, Fouché and Delpont (2011), the first step to data analysis is to thoroughly read and reread interview transcripts and other notes taken during the interview process in order to develop important themes and gain better understanding. The process of transcribing allowed for familiarisation with the content of the information and to identify themes. Transcriptions were further analysed using Atlas.ti software to generate codes, code groups and themes. Interpretive phenomenological analysis (IPA) was adopted to analysis the collected data, which allowed for deeper insight into employees perceived organisational commitment levels during business rescue as well as factors that influenced employee's commitment levels (Alase, 2017).

The coding process aims to identify key patterns from the collected data and attempts to assign meaning to what the data is communicating (Sgier, 2012). As mentioned previously, the phenomena of this research study are the employee's perceived commitment levels in their organisation during business rescue. During the coding process important quotes and phrases were highlighted and were assigned meaning (coded) to better understand the data. The coded data was then grouped to provide a collection of meanings of the data to better interpret and further analyse. Furthermore, thematic analysis was used to categorise information into themes that were identified to influence commitment levels, which included personal factors, interpersonal factors and organisational factors.

To ensure consistency and accuracy of codes, code groups and themes, each section was revisited before making any conclusive findings. During the research findings, it is important to note that there is an interaction between the researcher's interpretation and the participant's version of their experiences and descriptions of personal commitment levels (Cope, 2011). Therefore, to ensure accurate findings, using an inductive approach, the findings were adapted from the data itself (Cope, 2011).

Further discussions and explanations of the findings were provided. The use of existing literature aided in comparing theory and data, as well as provided a phenomenological explanation of the research study findings.

4.10 Quality controls

The trustworthiness of the research study refers to the methods and interpretation of data are executed with conviction to ensure quality of the research study (Connelly, 2016). According to Noble & Smith (2015), a qualitative research study should be conducted with a great deal of integrity and rigour to ensure optimal credibility of the research findings. Lincoln and Guba (1985) suggested four criteria to ensure trustworthiness of the research study's data, which include credibility, transferability, confirmability, and dependability.

Credibility was ensured by providing participants with a summary of what was said during the interview at the end of the interview process. At this stage of the interview the participants indicated the whether the summery accurately reflects their perspective and experiences.

The research study used purposive and snowball sampling methods which ensured dependability of the research study. Furthermore, the confidentiality of the research participants was protected, and the research study process was reported in detail.

Transferability of the data was ensured by provided thick and rich descriptions and interpretations of the data collected. Throughout the research study methodological and research limitations were recognised, which ensured confirmability of the research study. The confirmability of the research findings was ensured by providing verbatim quotes and transcriptions of the interviews with research participants and a record was kept of the interviews.

4.11 Limitations

The research study was cross-sectional, meaning that the data was collected at a single point in time during business rescue (Myres, 2020). A limitation of the research study's methodology was that data capturing organisational commitment levels will not be recorded over a period. An example would be research of when an organisation in distress and under business rescue manages to recover or becomes liquidated, and whether the employee organisational commitment improve or not over time following a turnaround. Therefore, the research study did not attempt to re-interview candidates at a later stage.

It is acknowledged that the research study is of a qualitative nature whereby the conducting of interviews and consolidating, analysing and interpreting the data is time consuming. According to Carter, Bryant-Lukosius, DiCenso, Blythe and Neville (2014), multi methods of research are beneficial in validating data as triangulation is allowed and a variety of data sources can be combined. According to Heale and Forbes (2013), triangulation uses various methods and approaches to ensure validity of findings and enhance research data quality. Body language as well as facial expressions can indicate deeper interpretation and body language can signal emotional information (Martinez, Falvello, Aviezer & Todorov, 2016).

However, for the purpose of this research study a single method was preferred as other methods such as participant observation of facial expressions and tone coding, which are complex tasks and would require advanced assistance and analysis by highly qualified qualitative research professionals (Gorman, Clayton, Shep & Clayton, 2005).

Due to COVID-19 restrictions none of the interviews were face-to-face, which inhibited the "full experience" of a face-to-face interview and participants were at times easily distracted by their remote environment. Furthermore, connectivity issues limited the duration of the interview process and "real time" information obtained from participants.

CHAPTER 5: RESULTS

The research provided valuable insight into the employee's personal interpretation of their own commitment levels whilst under the business rescue process. The research findings also explored the employee perceptions of factors influencing their own commitment levels during business rescue.

The research findings showed similarities with Pretorius' (2014) findings, that each business rescue process is unique and should be explored in its entirety. This was confirmed by the employees themselves, as a variety of 17 employees from different SME's worked with different business rescue practitioners and described experiencing contrasting business rescue processes as well as outcomes. The findings of the research indicated that 76% of the organisations are currently operational and 'surviving', whereas 24% of the organisations are no longer operational and have since been liquidated.

The findings of the research study successfully attached meaning as to how employees define and measure their own commitment levels. The results provided a variety of assessment measures used by employees to assess their commitment levels towards the company. The commitment levels of employees during business rescue processes can be placed into three broad themes, namely personal factors, interpersonal or observational factors and lastly organisational factors, which influenced the commitment levels of employees.

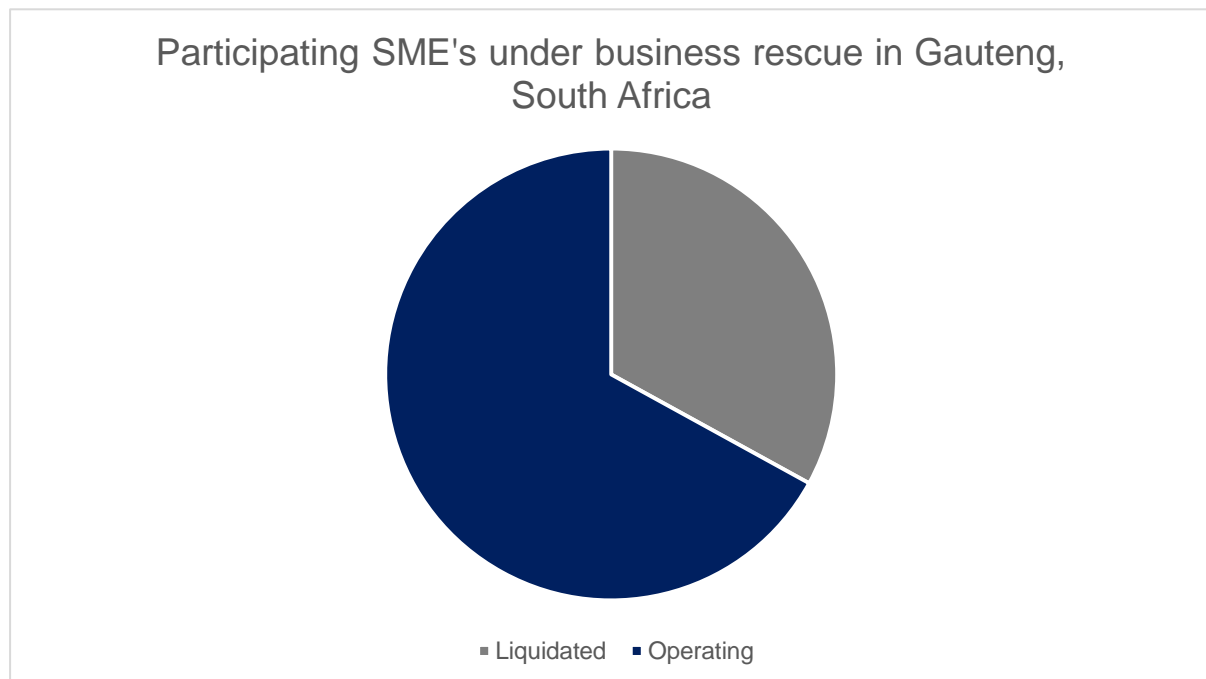
The research findings also provided valuable insight as to how employees experienced the business rescue process, perceived the business rescue practitioner, and explored whether employees attempted to seek alternative employment or remain at the organisation, as well as provide the reasons for making such decisions during business rescue.

Table 2: The respondent of the research study

Respondent Number	Role within organisation	Gender
Respondent 1	Manager	Male
Respondent 2	Full-Time Employee	Female
Respondent 3	Business Owner	Male
Respondent 4	Front Line Employee	Female
Respondent 5	Ex-Employee Sales Assistant	Female
Respondent 6	Construction Manager	Male
Respondent 7	Sales Representative	Male
Respondent 8	Part-Time Manager	Male
Respondent 9	Partner & Shareholder	Male
Respondent 10	Senior Floor Manager	Male
Respondent 11	Business Manager	Male
Respondent 12	Personal Assistant	Female
Respondent 13	Finance Employee	Female
Respondent 14	Receptionist	Female
Respondent 15	Senior Draftsman	Male
Respondent 16	Procurement Officer	Female
Respondent 17	Marketing Manager	Male

Table 2 indicates the respondents and their corresponding number, their role within their organisation and their gender. 59% of the respondents were male and 41% of the respondents were female.

Figure 3: Pie chart representing participating SME's under business rescue in Gauteng, South Africa



The research study interviewed 17 employees from 12 different SME's within Gauteng, South Africa. 100% of the organisations interviewed have previously undergone or are currently undergoing business rescue, with 33% of the organisations interviewed having since been liquidated and 67% still operating during the business rescue process currently.

5.1 Research question 1: What are the personal factors that ensure organisational commitment during business rescue?

The research results suggest that employee commitment levels are influenced by business rescue proceedings. Employee commitment levels were further influenced by personal attributes and factors that the employee perceived to add to the organisation.

5.1.2 Personal attachment

Throughout the research study it was found that personal attachment to the organisation contributed to participants commitment levels with white-collar respondents describing their commitment to their organisation as "very personal because it's something that you've built". Respondent three, a business owner, stated, "business is bloody personal", whilst respondent eight, a part-time manager, noted that "I have a weakness where I do become a little bit emotionally involved".

Employees who remained at their organisations under business rescue, also indicated that there were personal psychological contracts formed, whereby respondent ten felt obliged to “give back to the organisation” as mentioned by the senior floor manager, which had looked after them over the previous 11 years of service. Respondent (10), a senior manager, elaborated further on the importance of reciprocity and mutual respect in forming a personal attachment with the organisation by stating, “I’ve been with the company for quite some years, and, they’ve been very, very, quite good for me, we’ve had a good relationship and my commitment to them, is more like giving back for what they’ve done for me”.

Personal attachment was also shown to be a contributing factor toward organisational commitment as respondent nine, who was a partner and previous shareholder of a family owned business, which was recently liquidated post COVID-19 and the national lockdown stating, “being part of the family and being a family business, we stick together”.

Respondent (17), a marketing manager, further emphasised the value of personal attachment influencing organisational commitment by stating employees “consider the company their home, and that’s the word they use” when referring to the organisation. Respondent 17 reiterated an emotional attachment, as mentioned by respondent three, by stating, “I think they have invested interest, whether it be emotional, or financial”.

5.1.3 Personal support and belief systems

Personal belief systems of respondents appeared to influence their commitment levels during the business rescue process. Respondent three described occasions of seeking religious guidance during a time of distress, “as a Christian, just getting very close to God and asking him every day, every second, all these things”.

Another belief system was highlighted by respondent (16), whose commitment levels have remained unaltered due to the personal belief that “if you give 100%, you will receive 100%”, despite also mentioning feeling “pressured”. The research findings further confirmed that family support plays a crucial role in influencing commitment levels, with respondent three stating: “it’s the people close to me, my wife, my kids, my brothers, you know, my whole family, if they didn’t support me with this, I don’t think I would have, I would have even made it half way through, but mainly the support structure is there, it has helped a hell of a lot”.

5.1.4 Financial security

Another personal factor which proved to influence employee commitment levels was the financial security provided by the organisation. The research discovered the fact that all participants, including employees whose commitment levels increased and those that remained at their companies during business rescue, revealed that the last straw, which would result in less commitment levels or leaving the organisation to seek alternative employment would be salaries not being paid.

Respondent two, a female full-time employee, highlighted the importance of being able to financially support one's family and livelihood by stating a "need to put food on the table for your family". Furthermore, respondent (14), a female receptionist, indicated that financial security is crucial and required to look after her family as she mentioned that the business rescue process "impacts your livelihood" and responsibilities outside of the work environment such as "I have a son who is 11".

Respondent nine, confidently indicated, "my survival to support my family" as the main driving factor behind his personal commitment levels.

Due to the financial uncertainty of the company during business rescue, respondent (13) mentioned "you start wondering if you are going to get paid", "a stress factor that influences your family, your spouse, your finances, everything, and it happened here under business rescue".

5.1.5 Uncertainty

Another influential personal factor highlighted by employees that influenced their commitment levels during the research study was the amount of uncertainty surrounding the business rescue process. Descriptions of uncertainty were common amongst all 17 interview responses and included, responses from respondent (13) including, "feeling of uncertainty, all the time, constantly, creates a stress factor that influences family and everyone", "everyone is worried about their jobs".

Respondent (11) described a situation whereby, "it basically goes about your future, and if you're still going to have a job, what's going to happen in the future, so if there's so much uncertainty, and nobody really addresses that uncertainty".

Respondent (14) mentioned “there was uncertainty”. Respondent (16) additionally described the business rescue process as, “it’s anxious you know”, “it’s overwhelming for all”, “quite an unclear path for everybody”.

The findings suggested that all 17 participants were undergoing or had undergone business rescue for the first time and although encompassing various organisational positions, with Going the extra mile, working more, longer hours, building relationships with clients, being hands on, being patient, career development, motivation.

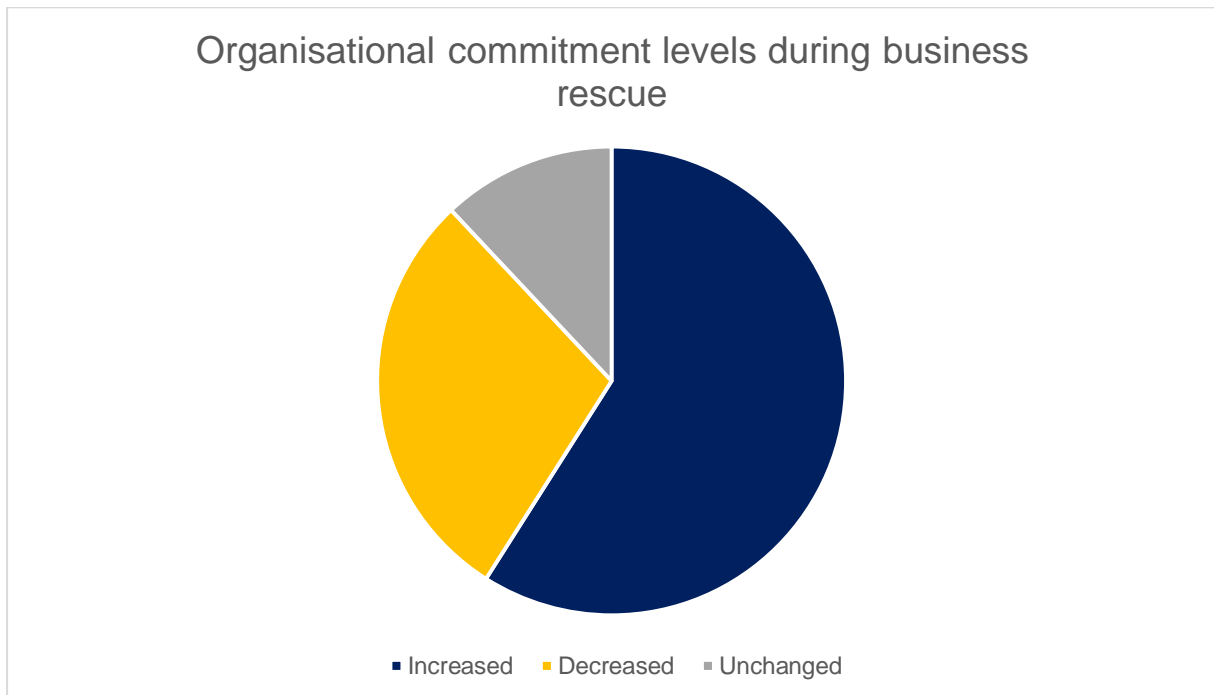
5.1.6 Business rescue and commitment

The research study found that business rescue proceedings do have a significant influence on employee commitment levels. The findings suggest that 88% of participants commitment levels changed during business rescue, with 59% of employee’s indicating an increase in commitment levels, 29% of employees indicating a decrease in commitment levels and 12% recorded no impact on their commitment levels. Refer to figure 4 below for a comprehensive representation of the findings on business rescue’s influence on organisational commitment levels.

The business rescue process left participants whose commitment levels decreased feeling that “there was a lot of uncertainty, so people did not know what’s going on, if the company is going to survive, what’s our future and that makes you a little bit more despondent and your commitment levels to fulfil your job obligations basically, it definitely drops” according to respondent (11).

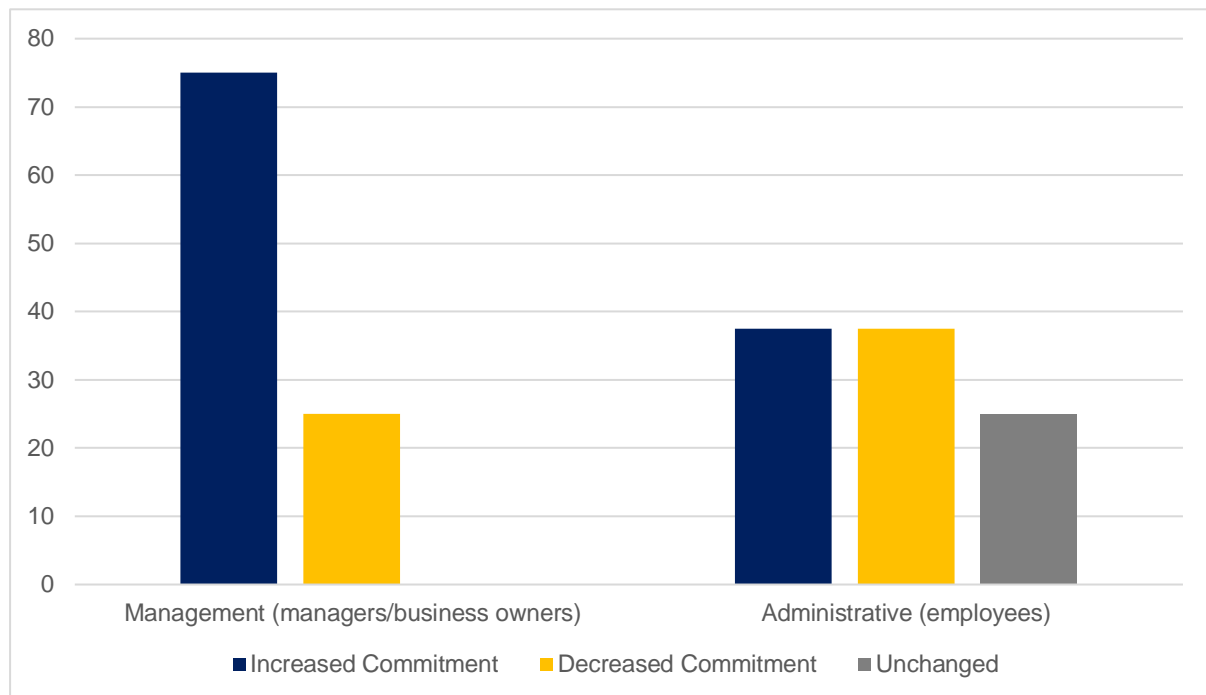
The business rescue process decreased commitment levels for 29% of employees. An example of this was due to frustration over the handling of the business rescue process over time and was revealed by respondent (13) who felt “the business rescue process disappointed me”, “I have given up”, “the first six months, like I said I was very committed to the cause, we were going to save the company”, “but I saw the numbers and knew what was coming in”, “the company did not even consider, they showed no payment effort”. Whilst respondent (12) added commitment levels decreased due to “no performance bonuses” “no reward at the end of the year”.

Figure 4: Pie chart representing organisational commitment levels during business rescue of SME's in Gauteng, South Africa



It is also worth noting that the research highlighted the fact that employees that have been working longer, own a stake in the organisation or occupy managerial “management” positions within the organisation, showed higher commitment levels compared to full-time “administrative employees”. Refer to figure 5 below for the research study findings on organisational commitment based on the various organisational roles of participants.

Figure 5: Bar graph representing the change in commitment levels based on organisational positions



The research study confirmed that senior managers and business owners, who are labelled as “management” employees, described higher commitment levels, with 75% indicating an increase in commitment levels during business rescue, compared to 25% of which reported a decrease in commitment levels during business rescue.

The research study indicated that “administrative” employees signalled lower commitment levels towards the organisation in general during business rescue proceedings, with 37.5% indicating increased commitment levels, another 37.5% indicating decreased commitment levels and 25% indicating commitment levels remained unchanged during the business rescue process and business rescue had no impact on existing commitment.

Respondent (14), a receptionist, mentioned “I have just had a very high commitment to the company”. Procurement officer, respondent (16), “noticed the members of my team have high commitment levels that are similar to mine”, however respondent (16) further mentioned that “some of them (other employees), their commitment levels are dropping”.

The organisations goals and plans appeared to increase organisational commitment, respondent four stated “never fail commitment to the organisation because their plans re-lifted me”. Senior Draftsman, respondent (15), mentioned, “commitments been very high”

5.2 Research question 2: What are the interpersonal factors that ensure organisational commitment during business rescue?

5.2.1 Behavioural Changes

The research found that employees observations of fellow colleagues during the business rescue process could be used to describe changes in employee behaviour. Respondent four “noticed behaviour changes in all of us (employees)” whilst respondent five stated, “most of them were holding on to their jobs”, “because everybody knew there might be some retrenchments, but most of the people were trying their best, trying to even improve themselves, to make sure that there won’t be the one that’s being retrenched, I saw in some of the employees, that they gave an extra mile, working harder”.

Respondent (14) noted behavioural changes with the company undergoing business rescue, “everybody just got more quiet, but I mean, working, working hard, but I mean, they just kept to themselves, it wasn’t like complete team effort”

In contrast to the above-mentioned behavioural changes of increased work performance within the organisation during business rescue, respondent (16) stated employee would “sit back and they think it’s time to relax”.

5.2.2 Comradery

Furthermore, staff comradery was shown to increase amongst teams of numerous SME’s during the business rescue process. Respondent 15 mentioned “the team has become closer”, respondent (15) stated, “there is a willingness to support and assist each other and we have established a code of ethics”, respondent five further stated, “I think most of us understood what the whole industry was going through, so we were all trying to support as far as we could”. Participants suggested various support techniques increased for fellow colleagues as respondent five stated, “there was a sense of looking out for each other, supporting each other, talking to each other about what is going on”.

Respondent four, a frontline employee, stated, “we just supported each other and wherever we needed, they would aid us with extra help” which referred to management and employees working together to help one another during the business rescue process. Furthermore,

respondent four stated management “would try and stretch their hands where possible” for fellow employees, during business rescue.

Comradery and support were highlighted by respondent five, a former employee sales assistant, who said, “there was a sense of looking out for each other, supporting each other, talking to each other, about what’s going on, what do you think will the future hold, there was never a, like degree of mistrusting or, fighting or having bad feelings towards other employees that I know of”.

The importance of camaraderie was highlighted by respondent six, who simply stated “stand together, make decisions together”. Respondent (15) also stated, “working together” to be an important interpersonal factor influencing commitment during business rescue.

“There was a comradery, a willingness to support and assist one another, very high commitment levels”, noted respondent (15).

5.2.3 Team morale

Respondent seven indicated a change in team morale during “the first few months there is a bit of a, uncertainty and you know, people are cautious, others might be demoralised”. Respondent (13) described their team members as “very depressed” and further added “I would say this past year, morale was regarding that, very low”.

Team morale “dropped a bit” during business rescue due to “uncertainty” according to respondent (11).

Respondent (17) stated, “celebrating the successes, no matter how small they may be”. Furthermore, respondent (14) described team morale as “quite good”, respondent one said, “team morale seems to be okay” and respondent (16) indicated employees were “pretty on-board” and “on the same page”. Respondent (15) stated, “team morale is very upbeat”

Respondent two said, “now we are driven to do more, compared to before” business rescue. Whereas, respondent four indicated that their morale “hasn’t really been affected”.

Team morale during the initial stages of business rescue was considerably high according to respondent 13, “I would definitely say the first six months, morale was quite high, because we

were all trying to work together”. However, respondent 13 further added, “this year, morale was regarding that, very low”.

5.2.4 Job security

The research study discovered a link between interpersonal commitment levels and job security. Respondent (13), who has since resigned and is currently serving a notice period stated, “everyone is driven differently, there have been noticeable behavioural changes such as nasty outbursts and complacency amongst staff, overall, everyone is worried about their jobs, overwhelmed and anxious on an unclear path”.

Certain employees, whose commitment levels decreased stated “communication amongst staff was important”, “behaviour changed, employees became very depressed”, “uncertainty overtook hope”, whilst one response captured suggested that “most would resign if provided with another work opportunity”.

Respondent five stated that the business rescue process, “caused people to realise that I need to take care of my job or I can lose my job at any minute”, “it came as a shock”, “all of the employees were retrenched eventually”. Respondent ten, confirmed the fear and lack of job security experienced by employees during business rescue by stating, “at any moment, they could be told to leave or to stay”. “So, we were trying to keep each other positive” respondent five further mention, and “the staff and management and everybody worked well together, to try find a way to get through the business rescue”.

It was noted that during the business rescue process, respondent six mentioned that commitment levels decreased and described staff morale as negative. Respondent six further stated that job availability within the organisation during business rescue is not certain, “I don’t know if we can actually guarantee in times like this”.

Respondent (14) noticed that other employees in the organisation under business rescue “got a little bit scared and they wanted to get job stability”.

Many respondents noted the instability of the organisation during business rescue, respondent ten said “at moment, they could be told to leave or to stay”. Meanwhile another employee, respondent (16), joined the organisation during business rescue because “there was nothing out there”. Respondent (15) indicated that he did not actively look for another position during

business rescue, but interestingly assigned the reason of this decision to a lack of opportunities in an “industry quite flat”, and further mentioned “many resignations”.

5.3 Research question 3: What are the organisational factors that ensure organisational commitment during business rescue?

5.3.1 Financial position of organisation

Employees advised various key organisational factors, which they felt influenced their commitment levels during business rescue proceedings. The financial position and current performance of the business, during business rescue proceedings was discovered as a key factor in determining employee commitment levels, with a respondent nine stating, “profits and business chances of survival are important” and respondent 16 stated “the organisation is to my mind, a unique market out there, so if I have to think about what the organisation, where it’s at, I think they’re actually pretty good and safe”.

Other feedback on key organisational factors that influenced commitment levels provided by respondents included “efficiency”, “retrenchments”, “remuneration”, “restructuring”, “managements handling of business rescue”, “communication”, “timely communication”, “realistic goals”, “policies, such as financial support”.

The financial position and experience of organisations during business rescue were described as “financial drain” to the company by respondent one and respondent (14) stated “it has taken a toll, I mean financial have been, it’s been crazy”.

Despite the financial difficulties experienced by organisations under business rescue, as mentioned in the paragraphs above, two of the interviewed employee’s organisations would incentivise employees to increase commitment levels by “buying them lunch”, as mentioned by respondent eight and respondent (12). Furthermore, respondent eight added “trying to dig a little deeper, to get closer to your staff”.

The organisations interviewed under business rescue often implement pay cuts to their employee’s salary. Respondent four mentioned “it was only three months where we handled it like, salary cuts and then after that we all went back to our normal salaries”. “We started 35% cut off our pay” said respondent ten and respondent eight mentioned “they got paid for their hours to a maximum of 50%”. Respondent six stated, “there’s a choice to be made, we can’t pay the salary that we use to pay before, we lost a lot of work, so either you must stick

with us and work for a less salary, or you must find another job”, “about three or four, they’ve actually left, the other stayed, took a salary cut”.

Despite the pay cuts implemented it was noted by respondent four “ it didn’t really affect the commitment levels, because at the end of the day”, “it was more of a thing, I’m grateful to still be part of the organisation”.

5.3.2 Strategy and opportunities for growth

Organisational priorities appeared as a factor with respondent ten, who remains highly committed suggesting “I do feel left-out”, “members of staff feel overlooked”, “the company is investing R300,000.00 on machines, whilst people are struggling, not getting enough money”.

The organisational strategy and understanding of strategy were discovered to influence organisational commitment. Respondent seven suggested that his commitment levels towards the organisation is largely influenced by the “availability of work tools”, “personal performance and capacity to perform”.

The research findings concluded that employee commitment is influenced by opportunities made available for staff members to be upskilled and grow. Respondent (14), whose organisational commitment levels increased during business rescue suggested that she felt the process opened “new opportunities”, which led to “putting in more effort than is necessary, gain more experience in different fields that were previously closed off”.

5.3.2 Role of management

Overall feedback collected during the interview process with respondents suggested that most employees felt “management need to do their best” and “act in the best interest of their staff”. Respondent nine, who was a joint partner and previous employee in the SME, suggested that a key role identified was to “cut overhead costs and reduce expenditure, to look after employees and salvage the business for future job creation”.

Respondent (13) resigned from her position within the SME due to the lack of support and a break down in the trust relationship between the employee and management. The respondent claimed, “they could try a little bit harder; they could have informed people a little bit sooner than the day before, regarding a lot of things”. The disheartened respondent continued to state, “I feel let down, depressed, sorry that I did not leave sooner”. The response captivates

the importance of managements role to engage with employees and ensure employees are heard timelessly and appreciated during business rescue.

The role of management in improving the business rescue experience for all staff members was noted by respondent (11), “management should be, should get more involved in what’s actually happening in the business, especially with business rescue process, there should be constant communication with staff, so staff actually knows what’s going on, they need reassurance that everything’s going to be okay”.

Respondent’s (14) experience of senior management was positive by stating “I believe management has been excellent” during the business rescue process. The respondent added, “if I have an issue, I phone, if I pick up the phone, one of them (management) answers, I always get the answers I need”.

Respondent (17), a marketing manager, highlighted how the role of management could improve or could have don’t something differently or better for employees, “we could have come to grips with, the, we could have looked at coming to understand the business and how the business functions more rapidly than we did” and “we could have brought the process forward more, during the course of business rescue, you know, there were things like understanding the exact cost associated”.

The role of management during business rescue was described by respondent one as “passing down my knowledge” and “to teach people who can understand and follow through with instructions”.

5.3.3 Policies and restructuring

Key factors mentioned which employees felt management should improve whilst undertaking business rescue proceeding include respondent six’s suggestion of “implementing better policies and stock control”, respondent (17)’s “constant communication”, “management could have increased timeliness of correspondence” and “improved TQM”.

Respondent (15) established “a code of ethics” with their team.

The research findings provided evidence that employees whose commitment levels decreased during business rescue did not agree nor align with implemented organisational policies, whereas employees who experienced increased commitment levels, tended to agree with existing policy.

Respondent (13) suggested, “they implemented a policy of no work, no pay”, “they showed no effort” and found the policy to be “unfair”.

Respondent (15) suggested that commitment levels increased, and the team implemented new policies to maintain an “upbeat morale”.

5.3.4 Communication

The findings of the research highlighted that honest communication is valued by employees during business rescue.

Results suggested that employees do not only want increased communication, but communication to occur “more frequently and with more relevance for each sector”. Respondent three, a business owner, mentioned that “staff are not stupid, they know what’s going on, talk, talk to them”.

One respondent (13) frustration at managements lack of communication by stating “communication lacked”, “management should have tried harder, informed people sooner before the last-minute decisions, to prepare employees sooner”. Respondent 13 stressed the importance that management could improve communication with staff members within the organisation undergoing business rescue, “communicate, to inform us what’s happening, because a lot of the times there will be weeks that go by, that nobody would know what is happening”. The respondent further added, “when they did communicate and they did keep us informed, it definitely did make a difference, but when they don’t it obviously does also, but in a negative way”.

The importance of communication of management and trust from employees was noted by respondent three, “communication is very important, I’ve seen, especially when it comes to the employees that you don’t communicate what’s happening, and how it’s happening and why it’s happening, they tend to, although most of them have been working here for decades, they tend to not, or the trust falls away”. Respondent six further emphasised the importance

of communication with the organisation, “communication between partners in a business like that or in a situation like that that is very important”.

Respondent (11) and (17) spoke to the importance of employee communication with management to help improve the company under business rescue by providing alternative insights. Respondent (11) stated, “the employees should be, maybe engaged more, to see where, there might be an employee, or a couple employees that see something that management doesn’t see to improve the business, and I think that engagement needs to be more pertinent”. “Employees have to be active”, said respondent (17).

5.3.5 Leadership Style

Findings also explored factors which employees appreciated from their management. Responses included “adopted an empathetic leadership style”, “got staff back to full pay as quickly as possible”, “team building efforts increased”, “transparency”.

Respondents noticed a change in leadership styles during business rescue, whereby respondent three said, “my leadership style has changed; I tend to be more, if I can put it that way, human, you know, try to see the other side, instead of only focusing on what’s wrong on my side”. Furthermore, the respondent stated that “as a leader I found that if I don’t know exactly what’s going on in terms of what’s going out, what’s coming in, when its coming in, what’s happening, all those kind of things, things fall through the cracks very, very fast”.

Respondent five described their leadership style as “trying to stay positive and trying to keep everybody else around you positive” and “I think just motivating everybody to go on”.

Respondent seven stated, “I’d definitely go for a democratic style, where, ones influences the group, the way one projects the objectives”.

5.3.6 Organisational culture

The organisational cultures described, varied in results. It became clear that employees, whose commitment levels decreased during business rescue proceedings, noted a culture change within their organisation. One such participant stated that “culture changed after six months for the worse and has been very low for the past year”. Such employees also described a “stricter”, “authoritarian” and “pressured” culture.

However, employees, whose organisational commitment levels increased, described a “positive corporate culture” and “no difference to culture”, describing team morale as “everyone is onboard”, “focused and working towards a common goal”, “the team are trying to move forward”.

The results found that international companies adopted a “less hands on” culture, which was described during one interview as perceived by staff to mean “caring less for staff”.

The findings suggest that changes in corporate culture, where noted by employees, were due to the “uncertainty” of business rescue. “Uncertainty” was a term mentioned and used frequently throughout the research study amongst interviewees. Respondent ten mentioned, “the rules are there, the rules are there to be followed, it’s a strict place, I’d say”.

The research findings suggested that corporate culture did change during business rescue. Respondent ten suggested that commitment levels during business rescue decreased as “less authority was given to employees”, and described the organisational culture as having more rules and regulations”.

Respondent two noted, “the culture and brand deteriorated during business rescue”. The term “volatile” was used to describe the organisational culture during business rescue by respondent three.

Respondent (16) said, “there is always going to be a whining cat somewhere”, but their organisational culture was “pretty much the same”.

Respondent (15) mentioned the “company culture is similar to that of a family”.

Respondent five had a positive view of their organisational culture indicating, “everybody was supportive, trying to stay positive, there weren’t any fights, that I know of, there weren’t any accusations towards senior personnel, as far as I know, so I think the culture and the feeling at work at the organisation was warm and supportive”.

Organisational culture described as the organisation having “no hidden agendas”, according to respondent (17). Respondent (14) described their organisational culture as “casual” and “relaxed”.

The research provided further findings in addition to the above as it assisted in proving findings on how employees perceive the business rescue process as well as how employees describe and/or perceive business rescue practitioners.

5.4 Views of business rescue process & business rescue practitioners

The business rescue process was described by employees using terms such as “pressured”, “frustrated”, “tough time”, “retrenchments”, “many resignations”, “very worried”, “left out”, “overlooked”. The results also indicated optimism with a few employees describing the business rescue process as “an opportunity”, “learning curve”, “new opportunities to learn and grow”, “started to look better over time” and “more focused”.

Additional insight was gained from the employee’s perspective on their perceptions of the business rescue process as well as the business rescue practitioners carrying out such proceedings. An employee, whose commitment levels increased during business rescue stated, “business rescue provided employees with priorities and more focus”. Such insight suggests that the business rescue process can be utilized to increased healthy competition and raised performance levels amongst staff. The employee went even further to mention that the internal team is “now working together and not against each other”, suggesting that comradery and the difficulties associated with business rescue processes became accepted and easier over time.

On the contrary, respondent six, a construction manager who worked for an SME that has since been liquidated, shared a contrasting view that did not support business rescue in its entirety. Participant six described business rescue as a “waste of time” since business rescue practitioners are mostly “legal attorneys, whom are not businessmen and are not interested in the best interests of the company”, “business rescue has shocking success rates in South Africa”, “All they do is keep wolves from the door, they don’t help within the organisation”. Such views were also shared and expressed by respondent (13) who recently resigned and is currently serving a notice period, “I thought business rescue would save the business, it was a wolf in sheep’s clothing”, “I feel disappointed, let-down, depressed and sorry that I did not try leave sooner, I regret that I stayed”.

Respondent three, a male business owner, whose business is barely keeping afloat heaped praise on the business rescue practitioner being used, suggesting “the assistance and support received has helped the business survive”.

Respondent one suggested a lack of support from business rescue practitioners, “they haven’t been really battling on our side, so, we’ve actually got our attorneys to get involved”, “we want to get out of business rescue, and all we seem to be doing is paying these guys for doing nothing”.

Respondent (14) has a positive view of business rescue based on their business rescue practitioner, “we have one of the best business practitioners that we know of, and he has been so positive, we are positive”.

A lack of involvement from business rescue practitioner was experienced by respondent (11), who stated “the practitioner wasn’t really involved, so they didn’t really speak to employees, didn’t explain to them what happened and eventually it went into liquidation, so from that perspective, I think the interaction between business rescue practitioners and the staff, was very, very poor”. Furthermore, the respondent had negative views regarding business rescue practitioners by stating, “there’s a lot of attorneys or legal practitioners out there that drives this as an additional source of income, a not really as a source of, or a way to really rescue a business”, “everything ends up in incubation in any case, I mean if you look at the success of business rescues in South Africa, it’s shocking”.

5.5 Research question 4: How do employees describe their organisational commitment during organisational distress? - Commitment: Defined by employees

The first category of findings established how commitment is defined by the individual employees. This provided meaning to their personal expectations during business rescue and assisted to indicate each employee’s level of understanding of their own commitment levels. The research findings suggest that employee commitment is defined distinctly by different employees. The participants consisted of three partners, six managers and eight full-time members of staff. All 17 participants assigned different definitions of organisational commitment.

Findings from the respondent six defined commitment as “long hours, looking after the bookkeeping”, “do stuff yourself without having other people do it for you”. Such definitions imply that commitment is strongly related to task completion. Other definitions of employee commitment included, by respondent (13) stated, “the employee would do the utmost for the company, because it would be beneficial for all parties concerned, if the company is successful in their business rescue”.

Similarly, respondent (11) stated, “commitment level to me, is basically, your effort level that you put in to help and to make a company successful”. Commitment was also defined as “to go the extra-mile for your customer”, “belief that if you give 100%, you receive 100%”. Such insight highlighted the contrasting descriptions of employee commitment, which as a definition is assigned meaning ranging between “effort given to the company” to more operational task completion definitions such as “fulfilling a role and completing task orders”.

Results highlighted the fact that employees find organisational commitment levels to be important: “employees are the driving force and if they do not see a solution, it’s the beginning of the end”.

Respondent nine described commitment in terms of “accountability”.

“It’s about actually making a difference to the company” was used to describe organisational commitment by respondent (15). Respondent (14) stated, “every single day I do something different, every single day I learn something new”, “I work hard”.

5.6 What would be the last straw for employees during a time of distress that will make reduce commitment towards the organisation?

The research study responses captured confirmed that there was a common theme that employee financials needed to be met and were very important to employees. The research suggested salaries not being paid would lead to employees leaving the organisations.

Respondent (11), a business manager revealed that the last straw would be “not getting paid” , whilst respondent (13), confirmed this as mentioned the last straw would also be receiving “no pay”, whilst respondent (16) said “I would say, the salary, salary wasn’t paid”, “financials being met is very important”, with respondent (12) claiming that “employees were desperate, and stealing”, with respondent eight stating that the “50% salary cuts were demoralising to staff”.

Respondent nine stated the last straw during a time of distress that would reduce their commitment towards the organisations would be the realisation “that there was no growth in the industry”.

5.7 Advise for other employees

The research findings highlighted the fact that employees place emphasized importance on understanding of the business and awareness of competitors in the market.

Respondent one advised "the quicker you get out of business rescue the best" and to "believe in yourself and then believe in your product". Furthermore, respondent one suggests companies should "reanalyse and, have a look and see where, what, sectors of the business are pulling you down, and try and sort of phase those out".

Respondent two said "I would advise patience" during the business rescue process “you don’t see the results at the beginning, it takes time, so because everybody else panics and they lose faith in what exactly is going on, you need time for people to understand it first, even your employees need to understand the whole process for it to start working, so patience is very important”. Furthermore "business rescue as a topic itself, needs to be explained better and put out there" and "supplier relations is something that should grow from the very open I think".

Respondent three emphasized the importance companies should "make a 100% sure of what BRP you are using, what business rescue practitioner you are using" and "make sure that communication lines stay open between you and your staff, that you know exactly, that they know exactly what’s going on and why”.

It was advised by respondent four for companies undergoing business rescue to “stay committed to your work and look beyond what you guys are going through at that specific moment”.

Respondent ten said, “you need to secure yourself first, secure your job, make sure you’re safe, make sure you are being looked after”.

Respondent six highlighted the importance of commitment and advises other companies undergoing business rescue that "communication between you and your workers, during a situation like this, I think is really, really important".

Respondent five advises companies under going to "turn the negative into a positive, to be creative, use the, the business rescue opportunity to foster new ideas, enhance the business, try new methods, but obviously you understand that that comes at the discrepancy of having a management team that's open to those, those innovations".

Respondent (16) cautioned companies undergoing business rescue and advises companies to "be careful of bad debts, try ensuring payments are done on COD basis".

It was advised by respondent (15) that companies undergoing business rescue "should take it day-by-day, and do not rush decisions, and they should stick it out and stay positive". Respondent (14) also highlighted the importance of stay positive during business rescue by saying, "the more positive you are, the better it will go".

In a more poetic description, respondent (16) advises companies under business rescue to "get a life jacket, hold your breath, its only rainy this day but the sun will shine tomorrow".

Respondent (10) emphasised the fact that employees need to look out for themselves during business rescue by stating "retrenchments are certain", "secure your livelihoods and look after yourselves first before the business".

Respondent (17) advised companies undergoing business rescue to "see it as a learning opportunity".

Respondent (13) advises employees from organisations undergoing business to "make sure you stay informed, make sure that if managements does make promises, they don't do it verbally, they must put it on paper so you have proof of it, know your rights".

Respondent (11) summarised the employee perspective on business rescue when he stated that his advice to employees of other organisations would be to "look for another job, as business rescue does not work".

CHAPTER 6: DISCUSSION OF RESULTS

6.1 Research question 1: What are the personal factors that ensure organisational commitment during business rescue?

6.1.2 Personal attachment

It is clear from the findings that although business rescue proceedings reduced certainty and job security amongst employees, the personal attachment and previous encounters prior to business rescue did influence employee's loyalty to the organisation, during the time of distress.

White collar staff which included management, owners, shareholders and partners were found to have increased commitment levels during the business rescue process.

Motivation for the 75% white collar increased commitment seemed to indicate the following drivers; higher remuneration, share in profit, shareholding, monetary investment, may be business ownership, invested time and resources to build company and reputation, job security, motivation to rescue the company to secure staff's employment and remuneration.

The research findings interesting support the research findings of Ruiz-Palomo, León-Gómez & García-Lopera (2020), where findings have suggested that empowerment plays a role in determining commitment levels. The findings concur that white collar "management" employees who are more senior in business hierarchy, possessed more empowerment than administrative staff, thus the increased commitment levels obtained by management positions.

Family owned businesses are also a high indicator to motivate a rehabilitated company due to family members working in the business and welfare and finances are dependent on the success of the company.

6.1.3 Financial security

The findings indicate that financial security is very important factor that will influence the decision whether to remain committed or not during business rescue.

The responses collected referred to specific family welfare and financial responsibilities that took preference over company loyalty during business rescue.

As long as remuneration was paid consistently, the finding suggest that the employees will be susceptible to remain with the company during the business rescue.

The findings support previous research done by Rosita, Fithriani & Widiastuti (2019), that remuneration and pay is a string mediator of employee commitment levels.

6.1.4 Business rescue and commitment

The graphs reflect the participants own evaluation of their commitment levels during business rescue.

The findings evidenced that each company's business rescue procedure is unique to that company and its employees' culture.

The duration and the length of the employee's employment with the company whilst under business rescue also influences the various individual's commitment levels

One respondent (13) was highly committed during the first six months of the business rescue. However, over the course of the last year, they indicated a low team moral and less commitment. Dialogue indicated that the potential rationale for drop in the moral and commitment was due to the ever-increasing financial strain and uncertainty being placed on the respondent and team.

Respondent (14) described increased commitment levels during the business rescue proceedings as her role evolved through upskilling due to taking on more responsibility.

The potential reasoning for the additional workload could be due to staff retrenchments, cutting costs or consolidating streaming workload amongst fewer members of staff.

6.2 Research question 2: What are the interpersonal factors that ensure organisational commitment during business rescue?

Findings suggested that Retrenchments was a high probability.

Employees provided moral support for each other. The changes amongst team members and other staff was noted to be positive and an unplanned, natural progression to enhance individual performances, which collectively became a team effort. This support the team gave each other and the increased improvement in work was due to the fear of being retrenched.

On the contrary, the findings also discovered that there were also employees whose behaviour changed and who had become despondent. The behaviour encompassed complacency, being overwhelmed, anxious, feeling of depression and reduced team morale.

Team morale

Team morale was shown to be an interpersonal factor for employee commitment levels. Respondent 15, a senior draftsman, whose organisational commitment levels increased, stated that observations of fellow colleagues was positive and mentioned “the team appears more focused”, “team morale is up-beat”.

6.3 Research question 3: What are the organisational factors that ensure organisational commitment during business rescue?

6.3.1 Organisational factors

The research highlighted the main organisational factors that influenced the employee’s organisational commitment included financial position and current performance of the business, timely communication, policies and leadership style.

Financial position was used as an indicator by the Respondents, such as Respondent (9), a shareholder and partner.

This highlighted the importance and sufficient liquidity and working capital of the company. The justification for this is that employees could use cash flow as a benchmark whether salaries would or could be paid.

Feedback such as company’s efficiency was described to evaluate the company’s performance and commitment levels. The reason that it signals the employers’ intent to the employee and provides tangible evidence that the company is taking firm action

Respondent (13) stated that timely communication shared by management was important to ensure adequate planning and communication. It also indicates the transparency by the leadership team and management and builds trust as the employee obtains a better understanding of the process.

Respondent (7) indicated that a democratic Leadership style was appreciated as it showed empathy and understanding towards staff. It further helps build an inclusive team.

Respondent (15) and (17) shared that building an inclusive team helps turn an organisation around and prioritise tasks to achieve objectives.

Employees signalled that policies which indicated pay cuts, no work no pay, restructuring reduced commitment levels in the business rescue process. Restructuring resulted in more uncertainty.

Organisational priorities appeared as a factor with one employee, who remains highly committed suggesting "I do feel left out", "members of staff feel overlooked", "the company is investing R300,000.00 on machines, whilst people are struggling, not getting enough money".

6.3.1 Role of Management

Overall feedback collected during the interview process with employees suggested that most employees feel "management need to do their best" and "act in the best interest of their staff". One employee who is a joint partner in the SME, suggested that a key role identified was to "cut overhead costs and reduce expenditure, to look after employees and salvage the business for future job creation".

Key factors mentioned which employees felt management should improve whilst undertaking business rescue proceeding include "implementing better policies and stock control", "constant communication", "management could have increased timeliness of correspondence" and "improved TQM".

Results suggested that employees do not only want increased communication, but communication to occur "more frequently and with more relevance for each sector". One management employee mentioned that "staff are not stupid, they know what's going on, talk, talk to them".

One employee vented frustration at managements lack of communication by stating “communication lacked”, “management should have tried harder, informed people sooner before the last-minute decisions, to prepare employees sooner”.

Findings also explored factors which employees appreciated from their management. Responses included “adopted an empathetic leadership style”, “got staff back to full pay as quickly as possible”, “team building efforts increased”, “transparency”.

6.3.2 Organisational culture

The organisational cultures described, varied in results. It became clear that employees, whose commitment levels decreased during business rescue proceedings, noted a culture change within their organisation. One such participant stated that “culture changed after six months for the worse and has been very low for the past year”. Such employees also described a “stricter”, “authoritarian” and “pressured” culture.

However, employees, whose organisational commitment levels increased, described a “positive corporate culture” and “no difference to culture”, describing team morale as “everyone is on-board”, “focused and working towards a common goal”, “the team are trying to move forward”.

The results found that International companies adopted a “less hands on” culture, which was described during one interview as perceived by staff to mean “caring less for staff”.

The findings suggest that changes in corporate culture, where noted by employees, were due to the “uncertainty” of business rescue. “Uncertainty” was a term mentioned and used frequently throughout the research study amongst interviewees. One employee mentioned “the culture has been strict, strict environment”, “the rules are there and must be followed”.

The research provided further findings in addition to the above as it assisted in proving findings on how employees perceive the business rescue process as well as how employees describe and/or perceive business rescue practitioners.

6.4 Views of business rescue process and business rescue practitioners

The business rescue process was described by employees using terms such as “pressured”, “frustrated”, “tough time”, “retrenchments”, “many resignations”, “very worried”, “left out”, “overlooked”. The results also indicated optimism with a few employees describing the

business rescue process as “an opportunity”, “learning curve”, “new opportunities to learn and grow”, “started to look better over time” and “more focused”.

Based on the findings above, the feedback received from the Respondents’ differed.

Respondent (3) indicated that the business rescue practitioner was helpful and that much of the success thus far has been attributed to the help and support of the practitioner.

Respondent (6) stated the Practitioner was not helpful as the Practitioner was a Legal and not a Business representative.

The findings are that the business rescue practitioners play an important role in determining the commitment levels of employees during business rescue.

6.5 Research question 4: How do employees describe their organisational commitment during organisational distress? - Commitment: Defined by employees

The research findings suggest that employee commitment is defined distinctly by different employees. The participants consisted of three partners, six managers and eight full-time members of staff. All 17 participants assigned different definitions of organisational commitment.

Based on the research findings different employees defined different organisation commitment differently.

The role and position of the employee as well as age influenced the definition of organisational commitment. These findings that perceptions varied based on employee age support the existing findings of Onuoha & Idemudia, (2020), who have identified age as a potential contributor to commitment of Nigerian university support staff.

The younger Respondents defined organisational commitment to be task driven where the more mature employees viewed organisational commitment as a responsibility.

The reasoning for the different perceiving of the organisational commitment may be due to age and maturity.

6.6 What would be the last straw for employees during a time of distress that will make reduce commitment towards the organisation?

The finding concluded that the last straw for all the respondents would be the inability for a company to pay remuneration.

The interpretation as to why remuneration is so important to an employee and the absence of which would lead to less organisational commitment is due to the employee not being able to meet their financial responsibilities and attending to their family's welfare.

6.7 Advice for other employees

The research provided additional insight for employees to may require undergoing business rescue in the future.

The advice shared was based on the individual employee's business rescue.

The most emphasised advice shared by the majority of Respondents was that management requires to increase their open and transparent communication with all employees regarding the status of the business rescue throughout the process

Consistent, transparent communication is top priority.

CHAPTER 7: CONCLUSIONS AND RECOMMENDATIONS

7.1 Principal conclusions

The research study explored the organisation commitment levels of employees during business rescue proceedings by undertaking a qualitative exploration with a total of 17 employees from 12 various SME's across Gauteng in South Africa.

The 17 participants encompassed of nine senior employees (six managers and three partners), eight administrative employees ranging across the various levels of job roles (receptionist, sales representative, procurement officer, assistant).

The outcome of the exploration evidenced that employee commitment levels are influenced during a business rescue process.

88% of the respondents described a change towards the business commitment levels. 59% of the 88% showed an increase in the business commitment levels during the process, 29% experienced a decrease in the commitment levels towards the organisation, the remaining 12% recorded no altering impact as their organisational commitment remained unchanged.

It is interesting to note that 75% of senior managers showed an increase of commitment levels during business rescue and 25% indicated a decrease. Contrary to these statistics, 37.5% of administrative employees indicated an increase in their commitment levels. The same percentage of 37.5% also experienced decreased commitment levels during business rescue.

12% of the total of the employees, who experienced no impact to their commitment levels, consisted only of administrative employees. The overall factors that were identified as influential factors can be identified under personal, interpersonal and organisation factors.

The above-mentioned findings should be utilised by all business rescue stakeholders to better understand employee commitment levels during business rescue and acknowledge the key factors which influence employee's organisational commitment during a time of distress.

Table 3: Summary findings of factors influencing employee commitment

PERSONAL FACTORS	INTERPERSONAL FACTORS	ORGANISATIONAL FACTORS
Personal Attachment	Behavioural changes	Financial position of organisation
Personal Support and belief systems	Comradery	Strategy
Financial security	Job Security	Opportunities for growth
Uncertainty	Team Morale	Role of Management
Business Rescue and Commitment		Policies and restructuring
		Communication
		Leadership style
		Organisational culture
Views of business rescue process and practitioner*		

7.2 Implications for management and other relevant stakeholders

The research findings complement the existing research undertaken by Prior (2014), that all stakeholders should engage more and further enhance business rescue proceedings as well as Lusinga and Fairhurst’s (2020), research that the roles of stakeholders under business rescue remains unclear.

The findings have highlighted the fact that employee’s organisational commitment levels changed under business rescue and acts as a subtle reminder that employees are existing stakeholders, who should not be overlooked during the business rescue process. The findings have provided employees who have experienced business rescue, with a platform to be heard.

The research findings positively contribute towards assisting business owners and stakeholders of business rescue by identifying the key factors which were found to influence employee commitment levels. The awareness of such key factors will ensure that SME stakeholders are able to retain highly committed employees and able to implement organisational design initiatives or policies to accordingly address such commitment levels.

The findings of the research study have assisted in providing a better understanding of commitment levels for all stakeholders, by confirming which appropriate processes such as which leaderships styles could be adopted by management of an SME to enhance organisational commitment amongst employees.

Lastly, the research study has implied that employees require better emotional support due to the described financial or family influences, which impacts on employee perceptions of commitment levels.

7.3 Limitations of the research

The research study findings are limited to the extent that only the perceptions and views of employees, were explored. Employees, although important, consist of only one of numerous stakeholders under the business rescue process (Lusinga & Fairhurst, 2020). The perceptions and views of other stakeholder such as creditors or customers were not explored.

The data recorded during the research study is the perceptions of individual employees and therefore cannot be generalised or applied to the entire SME organisations across the business rescue sector.

The research findings aim to serve as a point of departure only, with the objective to help direct and guide further research studies in the field of business rescue, by providing an account from the employee's perspective. The researcher is of the view that the findings contained in this research study will act as the first step in the journey towards uncovering areas of concern during business proceedings.

The research study was conducted at a single point in time, meaning no pre-business rescue or post-business rescue interviews were conducted as to follow up on the respondent employee's descriptions of their commitment levels to determine whether commitment levels changed after business rescue, in the event the organisation survived, as well as further explore why responses changed, if any. The current research study therefore acts as a platform for other researchers to utilise and explore further and deeper understanding on the topic.

The research study was conducted during the COVID-19 pandemic, whereby a national lockdown was implemented. This did not allow for face-to-face interviews to be conducted. All

interviews were conducted via virtual telecon conversation and voice recordings, which at times were not the most conducive interview environmental conditions. An example of this was evident, when respondent two requested a call-back and employee 15 appeared to get easily distracted by their surroundings at the time of the interview process.

The qualitative research study was limited to exploring 12 SME's within the Gauteng province, within South Africa only. The findings were limited by location and constrained to a specific demographical area.

Only SME's were considered for the purpose of the research study. Other demographics, business sectors, banking institutions and large corporations were not explored.

Due employee availability and openness to describing the sensitive and personal subject matter, job roles varied regarding participation with more managers partaking in the research study than administration employees. The researcher would have preferred to have a wider range of participants and within a specific field such as venture capital, where it is fast paced and associated with high risk (Chung & Kang, 2018).

7.4 Suggestions for future research

A suggestion for future research should include the collection of data and recordal of the organisational commitment levels' data over a period of time. A deeper exploration could result in an abundant and meaningful personal business rescue experiences (Vagle, 2018).

Future studies could potentially gather the data findings emanating from a single organisation in distress undergoing the business rescue progression, whilst recording data from inception until the same organisation manages to recover or becomes liquidated, and whether the employee organisational commitment levels improve or not over time following a turnaround.

Further additional research could potentially explore the commitment levels of other different stakeholders under business rescue, such as discovering the commitment levels of business rescue practitioners, creditors or customers engaging with the SME or organisation.

Future Another interesting research topic would be a qualitative research study to explore the factors influencing employee commitment levels amongst employees working for larger organisations and multinationals. Such findings could be compared to those of SME's to discover whether organisation size influences employee commitment levels. Future research

should investigate the organisational commitment levels of employees within a specific industry. An industry of interest for the researcher would be the medical industry or venture capital industry. Both have shown to portray high levels of risk and constant change (Chung & Kang, 2018), (Yan & Tian, 2018).

A quantitative research study would be interesting to compare findings between the different stakeholder groups and confirm such commitment level factors identified. The researcher would be most interested in a confirmation study with future employees to rank such factors identified in order of importance.

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APPENDICES

Appendix 1 Interview guide

INTERVIEW GUIDE

RESEARCH TITLE: Organisational commitment during business rescue in small and medium enterprises.

CHECKLIST PRIOR TO INTERVIEW

- √ Identify potential SME's that were previously and / or currently under business rescue using a business rescue companies list available from CIPC.
- √ Obtain permission to interview an employee within the SME that is neither a business owner nor shareholder of the SME.
- √ Explain the interview and research process, including confirmation and completion of consent document, confidentiality, and anonymity.
- √ Remind interviewee that the interview process is completely voluntary, and the interviewee can withdraw at any time.
- √ Remind interviewee that the interview will be audio-recorded and that there are no right or wrong answers as the study aims to understand the employee perspective on commitment levels from within an SME under business rescue.
- √ Discuss the importance and need for understanding the employee commitment levels from within a SME during business rescue.
- √ Thank interviewee for participating in the study.

INTRODUCTION

Research Question 1: What is employee commitment to you and how would you describe organisational commitment?

BUSINESS RESCUE GENERAL

Research Question 2: *Has your Business Rescue experience influenced your commitment levels and organisational behaviour? If so, how?*

Prompts:

- Knowledge of Business Rescue and the perceived benefits of Business Rescue.
- Describe Business Rescue experience.
- Importance of commitment levels during Business Rescue.
- Influence of commitment levels on the company's survival / non – survival.

EMPLOYEE PERSONAL COMMITMENT LEVELS

Research Question 3: *What are the personal factors that became most important for you during business rescue for organisational commitment compared to times of low distress?*

Prompts:

- Description of personal commitment levels during the Business Rescue process.
- Business Rescue's influence on personal commitment to the company.
- Temptation to leave the company/ seek alternative employment opportunities during Business Rescue.
- Last straw to create less commitment to the company during Business Rescue.
- Hypothetical role as owner or shareholder in the company, analyse commitment levels.

OBSERVATIONS OF INTERPERSONAL COMMITMENT LEVELS

Research Question 4: *What are the interpersonal factors that became most important for you and your team during business rescue for organisational commitment compared to times of low distress?*

Prompts:

- Business Rescue influence on commitment levels of another employee/team.
- Role that Business Rescue plays in influencing task completion within the organisation.
- Analysis of commitment levels of fellow employees and team members during the business rescue process.

- Perceived behavioural changes that occurred during Business Rescue:
 - Creativity and innovation
 - Communication
 - Leadership style
 - Financial support
- Detachment of fellow employees from the organisation during business rescue.

ORGANISATIONAL COMMITMENT LEVEL FACTORS

Research Question 5: *What are the organisation factors that became most important for you during Business Rescue for organisational commitment compared to times of low distress?*

Prompts:

- Organisational factors influencing commitment levels the most during Business Rescue. Expand on the following most applicable to your organisation:
 - Company culture
 - Team morale
 - Company politics: uncertainty/ conflict
 - Job security and functions
 - Company policies
 - Availability of critical skills
 - Business Rescue Practitioners / regulations
 - Access to finance
 - External supplier relations
- Role of management in improving commitment levels using any of the factors mentioned above.
- Advice for employees of another SME about to undergo Business Rescue.
- Additional insight to share regarding the Business Rescue experience or process from an employee point of view.
- Additional information to highlight.

Research Question 6: *How would you describe the corporate culture during business rescue?*

Research Question 7: *What advice would you give to other employees at another SME under business rescue?*

END OF THE INTERVIEW

Confirm a summary of the highlighted respondent answers. Confirm that should any further information be required; the interviewer will remain in contact with the respondent.

Thank respondent for their time, information provided and their contribution towards the research study.

Appendix 2 Code report

Project: Mark_MBA_Research Report

Codes Report

Selected codes (99)

○ **Accountability**

1 Quotations:

D 16: Respondent 17 - 16:27 given more responsibilities, would that increase accountability (15741:15804)

0 Memos

0 Codes

○ **Added stress**

1 Quotations:

D 13: Respondent 13 - 13:10 stress factor that influences your family, your spouse, your finances,... (4964:5088)

0 Memos

0 Codes

● **Advice for other organisations under BR**

33 Quotations:

D 1: Respondent 1 - 1:33 believe in yourself and then believe in your product (18469:18521) / D 1: Respondent 1 - 1:34 the quicker you get out of business rescue the best (18651:18703) / D 1: Respondent 1 - 1:36 reanalyse and and, have a look and see, at, at, where, what, sectors o... (18802:18943) / D 2: Respondent 2 - 2:9 I would advise patience (12365:12387) / D 2: Respondent 2 - 2:10 you don't see the results right at the beginning, it takes time, so be... (12506:12812) / D 2: Respondent 2 - 2:11 Supplier relations is something that should grow from the very open I... (12969:13043) / D 2: Respondent 2 - 2:12 suppliers need to be patient with you, and I don't know how much thous... (13401:13742) / D 2: Respondent 2 - 2:23 business rescue as a topic itself, needs to be explained better and pu... (17981:18061) / D 3: Respondent 3 - 3:14 make a 100% sure of what BRP you are using, what business rescue pract... (11360:11707) / D 3: Respondent 3 - 3:15 make sure that communication lines stay open between you and your staf... (12146:12287) / D 4: Respondent 4 - 4:21 stay committed to your work, and look beyond what you guys are going t... (10767:12403) / D 5: Respondent 5 - 5:27 I think the silence in between, before they had more information, let... (15866:16190) / D 5: Respondent 5 - 5:28 I think when you in that situation, it gives you the opportunity to th... (16967:17648) / D 5: Respondent 5 - 5:31 turn the negative into a positive, to be creative, use the, the busine... (20126:20410) / D 6: Respondent 6 - 6:23 go and speak to your employers and tell them listen, cause they can al... (15244:15536) / D 6: Respondent 6 - 6:24 communication between you and your workers, during a situation like th... (15622:15730) / D 6: Respondent 6 - 6:25 your employees should also know where you stand and what's happening a... (15752:15946) / D 6: Respondent 6 - 6:26 honesty and keeping the employees up to date of what's happening is

ve... (16029:16115) / D 7: Respondent 8 - 7:8 firms need to understand retrenchment will always be negative, negati... (14541:15198) / D 12: Respondent 7 - 12:24 keep work on your communication (20806:20836) / D 13: Respondent 13 - 13:26 To employees, make sure that you stay informed, make sure that if mana... (11334:11524) / D 14: Respondent 11 - 14:18 Look for a job, because business rescue process is not going to work,... (9295:9592) / D 16: Respondent 17 - 16:40 Be proud of the solution, get to understand exactly what is going on,... (20254:20368) / D 16: Respondent 17 - 16:41 what they needed to know, not what they wanted to know (20541:20594) / D 16: Respondent 17 - 16:45 they must always engage with their managers, and talk to their manager... (23061:23154) / D 17: Respondent 14 - 17:33 the more positive you are, the better it will go (19132:19179) / D 18: Respondent 9 - 18:17 prepare for the bad debt (15123:15148) / D 18: Respondent 9 - 18:18 what your competitors are doing, what's the market related pricing (14923:14988) / D 19: Respondent 10 - 19:16 it goes back to the, the commitment levels of employees for me, I thin... (13575:13821) / D 20: Respondent 16 - 20:31 get a life jacket; hold your breath, its only rainy this day but the s... (14144:14237) / D 21: Respondent 15 - 21:18 not making any rush decisions (15363:15391) / D 21: Respondent 15 - 21:19 whole picture (15296:15310) / D 21: Respondent 15 - 21:26 they should take it day by day, and not rush decisions, and that they... (19950:20056)

0 Memos

0 Codes

Age

2 Quotations:

D 16: Respondent 17 - 16:31 our average age dropped quite considerably through the course of the b... (16715:16806) / D 16: Respondent 17 - 16:32 we're a relatively young company (16915:16946)

0 Memos

0 Codes

Behavioural changes

Comment by Amber

Noticable changes in attitudes and actions of employees during/after business rescue.

11 Quotations:

D 4: Respondent 4 - 4:17 I noticed behaviour changes in all of us (7440:7479) / D 5: Respondent 5 - 5:17 most of them were holding on to their jobs it was a, a thing of becaus... (8915:9591) / D 5: Respondent 5 - 5:18 I think because management was so open about what was going on, what t... (9738:10305) / D 5: Respondent 5 - 5:20 still actively doing their job, no one went on a go slow, or anything... (10948:11264) / D 12: Respondent 7 - 12:18 70% that you say are really really committed (14019:14062) / D 15: Respondent 12 - 15:6 workers are complaining cause they want increases, I can't give it to... (6161:6234) / D 17: Respondent 14 - 17:20 I would say that it would be salary that influence them (11012:11066) / D 17: Respondent 14 - 17:21 basically everybody just got more quiet, but I mean, working, working... (11926:12086) / D 20: Respondent 16 - 20:18 everybody get (inaudible 09:44) and then they sit back and they think... (7912:7999) / D 20: Respondent 16 - 20:20 small talk (8681:8690) / D 21: Respondent 15 - 21:10 working together with our, my colleagues (7148:7188)

0 Memos

0 Codes

○ BR process

5 Quotations:

D 18: Respondent 9 - 18:4 disrupted our lifestyle completely (5528:5561) / D 18: Respondent 9 - 18:5 an unfortunate time (5683:5701) / D 20: Respondent 16 - 20:23 its, anxious you know, they are a bit, its overwhelming for all (10523:10585) / D 20: Respondent 16 - 20:25 actually pretty good and save (11476:11505) / D 20: Respondent 16 - 20:33 each person is different (20818:20841)

0 Memos

0 Codes

○ BR process lead to giving up

3 Quotations:

D 12: Respondent 7 - 12:14 the tools that are available to perform (inaudible 12:28) and if none... (10703:10794) / D 13: Respondent 13 - 13:32 describing the business rescue process resulted in you giving up, you... (13465:13589) / D 17: Respondent 14 - 17:26 When they knew they were going to resign, they just basically stopped... (13038:13136)

0 Memos

0 Codes

○ Business rescue duration

5 Quotations:

D 1: Respondent 1 - 1:49 we should have only been in business, excuse me, rescue for 6 months,... (5411:5567) / D 12: Respondent 7 - 12:17 then people start lifting their heads up, and and and, (inaudible 15:1... (13363:13573) / D 12: Respondent 7 - 12:27 from 2018 until now (25599:25617) / D 17: Respondent 14 - 17:16 everybody's calmed down, its actually much better than it was like 5 y... (8558:8659) / D 21: Respondent 15 - 21:3 in the beginning there was uncertainty now there's more certainty (2785:2849)

0 Memos

0 Codes

○ Business rescue practitioners

Comment by Amber

Subjective views of business rescue practitioners and the business rescue procedure.

8 Quotations:

D 1: Respondent 1 - 1:7 they haven't been really battling on our side, so, we've, we've actual... (5775:5884) / D 1: Respondent 1 - 1:8 we want to get out of business rescue, and all we seem to be doing is... (6022:6126) / D 3: Respondent 3 - 3:12 I found that the business rescue practitioner I'm working with, they k... (10897:10993) / D 3: Respondent 3 - 3:18 the BRP that we using, that, I think if it wasn't for them, this would... (14000:14856) / D 14: Respondent 11 - 14:3 the practitioner wasn't really involved, so they didn't really speak t... (2638:2929) / D

14: Respondent 11 - 14:19 there's a lot of attorneys, or legal, legal, legal practitioners out t... (9829:10187) / D
16: Respondent 17 - 16:44 they have to hand over the reins to the, business rescue practitioner (22317:22385) /
D 17: Respondent 14 - 17:32 one of the best business practitioners that we know of, and, he has, h...
(18299:18405)

0 Memos

0 Codes

○ Camaraderie

Comment by Amber

Mutual trust among employee/employers.

12 Quotations:

D 4: Respondent 4 - 4:10 we just supported each other and wherever we needed assistance, they w...
(4688:4795) / D 4: Respondent 4 - 4:11 they would try and stretch their, their hands where possible (4921:4981)
/ D 5: Respondent 5 - 5:11 I think most of us understood, what the whole industry was going throu...
(6292:6416) / D 5: Respondent 5 - 5:16 , there was a sense of looking out for each other, supporting each oth...
(8327:8616) / D 5: Respondent 5 - 5:22 so we were trying to keep each other positive (11995:12039) / D 5:
Respondent 5 - 5:24 I think management, the fact that we were in, not really involved, but... (13542:14141) / D
6: Respondent 6 - 6:21 stand together, make decisions together, discuss stuff (14686:14739) / D 13:
Respondent 13 - 13:23 I would definitely say the first 6 months, morale was quite high, beca... (10027:10146) /
D 16: Respondent 17 - 16:22 decision has been made it was all hands on board (13972:14020) / D 17:
Respondent 14 - 17:16 everybody's calmed down, its actually much better than it was like 5 y... (8558:8659) / D
21: Respondent 15 - 21:10 working together with our, my colleagues (7148:7188) / D 21: Respondent 15 - 21:27
there was a comradery, a willingness to support and assist one another... (11452:11551)

0 Memos

0 Codes

○ Career development

Comment by Amber

Improving and developing career skills.

3 Quotations:

D 5: Respondent 5 - 5:12 I don't, I don't think there's anything that upset me to leave, the on... (7023:7179) / D
5: Respondent 5 - 5:15 if it comes to loyalty, I would have stayed forever, but there was the... (7489:7613) / D 6:
Respondent 6 - 6:18 but I also think it's because they are trained drivers and they've don... (9248:9859)

0 Memos

0 Codes

○ Clear objectives

2 Quotations:

D 16: Respondent 17 - 16:19 you need to have clear objectives, that everybody is aware of (12243:12303) / D
21: Respondent 15 - 21:10 working together with our, my colleagues (7148:7188)

0 Memos

0 Codes

○ Commitment defined

16 Quotations:

D 6: Respondent 6 - 6:3 Long hours, looking after the bookkeeping, which is probably most impo... (1682:1970) / D 7: Respondent 8 - 7:10 so we've got motivated, hardworking, committed staff (5154:5205) / D 12: Respondent 7 - 12:5 I think its commitment from the employees as well to serve their role, (3431:3500) / D 12: Respondent 7 - 12:6 that's why I think commitment is, actually I think in the business and... (3590:3696) / D 13: Respondent 13 - 13:2 employee commitment is, I feel that, the employee would do the utmost... (1931:2127) / D 14: Respondent 11 - 14:1 Commitment level to me, is basically, your effort level that you put i... (1742:1854) / D 15: Respondent 12 - 15:7 just giving your best (6475:6495) / D 16: Respondent 17 - 16:2 communication at that level is fundamental (3989:4030) / D 16: Respondent 17 - 16:42 depends on the state of health of the business (21079:21124) / D 17: Respondent 14 - 17:2 my commitment is very very high, that I have to describe in other word... (3371:3485) / D 17: Respondent 14 - 17:3 I work very hard (3783:3799) / D 17: Respondent 14 - 17:4 every single day I do something different, every single day I learn so... (3967:4047) / D 18: Respondent 9 - 18:1 accountable (3163:3173) / D 18: Respondent 9 - 18:2 (inaudible 03:18) (3179:3195) / D 19: Respondent 10 - 19:2 I've been with the company for quite some years, and, they've been ver... (2136:2351) / D 21: Respondent 15 - 21:5 its about actually making a difference to the company and always tryin... (4741:4889)

0 Memos

0 Codes

○ Commitment of other employees

18 Quotations:

D 12: Respondent 7 - 12:8 limiting authority as such, so I would say, those that have been inter... (6332:6428) / D 12: Respondent 7 - 12:16 the first few months there is a bit of a, uncertainty and you know, pe... (13097:13212) / D 12: Respondent 7 - 12:18 70% that you say are really really committed (14019:14062) / D 12: Respondent 7 - 12:20 people that are obviously detached (16489:16522) / D 12: Respondent 7 - 12:21 its uncertainty, not actually understanding what we trying to achieve (18084:18152) / D 15: Respondent 12 - 15:6 workers are complaining cause they want increases, I can't give it to... (6161:6234) / D 15: Respondent 12 - 15:10 there's a lot of stuff, that negative stuff, around the employees (8554:8618) / D 17: Respondent 14 - 17:20 I would say that it would be salary that influence them (11012:11066) / D 17: Respondent 14 - 17:21 basically everybody just got more quiet, but I mean, working, working... (11926:12086) / D 17: Respondent 14 - 17:22 everybody brought 100% to, to the table (11365:11404) / D 17: Respondent 14 - 17:25 towards the end, just before the, the employees resigned, less, less a... (12918:13006) / D 17: Respondent 14 - 17:26 When they knew they were going to resign, they just basically stopped... (13038:13136) / D 18: Respondent 9 - 18:23 no real benefit from the business rescue for employees (18950:19003) / D 19: Respondent 10 - 19:12 everybody has been complaining about the cut of pay, which everybody h... (9352:9515) / D 20: Respondent 16 - 20:1 it's their livelihood (1880:1900) / D 20: Respondent 16 - 20:21 I've noticed the members of my team have high commitment levels that a... (10035:10122) / D 20: Respondent 16 - 20:22 I've noticed that some of them, their commitment levels are dropping (10246:10314) / D 20: Respondent 16 - 20:33 each person is different (20818:20841)

0 Memos

0 Codes

○ Commitment towards other employees

2 Quotations:

D 12: Respondent 7 - 12:18 70% that you say are really really committed (14019:14062) / D 15: Respondent 12 - 15:2 my commitment to my, my employees are, that I need to be there, see th... (3167:3294)

0 Memos

0 Codes

○ Corporate culture aided BR process

1 Quotations:

D 17: Respondent 14 - 17:16 everybody's calmed down, its actually much better than it was like 5 y... (8558:8659)

0 Memos

0 Codes

○ Corporate culture defined

Comment by Amber

Shared beliefs and behaviours that characterises members of an organisation and the nature of such an organisation.

18 Quotations:

D 2: Respondent 2 - 2:21 culture and brand deteriorated during business rescue (17660:17712) / D 3: Respondent 3 - 3:16 it is volatile (12657:12671) / D 5: Respondent 5 - 5:26 everybody was supportive, trying to stay positive, there weren't any,... (14436:14695) / D 6: Respondent 6 - 6:19 I don't think a lot of people understand what business is all about, t... (12503:12945) / D 6: Respondent 6 - 6:28 in terms of the culture, you described evidence of a little bit of dis... (17743:17823) / D 12: Respondent 7 - 12:25 company culture as we, (inaudible 25:44) diverse (22274:22321) / D 13: Respondent 13 - 13:22 company culture is basically, pay out as little as possible to anybody... (9679:9886) / D 14: Respondent 11 - 14:12 That didn't really change a lot, there was a bit more negativity (7696:7759) / D 16: Respondent 17 - 16:39 no hidden agendas (19793:19810) / D 17: Respondent 14 - 17:15 nobody's rude to each other (8349:8375) / D 17: Respondent 14 - 17:27 its casual (15943:15953) / D 17: Respondent 14 - 17:28 its relaxed (16086:16097) / D 17: Respondent 14 - 17:29 I don't think its stressful most of the time (16105:16148) / D 19: Respondent 10 - 19:15 the rules are there, the rules are there to be followed, it's a strict... (12918:13001) / D 20: Respondent 16 - 20:19 become complaisant (8045:8062) / D 20: Respondent 16 - 20:26 there's always one whiney cat (12182:12211) / D 20: Respondent 16 - 20:27 pretty much the same in that regard (12429:12464) / D 21: Respondent 15 - 21:22 company culture is similar to that of a family (19166:19211)

0 Memos

0 Codes

Corporate culture made BR process difficult

1 Quotations:

D 13: Respondent 13 - 13:37 the corporate culture you described as, they would pay out as little a... (15267:15554)

0 Memos

0 Codes

Decreased commitment

5 Quotations:

D 12: Respondent 7 - 12:14 the tools that are available to perform (inaudible 12:28) and if none... (10703:10794) / D 13: Respondent 13 - 13:35 team members, you, you felt, you feel that they felt some of that to y... (14682:14789) / D 14: Respondent 11 - 14:7 there was a lot of uncertainty, so people didn't know what's going on,... (5428:5697) / D 17: Respondent 14 - 17:10 I mean you start crunching down and you start getting depressed (6337:6400) / D 20: Respondent 16 - 20:22 I've noticed that some of them, their commitment levels are dropping (10246:10314)

0 Memos

0 Codes

Decreased work performance

1 Quotations:

D 14: Respondent 11 - 14:22 noticed a slowdown in production levels (12435:12473)

0 Memos

0 Codes

Depressed

1 Quotations:

D 17: Respondent 14 - 17:10 I mean you start crunching down and you start getting depressed (6337:6400)

0 Memos

0 Codes

Detachment from the organisation

5 Quotations:

D 12: Respondent 7 - 12:20 people that are obviously detached (16489:16522) / D 13: Respondent 13 - 13:16 I think a lot of them feel the same as I do, if they were offered a be... (8496:8647) / D 14: Respondent 11 - 14:9 Obviously there was oaks that was looking for alternative jobs (6269:6330) / D 21: Respondent 15 - 21:17 No, they've never, there really hasn't been any change (12134:12187) / D 21: Respondent 15 - 21:20 haven't

witnessed any detachment from fellow employees (18963:19016)

0 Memos

0 Codes

Disappointment

7 Quotations:

D 12: Respondent 7 - 12:14 the tools that are available to perform (inaudible 12:28) and if none... (10703:10794) / D 13: Respondent 13 - 13:27 I'm disappointed in what it actually turned out to be (12044:12097) / D 13: Respondent 13 - 13:28 I feel let down, depressed, sorry that I did not leave or tried to lea... (12427:12544) / D 13: Respondent 13 - 13:30 its disappointed you, as none of the goals that were set out have actu... (13265:13404) / D 13: Respondent 13 - 13:36 last straw to create less commitment to the company, you mentioned, it... (14318:14640) / D 17: Respondent 14 - 17:7 taken a toll, I mean financial have been, been, it's been crazy (5182:5245) / D 19: Respondent 10 - 19:14 they said we were willing to spend 300,000 on machines, when we, as re... (11762:11885)

0 Memos

0 Codes

Dismissals

1 Quotations:

D 16: Respondent 17 - 16:16 disciplinary and fired, and dismissed (8461:8497)

0 Memos

0 Codes

Drive

Comment by Amber

Determined urge to do something or attain a specific goal within the organisation.

6 Quotations:

D 2: Respondent 2 - 2:1 now we are driven to do more, compared to before (4286:4333) / D 2: Respondent 2 - 2:2 right now I think that I am able to cater for my personal needs (5041:5104) / D 3: Respondent 3 - 3:6 as the plan is going on and as we growing stuff, I see new growth in t... (5559:5844) / D 5: Respondent 5 - 5:15 if it comes to loyalty, I would have stayed forever, but there was the... (7489:7613) / D 6: Respondent 6 - 6:8 dedicated to make everything work (3690:3723) / D 13: Respondent 13 - 13:4 started the business rescue, ours have explained to us, and we all jum... (2172:2355)

0 Memos

0 Codes

Duration in organisation

16 Quotations:

D 1: Respondent 1 - 1:4 I've been in the industry for, for 20 years (3916:3959) / D 2: Respondent 2 - 2:6 I've

been with this company for more than 10 years (6657:6706) / D 3: Respondent 3 - 3:17 I've seen that, especially the people who've been working here a long... (13002:13101) / D 4: Respondent 4 - 4:16 I joined the team when lockdown actually started (6814:6861) / D 5: Respondent 5 - 5:5 I've been working for Regal Fruits for 12 years (4744:4791) / D 6: Respondent 6 - 6:15 Well I've got some guys still working for me, so they've been with us... (8875:8962) / D 6: Respondent 6 - 6:17 And the ones, and the guys that left, were they, how long have they be... (8977:9245) / D 6: Respondent 6 - 6:18 but I also think it's because they are trained drivers and they've don... (9248:9859) / D 6: Respondent 6 - 6:27 so you have been there for two years, you you find that you were more... (16831:16959) / D 12: Respondent 7 - 12:1 I've been working here now since 2012, be that 8 years (2957:3010) / D 13: Respondent 13 - 13:1 I've been with the company, 15 years (1725:1760) / D 14: Respondent 11 - 14:10 Some of them have been there for 10 years, and some of them actually I... (6479:6586) / D 17: Respondent 14 - 17:1 11 years (4194:4201) / D 17: Respondent 14 - 17:16 everybody's calmed down, its actually much better than it was like 5 y... (8558:8659) / D 19: Respondent 10 - 19:3 I started 2009 (2523:2536) / D 21: Respondent 15 - 21:1 I've been here 2002 (1805:1823)

0 Memos

0 Codes

○ Empathy

Comment by Amber

Empathetic leadership or care for staff. Understanding members of an organisation and

showing sensitively towards their roles and responsibilities within the organisation.

4 Quotations:

D 3: Respondent 3 - 3:9 my leadership style has changed; I tend to be more, if I can put it th... (7745:7924) / D 3: Respondent 3 - 3:10 But also to try and, try and see what's stressing the employees, becau... (8109:8219) / D 15: Respondent 12 - 15:1 if you struggling with receiving your money at the month, at the end o... (3548:3740) / D 17: Respondent 14 - 17:14 I mean I have a son who is 11, and there was, there's no way of me sen... (7166:7334)

0 Memos

0 Codes

○ Employees are aware/can see what is going on

3 Quotations:

D 3: Respondent 3 - 3:7 if you try and you hide what's happening in the company, from from the... (6672:6935) / D 12: Respondent 7 - 12:13 trying to better to understand the whole process (9642:9689) / D 14: Respondent 11 - 14:11 I think you get the (inaudible 09:44) really start focusing a lot more... (7231:7592)

0 Memos

0 Codes

○ Empowerment

1 Quotations:

D 16: Respondent 17 - 16:26 people being empowered (15696:15717)

0 Memos

0 Codes

○ Experiencing progress

5 Quotations:

D 16: Respondent 17 - 16:24 I think walking the walk, as opposed to talking the talking, meeting,... (15193:15297) / D 16: Respondent 17 - 16:33 yet to not honour an order, that we've received, so I think that that... (17114:17223) / D 16: Respondent 17 - 16:37 we stop talking about things, and we started doing, the business start... (18902:18986) / D 16: Respondent 17 - 16:38 procrastination levels have dropped considerably (19244:19291) / D 21: Respondent 15 - 21:3 in the beginning there was uncertainty now there's more certainty (2785:2849)

0 Memos

0 Codes

○ Family

1 Quotations:

D 18: Respondent 9 - 18:20 My survival to support my family (20615:20646)

0 Memos

0 Codes

○ Fear during BR

5 Quotations:

D 16: Respondent 17 - 16:3 there is fear, there is genuine fear and concern at all levels of the... (4184:4260) / D 17: Respondent 14 - 17:23 got a little bit scared and they wanted to get job stability (12423:12483) / D 17: Respondent 14 - 17:24 not sure how the business rescue would go, so, went finding other jobs... (12503:12610) / D 18: Respondent 9 - 18:10 the staff were (inaudible 11:29) worrying obviously (10358:10408) / D 20: Respondent 16 - 20:23 its, anxious you know, they are a bit, its overwhelming for all (10523:10585)

0 Memos

0 Codes

○ Financial distress during/after BR

Comment by Amber

Financial distress within the organisation during/after businesss rescue.

5 Quotations:

D 1: Respondent 1 - 1:6 putting pressure on it, because they kept me in my rentals, where I wa... (5546:5711) / D 1: Respondent 1 - 1:35 financial drain (18740:18756) / D 1: Respondent 1 - 1:46 financial drain within the whole process (21286:21327) / D 17: Respondent 14 - 17:7 taken a toll, I mean financial have been, been, it's been crazy (5182:5245) / D 18: Respondent 9 - 18:7 don't have the cash funds (7182:7206)

0 Memos

0 Codes

Financial security

2 Quotations:

D 7: Respondent 8 - 7:12 it was demoralising to them and devastating to their financial situati... (3036:3107) / D 16: Respondent 17 - 16:11 their financial necessities (6515:6542)

0 Memos

0 Codes

Goals for the business

7 Quotations:

D 1: Respondent 1 - 1:14 we always thinking of new ideas how to promote the business, because w... (7312:7474) / D 1: Respondent 1 - 1:30 projects lined up (16041:16057) / D 1: Respondent 1 - 1:38 there is a bit of pressure there, but you have an end goal of being th... (19672:19767) / D 1: Respondent 1 - 1:39 see the business pulling through (19830:19862) / D 4: Respondent 4 - 4:5 shows they have long terms plans for us and not just, for the business... (3039:3119) / D 7: Respondent 8 - 7:11 when we taken the business rescue practition, the first thing we, the... (3110:3283) / D 19: Respondent 10 - 19:14 they said we were willing to spend 300,000 on machines, when we, as re... (11762:11885)

0 Memos

0 Codes

Honesty

1 Quotations:

D 3: Respondent 3 - 3:7 if you try and you hide what's happening in the company, from from the... (6672:6935)

0 Memos

0 Codes

How management handled BR

Comment by Amber

The process and role of dealing with information and members within an organisation.

22 Quotations:

D 1: Respondent 1 - 1:41 now taking on a manager role (20410:20437) / D 2: Respondent 2 - 2:14 bosses and owners need to, to explain the whole process and not to, to... (14390:15094) / D 3: Respondent 3 - 3:7 if you try and you hide what's happening in the company, from from the... (6672:6935) / D 3: Respondent 3 - 3:13 I have to know what's going on all the time, especially when it gets t... (10411:10494) / D 3: Respondent 3 - 3:15 make sure that communication lines stay open between you and your staf... (12146:12287) / D 4: Respondent 4 - 4:1 fairly committed to the organisation, because our, director actually c... (1841:2009) / D 4: Respondent 4 - 4:2 he

found a way to accommodate for all of us without having to lose any... (2079:2153) / D 4: Respondent 4 - 4:5 shows they have long terms plans for us and not just, for the business... (3039:3119) / D 4: Respondent 4 - 4:11 they would try and stretch their, their hands where possible (4921:4981) / D 4: Respondent 4 - 4:24 if we had any concerns they made sure that we didn't worry about anyth... (14385:14457) / D 5: Respondent 5 - 5:2 there was discussions on how we need to save costs, and they asked eve... (2659:3147) / D 5: Respondent 5 - 5:18 I think because management was so open about what was going on, what t... (9738:10305) / D 5: Respondent 5 - 5:24 I think management, the fact that we were in, not really involved, but... (13542:14141) / D 5: Respondent 5 - 5:27 I think the silence in between, before they had more information, let... (15866:16190) / D 6: Respondent 6 - 6:21 stand together, make decisions together, discuss stuff (14686:14739) / D 6: Respondent 6 - 6:22 communication between partners in a business like that or in a situati... (14972:15076) / D 13: Respondent 13 - 13:19 Communicate okay, communicate, to inform us what's happening, because... (9102:9262) / D 13: Respondent 13 - 13:20 when they did communicate and they did keep us informed, it definitely... (9372:9531) / D 13: Respondent 13 - 13:25 there's quite a lot they could try a little bit harder, they could hav... (10697:11209) / D 13: Respondent 13 - 13:38 role of management, they should have tried harder, spoken earlier, and... (15639:15799) / D 14: Respondent 11 - 14:11 I think you get the (inaudible 09:44) really start focusing a lot more... (7231:7592) / D 20: Respondent 16 - 20:30 little bit more, communication (13243:13272)

0 Memos

0 Codes

○ Importance of commitment

4 Quotations:

D 13: Respondent 13 - 13:8 I think it's very important, it, it really is, because if your employe... (3989:4217) / D 16: Respondent 17 - 16:18 Communication probably was one of the most fundamental elements, openn... (11715:11949) / D 16: Respondent 17 - 16:35 within their validation, and that they shouldn't be afraid to speak up (17658:17727) / D 20: Respondent 16 - 20:30 little bit more, communication (13243:13272)

0 Memos

0 Codes

○ Importance of communication

Comment by Amber

The exchange of information regarding the organisation, among and between employees/employers.

21 Quotations:

D 1: Respondent 1 - 1:28 passing down my knowledge has been, you know it's awesome to teach peo... (14197:14325) / D 1: Respondent 1 - 1:42 more open and passing down that knowledge to the rest of your team (20593:20658) / D 1: Respondent 1 - 1:43 special focus on, and attention on communication (20855:20902) / D 3: Respondent 3 - 3:7 if you try and you hide what's happening in the company, from from the... (6672:6935) / D 3: Respondent 3 - 3:8 keep on being honest with them, tell them at the end of the month when... (7341:7524) / D 3: Respondent 3 - 3:11 communication is very important, I've seen, especially when it comes t... (9347:10219) / D 3: Respondent 3 - 3:15 make sure that communication lines stay open between you and your staf... (12146:12287) / D 4: Respondent 4 - 4:6 everything was communicated to us, even the challenges (3724:3777)

/ D 5: Respondent 5 - 5:2 there was discussions on how we need to save costs, and they asked eve... (2659:3147) / D 5: Respondent 5 - 5:16 , there was a sense of looking out for each other, supporting each oth... (8327:8616) / D 5: Respondent 5 - 5:24 I think management, the fact that we were in, not really involved, but... (13542:14141) / D 6: Respondent 6 - 6:21 stand together, make decisions together, discuss stuff (14686:14739) / D 6: Respondent 6 - 6:22 communication between partners in a business like that or in a situati... (14972:15076) / D 6: Respondent 6 - 6:24 communication between you and your workers, during a situation like th... (15622:15730) / D 13: Respondent 13 - 13:15 communication was key, because as we were in definite distress (7405:7466) / D 13: Respondent 13 - 13:19 Communicate okay, communicate, to inform us what's happening, because... (9102:9262) / D 13: Respondent 13 - 13:20 when they did communicate and they did keep us informed, it definitely... (9372:9531) / D 14: Respondent 11 - 14:17 management should be, should should get more involved in what's actual... (8853:9161) / D 14: Respondent 11 - 14:20 the employees should be, maybe engaged more, to see where, there might... (11045:11280) / D 16: Respondent 17 - 16:2 communication at that level is fundamental (3989:4030) / D 16: Respondent 17 - 16:48 I think that we did always communicate it back to people, or always in... (25439:25585)

0 Memos

0 Codes

Importance of family support during BR

1 Quotations:

D 3: Respondent 3 - 3:4 Okay, I'll, because, because you say you asking my personal things, ok... (3535:4498)

0 Memos

0 Codes

Importance of the research

2 Quotations:

D 16: Respondent 17 - 16:1 I am in agreement with regards to the employee element, certainly one... (3631:3745) / D 16: Respondent 17 - 16:43 need to understand that all employees, including any directors and any... (22099:22223)

0 Memos

0 Codes

Incentives

Comment by Amber

Something to keep employees motivated or encourage to continue hard work.

2 Quotations:

D 7: Respondent 8 - 7:6 so you guys have bought them lunch, you taking them, you trying to di... (13694:13813) / D 15: Respondent 12 - 15:3 giving them their (inaudible 04:49) and and buying them food, if they... (4113:4323)

0 Memos

0 Codes

○ Increased commitment

8 Quotations:

D 12: Respondent 7 - 12:26 managed to reinvent myself (24436:24461) / D 17: Respondent 14 - 17:6 I have more commitment towards the company, cause I know we going to s... (5092:5168) / D 17: Respondent 14 - 17:8 I feel I need to give my commitment 110% (5321:5360) / D 17: Respondent 14 - 17:13 I have actually not, I just had a very high commitment to the company (7652:7721) / D 20: Respondent 16 - 20:21 I've noticed the members of my team have high commitment levels that a... (10035:10122) / D 21: Respondent 15 - 21:6 remaining focused on what the end goal is going to be (5614:5666) / D 21: Respondent 15 - 21:8 become more focused more (7083:7106) / D 21: Respondent 15 - 21:15 commitments been very high (10975:11000)

0 Memos

0 Codes

○ Increased staff motivation

Comment by Amber

The willingness to continue doing something.

5 Quotations:

D 4: Respondent 4 - 4:7 also transparency, there was a lot of transparency, and that, that, wa... (3812:3938) / D 4: Respondent 4 - 4:18 willingness to, to do our work now more, because we motivated (7720:7781) / D 5: Respondent 5 - 5:23 I think just motivating everybody to go on (12314:12357) / D 7: Respondent 8 - 7:4 things like that demotivated staff, so as a result I think we have ver... (4551:4648) / D 7: Respondent 8 - 7:10 so we've got motivated, hardworking, committed staff (5154:5205)

0 Memos

0 Codes

○ Increased work performance

5 Quotations:

D 6: Respondent 6 - 6:9 spend a lot of hours, at the office and in the workshops and getting t... (3765:3906) / D 6: Respondent 6 - 6:11 when you go into business rescue, you know, I think you actually commi... (5109:5275) / D 6: Respondent 6 - 6:13 Cause you know, spending more time in, like, stuff that we never used... (6567:7402) / D 10: Employee Commitment and Quality of Work - 10:4 The added value of such employees is that they tend to be more determ... (2:1311 [2:1489]) / D 21: Respondent 15 - 21:9 do more planning (7109:7125)

0 Memos

0 Codes

○ Industry

Comment by Amber

Market conditions that the SME operates in.

4 Quotations:

D 1: Respondent 1 - 1:3 whole industry has been fairly flat (2319:2353) / D 18: Respondent 9 - 18:29 suppliers, that they were a bit shocked and that you paid a bit later (19924:19992) / D 20: Respondent 16 - 20:4 So there was nothing out there (2672:2701) / D 20: Respondent 16 - 20:32 I'd say about 99% of suppliers (inaudible 20:03) are pretty much on bo... (15978:16058)

0 Memos

0 Codes

Job security

8 Quotations:

D 2: Respondent 2 - 2:22 in terms of job security, people did think of leaving (18087:18140) / D 6: Respondent 6 - 6:20 job security, I don't know, I don't know if we can actually guarantee... (14121:14209) / D 12: Respondent 7 - 12:16 the first few months there is a bit of a, uncertainty and you know, pe... (13097:13212) / D 14: Respondent 11 - 14:21 personal factors that are most important for you, is obviously job sec... (11597:11699) / D 17: Respondent 14 - 17:23 got a little bit scared and they wanted to get job stability (12423:12483) / D 19: Respondent 10 - 19:14 they said we were willing to spend 300,000 on machines, when we, as re... (11762:11885) / D 19: Respondent 10 - 19:18 at any moment, they could be told to leave or to stay (16598:16651) / D 20: Respondent 16 - 20:4 So there was nothing out there (2672:2701)

0 Memos

0 Codes

Lack of appreciation for employees

3 Quotations:

D 19: Respondent 10 - 19:9 certain people are being looked passed, and certain people are not bei... (5373:5457) / D 19: Respondent 10 - 19:11 certain people became, and people replaced (7928:7969) / D 19: Respondent 10 - 19:14 they said we were willing to spend 300,000 on machines, when we, as re... (11762:11885)

0 Memos

0 Codes

Lack of communication

4 Quotations:

D 5: Respondent 5 - 5:27 I think the silence in between, before they had more information, let... (15866:16190) / D 13: Respondent 13 - 13:25 there's quite a lot they could try a little bit harder, they could hav... (10697:11209) / D 13: Respondent 13 - 13:37 the corporate culture you described as, they would pay out as little a... (15267:15554) / D 14: Respondent 11 - 14:3 the practitioner wasn't really involved, so they didn't really speak t... (2638:2929)

0 Memos

0 Codes

Lack of motivation

2 Quotations:

D 13: Respondent 13 - 13:5 just feels that I have given up, I have given up and it (inaudible 04:... (3260:3434) /

D 14: Respondent 11 - 14:8 very difficult to motivate staff to work (5995:6034)

0 Memos

0 Codes

Lack of understanding

1 Quotations:

D 16: Respondent 17 - 16:4 as you go further down, there's a knowledge, the lack of clear underst...

(4342:4419)

0 Memos

0 Codes

Last straw

16 Quotations:

D 2: Respondent 2 - 2:15 commitments and promises are not being kept, I think for me, that woul...

(16477:16563) / D 3: Respondent 3 - 3:21 I think I'll know when I get there (5223:5256) / D 4: Respondent 4 -

4:12 no, the hard work (5420:5437) / D 4: Respondent 4 - 4:13 someone who doesn't have the will to like carry

the boat (5550:5605) / D 4: Respondent 4 - 4:15 not doing anything at all, and not receiving the same

commitment I gav... (6065:6155) / D 5: Respondent 5 - 5:30 last straw for you would be the growth opportunities

in the future (18532:18597) / D 13: Respondent 13 - 13:36 last straw to create less commitment to the company,

you mentioned, it... (14318:14640) / D 14: Respondent 11 - 14:6 Not getting paid (4585:4600) / D 16:

Respondent 17 - 16:23 if the numbers prove that, that we could not turn the business around... (14483:14629) /

D 17: Respondent 14 - 17:17 if they had tell me that we, not getting paid (9298:9342) / D 17: Respondent 14 -

17:18 I wouldn't be committed, its, if if I was told, that listen, the bu... (9409:9539) / D 18: Respondent 9 - 18:9

when I get to that point and I know I can no longer do this anymore (9511:9577) / D 18: Respondent 9 - 18:25

realised that there was no growth in the industry (19258:19307) / D 19: Respondent 10 - 19:10 Finance I'd say

(6580:6594) / D 20: Respondent 16 - 20:16 I would say, the salary, salary wasn't paid (5530:5573) / D 21:

Respondent 15 - 21:14 the income (9959:9969)

0 Memos

0 Codes

Leadership style

6 Quotations:

D 3: Respondent 3 - 3:9 my leadership style has changed; I tend to be more, if I can put it th... (7745:7924) / D

3: Respondent 3 - 3:10 But also to try and, try and see what's stressing the employees, becau... (8109:8219) / D

3: Respondent 3 - 3:22 as a leader I found that if I don't know exactly what's going on in te... (10648:10869) / D

5: Respondent 5 - 5:21 big thing was trying to stay positive and trying to keep everybody els... (11569:11659) /

D 5: Respondent 5 - 5:23 I think just motivating everybody to go on (12314:12357) / D 12: Respondent 7 - 12:19

I'd definitely go for a democratic style where, one influences the gro... (15536:15644)

0 Memos

0 Codes

Liquidation

2 Quotations:

D 18: Respondent 9 - 18:3 come to an end and being liquidated (3472:3506) / D 18: Respondent 9 - 18:6 the business is liquidated (6770:6795)

0 Memos

0 Codes

Listening to instructions

1 Quotations:

D 15: Respondent 12 - 15:12 they haven't got listening skills, you repeat one thing about I don't... (10839:11066)

0 Memos

0 Codes

Loss of employees

1 Quotations:

D 13: Respondent 13 - 13:3 about 50% of the staff has already left (2506:2544)

0 Memos

0 Codes

Loyalty

Comment by Amber

Feeling of support/allegiance.

6 Quotations:

D 2: Respondent 2 - 2:4 There has yes, definitely (5855:5879) / D 3: Respondent 3 - 3:17 I've seen that, especially the people who've been working here a long... (13002:13101) / D 5: Respondent 5 - 5:9 do I stay and try and help them or do I think about my own future and... (5783:5899) / D 5: Respondent 5 - 5:15 if it comes to loyalty, I would have stayed forever, but there was the... (7489:7613) / D 15: Respondent 12 - 15:5 working for almost 4 years (6067:6093) / D 16: Respondent 17 - 16:9 many of them have served for very very long time (5336:5383)

0 Memos

0 Codes

Management role in improving commitment in organisation

1 Quotations:

D 14: Respondent 11 - 14:17 management should be, should should get more involved in what's actual... (8853:9161)

0 Memos

0 Codes

Morale

7 Quotations:

D 12: Respondent 7 - 12:9 at some point it does affect your morale, and so, and and then work an... (8992:9067) / D 12: Respondent 7 - 12:16 the first few months there is a bit of a, uncertainty and you know, pe... (13097:13212) / D 16: Respondent 17 - 16:49 celebrating the successes, no matter how small they may be (25796:25854) / D 17: Respondent 14 - 17:30 I would say it's quite good (16484:16512) / D 20: Respondent 16 - 20:28 everybody is pretty on-board (12672:12700) / D 20: Respondent 16 - 20:29 everybody is on the same page (12983:13012) / D 21: Respondent 15 - 21:23 team morale is very upbeat (19218:19243)

0 Memos

0 Codes

Morale impacted during BR

7 Quotations:

D 12: Respondent 7 - 12:16 the first few months there is a bit of a, uncertainty and you know, pe... (13097:13212) / D 13: Respondent 13 - 13:21 very depressed (8082:8095) / D 13: Respondent 13 - 13:24 I would say this past year, morale was regarding that, very low (10215:10277) / D 14: Respondent 11 - 14:13 The team morale, yeah it dropped a bit (7891:7928) / D 14: Respondent 11 - 14:14 The team morale, yeah it dropped a bit, but not, not too much Intervie... (7891:8044) / D 19: Respondent 10 - 19:8 it's been a difficult ride, yes and there are certain times where we f... (4372:4517) / D 19: Respondent 10 - 19:18 at any moment, they could be told to leave or to stay (16598:16651)

0 Memos

0 Codes

Morale not impacted by BR

Comment by Amber

The confidence and enthusiasm of employes/employers regarding the organisation.

5 Quotations:

D 1: Respondent 1 - 1:44 team morale seems to be, okay (20938:20967) / D 2: Respondent 2 - 2:1 now we are driven to do more, compared to before (4286:4333) / D 4: Respondent 4 - 4:20 it hasn't really been, been affected, my morale in the company (10358:10419) / D 7: Respondent 8 - 7:7 under team morale, you've said its been fantastic (14138:14187) / D 13: Respondent 13 - 13:23 I would definitely say the first 6 months, morale was quite high, beca... (10027:10146)

0 Memos

0 Codes

○ Need for reassurance

3 Quotations:

D 14: Respondent 11 - 14:17 management should be, should should get more involved in what's actual... (8853:9161) / D 17: Respondent 14 - 17:31 well they sticking by me and I'm sticking by them, that, that's basica... (16912:17005) / D 19: Respondent 10 - 19:8 it's been a difficult ride, yes and there are certain times where we f... (4372:4517)

0 Memos

0 Codes

○ Need for transparency

Comment by Amber

Openly sharing information. Reflection of corporate culture.

20 Quotations:

D 1: Respondent 1 - 1:20 they don't know that we're in the business rescue because I don't want... (9974:10085) / D 1: Respondent 1 - 1:26 how would you describe the company culture and the team morale, during... (13471:13663) / D 2: Respondent 2 - 2:14 bosses and owners need to, to explain the whole process and not to, to... (14390:15094) / D 3: Respondent 3 - 3:7 if you try and you hide what's happening in the company, from from the... (6672:6935) / D 3: Respondent 3 - 3:8 keep on being honest with them, tell them at the end of the month when... (7341:7524) / D 3: Respondent 3 - 3:15 make sure that communication lines stay open between you and your staf... (12146:12287) / D 4: Respondent 4 - 4:1 fairly committed to the organisation, because our, director actually c... (1841:2009) / D 4: Respondent 4 - 4:6 everything was communicated to us, even the challenges (3724:3777) / D 4: Respondent 4 - 4:7 also transparency, there was a lot of transparency, and that, that, wa... (3812:3938) / D 5: Respondent 5 - 5:2 there was discussions on how we need to save costs, and they asked eve... (2659:3147) / D 5: Respondent 5 - 5:18 I think because management was so open about what was going on, what t... (9738:10305) / D 6: Respondent 6 - 6:19 I don't think a lot of people understand what business is all about, t... (12503:12945) / D 6: Respondent 6 - 6:23 go and speak to your employers and tell them listen, cause they can al... (15244:15536) / D 6: Respondent 6 - 6:26 honesty and keeping the employees up to date of what's happening is ve... (16029:16115) / D 14: Respondent 11 - 14:17 management should be, should should get more involved in what's actual... (8853:9161) / D 16: Respondent 17 - 16:18 Communication probably was one of the most fundamental elements, openn... (11715:11949) / D 16: Respondent 17 - 16:19 you need to have clear objectives, that everybody is aware of (12243:12303) / D 16: Respondent 17 - 16:36 most important thing was the openness, the business rescue process is... (18440:18652) / D 18: Respondent 9 - 18:13 because of the COVID that we were still unfortunately behind doors and... (10898:10993) / D 18: Respondent 9 - 18:26 the firm responded with transparency (19475:19511)

0 Memos

0 Codes

○ Negative view of BR

5 Quotations:

D 14: Respondent 11 - 14:3 the practitioner wasn't really involved, so they didn't really speak t... (2638:2929) / D

14: Respondent 11 - 14:18 Look for a job, because business rescue process is not going to work,... (9295:9592) / D 14: Respondent 11 - 14:19 there's a lot of attorneys, or legal, legal, legal practitioners out t... (9829:10187) / D 18: Respondent 9 - 18:14 I think it became very stressful on a lot of people (12907:12958) / D 18: Respondent 9 - 18:23 no real benefit from the business rescue for employees (18950:19003)

0 Memos

0 Codes

○ No impact on commitment

3 Quotations:

D 12: Respondent 7 - 12:22 wouldn't say exception in some cases, that has been reduced (17900:17959) / D 15: Respondent 12 - 15:8 It was always the same, (6966:6988) / D 20: Respondent 16 - 20:7 Not really (2929:2938)

0 Memos

0 Codes

○ Opportunity for growth

Comment by Amber

Organisations opportunity for improvement and meet goals.

5 Quotations:

D 1: Respondent 1 - 1:14 we always thinking of new ideas how to promote the business, because w... (7312:7474) / D 16: Respondent 17 - 16:14 I, an incredible opportunity, stressful as it may be, for personal dev... (7854:7932) / D 16: Respondent 17 - 16:28 growth opportunity (15901:15918) / D 16: Respondent 17 - 16:29 internal promotions (15948:15967) / D 20: Respondent 16 - 20:12 could promote you (4503:4520)

0 Memos

0 Codes

○ Organisation unable to achieve goals

2 Quotations:

D 13: Respondent 13 - 13:7 none of the goals that were put forward within the first couple of mon... (2974:3064) / D 13: Respondent 13 - 13:30 its disappointed you, as none of the goals that were set out have actu... (13265:13404)

0 Memos

0 Codes

○ Ownership

Comment by Amber

Owners of business under business rescue.

4 Quotations:

D 1: Respondent 1 - 1:52 if we don't have this business, we have nothing, right, without the bu... (7136:7287) /

D 6: Respondent 6 - 6:1 we own the company and stuff you know, you've got 100% commitment on y... (1351:1431) / D 18: Respondent 9 - 18:8 it was a family business, so no, we, we stick together, so during that... (7821:7912) / D 18: Respondent 9 - 18:12 it was a joint decision for us to make (12095:12133)

0 Memos

0 Codes

Pay cuts

11 Quotations:

D 1: Respondent 1 - 1:19 we were paid out very little by the UIF (9685:9724) / D 2: Respondent 2 - 2:5 salary cut that was implemented (5962:5992) / D 3: Respondent 3 - 3:8 keep on being honest with them, tell them at the end of the month when... (7341:7524) / D 4: Respondent 4 - 4:3 so it was only 3 months where we handled it like, salary cuts and th... (2635:2758) / D 4: Respondent 4 - 4:9 there were salary cuts or pay cuts, was that across the board and how,... (4054:4477) / D 4: Respondent 4 - 4:23 if there's no work done, then there's no income flow, which means you... (13860:13986) / D 6: Respondent 6 - 6:14 there's a choice to be made, we, we can't pay the salary that we use t... (8084:8418) / D 6: Respondent 6 - 6:16 but also some of them left (8667:8692) / D 7: Respondent 8 - 7:2 had a 60% salary and with maximum 50%, they got paid for their hours t... (2760:2847) / D 15: Respondent 12 - 15:11 people at home haven't got money, now you need to give money to the pe... (9820:10009) / D 19: Respondent 10 - 19:4 we started, 35% cut off our pay (3194:3224)

0 Memos

0 Codes

Personal attachment to business

Comment by Amber

Personal value or devotion regarding the oragnisation.

10 Quotations:

D 1: Respondent 1 - 1:14 we always thinking of new ideas how to promote the business, because w... (7312:7474) / D 1: Respondent 1 - 1:29 I believe in the company, I believe in the product and I believe in th... (17712:17805) / D 3: Respondent 3 - 3:2 influences you personally on a stress basis, on a day to day basis, al... (2607:2770) / D 7: Respondent 8 - 7:5 I have a weakness where I do become a little bit emotionally involved (5903:5971) / D 16: Respondent 17 - 16:13 consider the company their home, and that's the word they use (7000:7062) / D 16: Respondent 17 - 16:21 it is a business worth saving, the business is greater than anybody or... (13495:13601) / D 16: Respondent 17 - 16:30 I think they have invested interest, whether it be emotional (16505:16565) / D 18: Respondent 9 - 18:8 it was a family business, so no, we, we stick together, so during that... (7821:7912) / D 18: Respondent 9 - 18:31 being part of the family and being a family business, we stick togethe... (8077:8147) / D 19: Respondent 10 - 19:2 I've been with the company for quite some years, and, they've been ver... (2136:2351)

0 Memos

0 Codes

Personal attributes that add value to business

Comment by Amber

Personal qualities that contribute towards the organisation.

13 Quotations:

D 1: Respondent 1 - 1:16 going that extra mile (8192:8212) / D 1: Respondent 1 - 1:17 building up relationships with my clients (8002:8043) / D 1: Respondent 1 - 1:18 everyone's hands on (8976:8994) / D 1: Respondent 1 - 1:40 during business rescue, you said you try and get closer to your client... (19946:20122) / D 2: Respondent 2 - 2:18 honesty is very important to you (17310:17341) / D 3: Respondent 3 - 3:19 it's very deep for you and and religious, that's influenced you dramat... (15666:15741) / D 4: Respondent 4 - 4:8 Patient (3469:3475) / D 12: Respondent 7 - 12:7 knowledge, (6082:6091) / D 12: Respondent 7 - 12:13 trying to better to understand the whole process (9642:9689) / D 20: Respondent 16 - 20:5 I am adding my value (2954:2974) / D 20: Respondent 16 - 20:8 I work hard (3418:3428) / D 20: Respondent 16 - 20:9 putting in more effort (4089:4110) / D 20: Respondent 16 - 20:17 what put you in, is what you get out (5847:5882)

0 Memos

0 Codes

○ **Personal commitment towards organisation**

32 Quotations:

D 1: Respondent 1 - 1:52 if we don't have this business, we have nothing, right, without the bu... (7136:7287) / D 3: Respondent 3 - 3:1 lot of people say business is not personal, but I found the complete... (2467:2565) / D 4: Respondent 4 - 4:1 fairly committed to the organisation, because our, director actually c... (1841:2009) / D 4: Respondent 4 - 4:4 never fail committed to the organisation because their plans relifted... (2792:2863) / D 4: Respondent 4 - 4:9 there were salary cuts or pay cuts, was that across the board and how,... (4054:4477) / D 5: Respondent 5 - 5:10 I was very committed, supportive, of everything that was going on (6225:6289) / D 6: Respondent 6 - 6:1 we own the company and stuff you know, you've got 100% commitment on y... (1351:1431) / D 6: Respondent 6 - 6:5 it's just commitment, commitment and work everyday (2619:2668) / D 6: Respondent 6 - 6:8 dedicated to make everything work (3690:3723) / D 6: Respondent 6 - 6:11 when you go into business rescue, you know, I think you actually commi... (5109:5275) / D 6: Respondent 6 - 6:12 commitment wise, I think you, if you really want to get your business... (5313:5430) / D 6: Respondent 6 - 6:13 Cause you know, spending more time in, like, stuff that we never used... (6567:7402) / D 6: Respondent 6 - 6:27 so you have been there for two years, you you find that you were more... (16831:16959) / D 12: Respondent 7 - 12:2 Currently my commitment is, is over, over, over 80% (4405:4455) / D 12: Respondent 7 - 12:3 role that I'm portraying, it requires a lot of commitment as well, it... (4948:5133) / D 12: Respondent 7 - 12:4 so in this case I was measuring based on performance (5213:5264) / D 13: Respondent 13 - 13:6 they had disappointed me (2924:2948) / D 13: Respondent 13 - 13:31 in terms of the business rescue exercise and influence in your commitme... (13157:13262) / D 13: Respondent 13 - 13:39 I have given up and it (inaudible 04:03) the first 6 months, like I sa... (3294:3435) / D 14: Respondent 11 - 14:2 I get despondent from time to time, but then you, I just got to pick u... (2350:2495) / D 17: Respondent 14 - 17:2 my commitment is very very high, that I have to describe in other word... (3371:3485) / D 17: Respondent 14 - 17:31 well they sticking by me and I'm sticking by them, that, that's basica... (16912:17005) / D 18: Respondent 9 - 18:20 My survival to support my family (20615:20646) / D 18: Respondent 9 - 18:22 tasks were increased (18558:18578) / D 19: Respondent 10 - 19:2 I've been with the company for quite some years, and, they've been ver... (2136:2351) / D 20: Respondent 16 - 20:2 my livelihood, I do believe in that if you give a 100% you will receiv... (1929:2007) / D 20: Respondent 16 - 20:3 giving the soonest delivery (2083:2109) / D 20: Respondent 16 - 20:5 I am adding my value (2954:2974) / D 20: Respondent 16 - 20:11 getting multiple experience (4352:4378) / D 21: Respondent 15 - 21:4 my

commitment has always been to the company, it hasn't been about a p... (4638:4716) / D 21: Respondent 15 - 21:5 its about actually making a difference to the company and always tryin... (4741:4889) / D 21: Respondent 15 - 21:6 remaining focused on what the end goal is going to be (5614:5666)

0 Memos

0 Codes

○ Personal experience

Comment by Amber

Individual's experience and description of the process of undergoing/undergone business rescue.

21 Quotations:

D 1: Respondent 1 - 1:9 it's been a very stressful (5968:5993) / D 1: Respondent 1 - 1:10 it's been, traumatic (5388:5408) / D 1: Respondent 1 - 1:11 it's been a challenge (6175:6196) / D 2: Respondent 2 - 2:8 like a wakeup call (8703:8720) / D 3: Respondent 3 - 3:1 lot of people say business is not personal, but I found the complete... (2467:2565) / D 3: Respondent 3 - 3:2 influences you personally on a stress basis, on a day to day basis, al... (2607:2770) / D 4: Respondent 4 - 4:4 never fail committed to the organisation because their plans relifted... (2792:2863) / D 4: Respondent 4 - 4:25 it was difficult, during it was challenging, cause you never actually... (15787:15939) / D 5: Respondent 5 - 5:3 aware that we need to save costs, but I don't think it really sunk in... (3641:4043) / D 5: Respondent 5 - 5:25 there were a lot of stress (14387:14412) / D 5: Respondent 5 - 5:29 it was a catch 22, should you stay or should you go (18427:18477) / D 6: Respondent 6 - 6:6 it wasn't a good experience obviously not in, you know, you never want... (3322:3456) / D 6: Respondent 6 - 6:10 It was a battle (4553:4567) / D 16: Respondent 17 - 16:5 different responses over time, by various employees (4701:4751) / D 16: Respondent 17 - 16:14 I, an incredible opportunity, stressful as it may be, for personal dev... (7854:7932) / D 17: Respondent 14 - 17:11 my experience is, the beginning of business rescue wasn't that great,... (6477:6669) / D 18: Respondent 9 - 18:4 disrupted our lifestyle completely (5528:5561) / D 18: Respondent 9 - 18:5 an unfortunate time (5683:5701) / D 18: Respondent 9 - 18:22 tasks were increased (18558:18578) / D 19: Respondent 10 - 19:5 no it's been a rough ride, it's a very difficult road (3281:3334) / D 19: Respondent 10 - 19:7 it's been a shock for us (4268:4292)

0 Memos

0 Codes

○ Personal need for stability

2 Quotations:

D 13: Respondent 13 - 13:34 feel that they would also jump at an opportunity, not just for more pa... (15039:15178) / D 14: Respondent 11 - 14:4 It basically goes about your future, and if you're still going to have... (3380:3574)

0 Memos

0 Codes

○ Personal needs

Comment by Amber

Includes, but not limited to, food, clothing, healthcare and housing.

14 Quotations:

D 1: Respondent 1 - 1:52 if we don't have this business, we have nothing, right, without the bu... (7136:7287) / D 2: Respondent 2 - 2:17 need to put food on the table for your family (17251:17295) / D 4: Respondent 4 - 4:14 to be able to push up by making a plan so we, we are able to meet, our... (5911:6027) / D 5: Respondent 5 - 5:7 I wanted to make a success and try to support them as long and far as... (4956:5147) / D 5: Respondent 5 - 5:9 do I stay and try and help them or do I think about my own future and... (5783:5899) / D 5: Respondent 5 - 5:20 still actively doing their job, no one went on a go slow, or anything... (10948:11264) / D 13: Respondent 13 - 13:10 stress factor that influences your family, your spouse, your finances,... (4964:5088) / D 13: Respondent 13 - 13:33 uncertainty regarding pay as well, it lead to stress factors, that als... (14047:14163) / D 16: Respondent 17 - 16:6 starting with those who almost, (inaudible 06:56) away, felt the neces... (4754:4870) / D 16: Respondent 17 - 16:11 their financial necessities (6515:6542) / D 17: Respondent 14 - 17:19 impacts your livelihood and like you said, you've got an 11 year old s... (9669:9742) / D 17: Respondent 14 - 17:31 well they sticking by me and I'm sticking by them, that, that's basica... (16912:17005) / D 18: Respondent 9 - 18:20 My survival to support my family (20615:20646) / D 19: Respondent 10 - 19:12 everybody has been complaining about the cut of pay, which everybody h... (9352:9515)

0 Memos

0 Codes

○ Policies

Comment by Amber

Plans or strategies proposed by the organisation.

9 Quotations:

D 1: Respondent 1 - 1:32 moneys coming in, and then when you let down, this is what's put as pa... (17143:17364) / D 1: Respondent 1 - 1:45 restructuring, you looking at, in terms of policy and your pricing (21012:21078) / D 2: Respondent 2 - 2:3 looking at my staff in the kitchen, whoever was hired for a specific s... (5172:5451) / D 4: Respondent 4 - 4:19 they worked out a way to plan for our future, so, it, if they break ou... (8774:9038) / D 6: Respondent 6 - 6:14 there's a choice to be made, we, we can't pay the salary that we use t... (8084:8418) / D 14: Respondent 11 - 14:16 Interviewer: Okay, do you feel that a change in policies would have be... (8315:8638) / D 21: Respondent 15 - 21:16 we work on a (inaudible 17:56) ethics (11715:11751) / D 21: Respondent 15 - 21:21 hasn't been much change to your previous process before business rescu... (19028:19109) / D 21: Respondent 15 - 21:25 implanted policies such as timeliness (19789:19826)

0 Memos

0 Codes

○ Positive view of BR

8 Quotations:

D 5: Respondent 5 - 5:32 if you want to save the business, it's a very, very good route to take (21298:21367) / D

5: Respondent 5 - 5:33 I think it's a positive, process to follow (20734:20775) / D 6: Respondent 6 - 6:4 before going bankrupt or whatever, or insolvent, its, better to try bu... (2309:2447) / D 16: Respondent 17 - 16:14 I, an incredible opportunity, stressful as it may be, for personal dev... (7854:7932) / D 16: Respondent 17 - 16:15 an opportunity to, to, expand my, my abilities, my skills and my under... (8895:8997) / D 16: Respondent 17 - 16:17 from my perspective its truly positive, I wouldn't hesitate in having... (10272:10366) / D 17: Respondent 14 - 17:32 one of the best business practitioners that we know of, and, he has, h... (18299:18405) / D 20: Respondent 16 - 20:11 getting multiple experience (4352:4378)

0 Memos

0 Codes

Power

1 Quotations:

D 19: Respondent 10 - 19:13 people have got more power over certain people, you feel like you real... (10143:10263)

0 Memos

0 Codes

Pressure of BR

Comment by Amber

Sense of stressful urgency caused by the process of undergoing business rescue or other demanding factors.

7 Quotations:

D 1: Respondent 1 - 1:1 the problem that we've had is the escalations annually and rentals and... (2504:2631) /

D 1: Respondent 1 - 1:5 the pressure has been, been on us hectically because you know, we've g... (4285:5065) / D 1: Respondent 1 - 1:6 putting pressure on it, because they kept me in my rentals, where I wa... (5546:5711) / D 1: Respondent 1 - 1:38 there is a bit of pressure there, but you have an end goal of being th... (19672:19767) / D 1: Respondent 1 - 1:49 we should have only been in business, excuse me, rescue for 6 months,... (5411:5567) / D 19: Respondent 10 - 19:1 everybody has been under pressure at the moment (1633:1679) / D 20: Respondent 16 - 20:6 well directly I feel pressured (3135:3164)

0 Memos

0 Codes

Realistic expectations

1 Quotations:

D 16: Respondent 17 - 16:23 if the numbers prove that, that we could not turn the business around... (14483:14629)

0 Memos

0 Codes

○ Regret staying in organisation for so long during BR

1 Quotations:

D 13: Respondent 13 - 13:29 Definitely a form of regret that I fought to the whole ideas (inaudibl... (12623:12709)

0 Memos

0 Codes

○ Resignations

2 Quotations:

D 20: Respondent 16 - 20:10 there is people that have been resigned in the interim (4139:4192) / D 21: Respondent 15 - 21:11 there was quite a few resignations over the past few months (8452:8510)

0 Memos

0 Codes

○ Restructuring

Comment by Amber

Organising organisational operation differently in the hope of favorable outcomes.

10 Quotations:

D 1: Respondent 1 - 1:2 given me the opportunity to, to, remould and shape the business, so th... (2650:3059) / D 1: Respondent 1 - 1:21 its, basically caused a lot of, rift within the, within the ranks here... (10958:11226) / D 1: Respondent 1 - 1:23 reshuffle the whole team (10800:10824) / D 1: Respondent 1 - 1:24 we've had to look at pricing, we've had to look at our mark-ups, but y... (12836:13115) / D 1: Respondent 1 - 1:31 remodelled that part of the business (16365:16400) / D 1: Respondent 1 - 1:37 remoulding and reshaping the business (19607:19644) / D 1: Respondent 1 - 1:45 restructuring, you looking at, in terms of policy and your pricing (21012:21078) / D 2: Respondent 2 - 2:3 looking at my staff in the kitchen, whoever was hired for a specific s... (5172:5451) / D 2: Respondent 2 - 2:19 expansion on the skillset (17514:17538) / D 2: Respondent 2 - 2:20 people need to, to do that in order to adjust, and keep their jobs (17541:17606)

0 Memos

0 Codes

○ Retrenchment

Comment by Amber

Formal dismissal not due to employee's fault. Need for business to increase profit and reduce loss.

7 Quotations:

D 2: Respondent 2 - 2:7 because of the business rescue some people were actually retrenched, a... (8076:8316) / D 5: Respondent 5 - 5:4 all of the employees were retrenched eventually (4316:4362) / D 5:

Respondent 5 - 5:6 all of us knew that there was a chance that some of us will be retrenc... (4860:4933) / D 5:
Respondent 5 - 5:18 I think because management was so open about what was going on, what t...
(9738:10305) / D 7: Respondent 8 - 7:1 Bride & Co, Bride & Co is affected by COVID, where there were total
sh... (1591:2238) / D 18: Respondent 9 - 18:19 we did alleviate staff unfortunately (15910:15946) / D 19:
Respondent 10 - 19:19 people have been replaced and retrenched (16701:16741)

0 Memos

0 Codes

Role of management

17 Quotations:

D 12: Respondent 7 - 12:11 the right people surround you and guide you as well (9084:9134) / D 15:
Respondent 12 - 15:14 You know there's actually not much that we can do (15363:15411) / D 16: Respondent
17 - 16:7 we've been able to see different responses over time, by various emplo... (4678:5294) / D 16:
Respondent 17 - 16:19 you need to have clear objectives, that everybody is aware of (12243:12303) / D 16:
Respondent 17 - 16:46 we could have come to grips with, the, we could have looked at, coming...
(24240:24392) / D 16: Respondent 17 - 16:47 we could have brought the process forward more, during the
course of b... (24693:24851) / D 16: Respondent 17 - 16:50 I have been essentially been senior member of
staff, responsible for t... (2711:2853) / D 18: Respondent 9 - 18:11 were doing the teambuilding with them
(11484:11520) / D 18: Respondent 9 - 18:12 it was a joint decision for us to make (12095:12133) / D 18:
Respondent 9 - 18:15 reduce the certain, expenditure of certain aspects of the business (13962:14028) / D 18:
Respondent 9 - 18:16 try cut the cost as much as possible (14058:14094) / D 18: Respondent 9 - 18:27
increasing team building exercises (19571:19604) / D 18: Respondent 9 - 18:28 increase in joint decisions being
made (19719:19757) / D 18: Respondent 9 - 18:30 reduce expenditure (20121:20138) / D 19: Respondent 10 -
19:17 you need to make sure you're going to be looked after (13943:13995) / D 20: Respondent 16 - 20:25
actually pretty good and save (11476:11505) / D 21: Respondent 15 - 21:24 there's no training or upskilling that
can take place (19318:19370)

0 Memos

0 Codes

Rumours/gossip

1 Quotations:

D 20: Respondent 16 - 20:20 small talk (8681:8690)

0 Memos

0 Codes

Salary/Remuneration

14 Quotations:

D 1: Respondent 1 - 1:19 we were paid out very little by the UIF (9685:9724) / D 1: Respondent 1 - 1:22 I have a
small team, but pay them really well, so when it comes to bei... (9802:9948) / D 13: Respondent 13 - 13:11
there's no increases, no bonuses, no performance bonuses (5091:5147) / D 13: Respondent 13 - 13:12 where
now there's not, there's just worry and uncertainty (5406:5464) / D 13: Respondent 13 - 13:33 uncertainty

regarding pay as well, it lead to stress factors, that als... (14047:14163) / D 15: Respondent 12 - 15:1 if you struggling with receiving your money at the month, at the end o... (3548:3740) / D 15: Respondent 12 - 15:6 workers are complaining cause they want increases, I can't give it to... (6161:6234) / D 15: Respondent 12 - 15:9 don't want to feel guilty that I get my money at the end of the month (8129:8198) / D 15: Respondent 12 - 15:11 people at home haven't got money, now you need to give money to the pe... (9820:10009) / D 16: Respondent 17 - 16:25 people were being paid on time (15412:15441) / D 17: Respondent 14 - 17:17 if they had tell me that we, not getting paid (9298:9342) / D 17: Respondent 14 - 17:18 I wouldn't be committed, its, if if I was told, that listen, the bu... (9409:9539) / D 17: Respondent 14 - 17:20 I would say that it would be salary that influence them (11012:11066) / D 20: Respondent 16 - 20:13 so there's no reason to create a negative, or argument, there's no, it... (4573:4699)

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Seeking new job opportunities

4 Quotations:

D 5: Respondent 5 - 5:8 it was clear that there was a problem financially in the business, I k... (5177:5342) / D 5: Respondent 5 - 5:19 others were actively looking, for something else, sometimes when you a... (10643:10743) / D 13: Respondent 13 - 13:13 Oh absolutely, that's why I'm leaving, I'm actually working my notice... (5681:5759) / D 17: Respondent 14 - 17:20 I would say that it would be salary that influence them (11012:11066)

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Sense of hope in the begining

1 Quotations:

D 13: Respondent 13 - 13:18 in the beginning I think all of us were hopeful (7893:7940)

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Start of business resue

4 Quotations:

D 5: Respondent 5 - 5:1 before business rescue we were notified that we are not doing that wel... (2364:2619) / D 6: Respondent 6 - 6:7 we lost a lot of contracts and we sat with a lot of debt that we had t... (3023:3198) / D 7: Respondent 8 - 7:1 Bride & Co, Bride & Co is affected by COVID, where there were total sh... (1591:2238) / D 17: Respondent 14 - 17:9 like I said in the beginning it was difficult (6120:6164)

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Stressful process

2 Quotations:

D 18: Respondent 9 - 18:14 I think it became very stressful on a lot of people (12907:12958) / D 20: Respondent 16 - 20:23 its, anxious you know, they are a bit, its overwhelming for all (10523:10585)

0 Memos

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Support

Comment by Amber

Assistance between and among members of an organisation.

26 Quotations:

D 1: Respondent 1 - 1:22 I have a small team, but pay them really well, so when it comes to bei... (9802:9948) / D 2: Respondent 2 - 2:16 staff training others (17164:17184) / D 3: Respondent 3 - 3:20 you going the extra mile as well, with your staff as well that extra e... (16242:16316) / D 4: Respondent 4 - 4:5 shows they have long terms plans for us and not just, for the business... (3039:3119) / D 4: Respondent 4 - 4:10 we just supported each other and wherever we needed assistance, they w... (4688:4795) / D 4: Respondent 4 - 4:11 they would try and stretch their, their hands where possible (4921:4981) / D 4: Respondent 4 - 4:24 if we had any concerns they made sure that we didn't worry about anyth... (14385:14457) / D 5: Respondent 5 - 5:7 I wanted to make a success and try to support them as long and far as... (4956:5147) / D 5: Respondent 5 - 5:10 I was very committed, supportive, of everything that was going on (6225:6289) / D 5: Respondent 5 - 5:11 I think most of us understood, what the whole industry was going throu... (6292:6416) / D 5: Respondent 5 - 5:16 , there was a sense of looking out for each other, supporting each oth... (8327:8616) / D 5: Respondent 5 - 5:22 so we were trying to keep each other positive (11995:12039) / D 5: Respondent 5 - 5:24 I think management, the fact that we were in, not really involved, but... (13542:14141) / D 5: Respondent 5 - 5:26 everybody was supportive, trying to stay positive, there weren't any,... (14436:14695) / D 6: Respondent 6 - 6:21 stand together, make decisions together, discuss stuff (14686:14739) / D 10: Employee Commitment and Quality of Work - 10:4 The added value of such employees is that they tend to be more determ... (2:1311 [2:1489]) / D 15: Respondent 12 - 15:1 if you struggling with receiving your money at the month, at the end o... (3548:3740) / D 16: Respondent 17 - 16:8 I believe that, that there was support, quite extensive support (5748:5810) / D 16: Respondent 17 - 16:12 there has been very very strong support around number of staff (6873:6934) / D 16: Respondent 17 - 16:34 give people a degree of confidence that they going to be treated fair... (17585:17655) / D 17: Respondent 14 - 17:12 but now, we've got the support (7135:7164) / D 17: Respondent 14 - 17:31 well they sticking by me and I'm sticking by them, that, that's basica... (16912:17005) / D 18: Respondent 9 - 18:11 were doing the teambuilding with them (11484:11520) / D 19: Respondent 10 - 19:8 it's been a difficult ride, yes and there are certain times where we f... (4372:4517) / D 19: Respondent 10 - 19:17 you need to make sure you're going to be looked after (13943:13995) / D 21: Respondent 15 - 21:27 there was a comradery, a willingness to support and assist one another... (11452:11551)

0 Memos

0 Codes

Task completion

1 Quotations:

D 18: Respondent 9 - 18:2 (inaudible 03:18) (3179:3195)

0 Memos

0 Codes

○ Temptation to leave organisation

31 Quotations:

D 2: Respondent 2 - 2:4 There has yes, definitely (5855:5879) / D 2: Respondent 2 - 2:22 in terms of job security, people did think of leaving (18087:18140) / D 3: Respondent 3 - 3:5 it's not worth it, but then something happens, something happens again... (4758:4910) / D 5: Respondent 5 - 5:8 it was clear that there was a problem financially in the business, I k... (5177:5342) / D 5: Respondent 5 - 5:9 do I stay and try and help them or do I think about my own future and... (5783:5899) / D 5: Respondent 5 - 5:12 I don't, I don't think there's anything that upset me to leave, the on... (7023:7179) / D 5: Respondent 5 - 5:14 I can't grow any further, there's no opportunity for me to learn more,... (7235:7441) / D 5: Respondent 5 - 5:19 others were actively looking, for something else, sometimes when you a... (10643:10743) / D 5: Respondent 5 - 5:20 still actively doing their job, no one went on a go slow, or anything... (10948:11264) / D 5: Respondent 5 - 5:29 it was a catch 22, should you stay or should you go (18427:18477) / D 12: Respondent 7 - 12:10 sure, sure I mean as I explained, (inaudible 10:14) certain type of (i... (8666:8891) / D 12: Respondent 7 - 12:12 yes there were temptations (9345:9370) / D 13: Respondent 13 - 13:13 Oh absolutely, that's why I'm leaving, I'm actually working my notice... (5681:5759) / D 13: Respondent 13 - 13:16 I think a lot of them feel the same as I do, if they were offered a be... (8496:8647) / D 13: Respondent 13 - 13:34 feel that they would also jump at an opportunity, not just for more pa... (15039:15178) / D 14: Respondent 11 - 14:5 Yes, definitely, because you unsure of what's happening (4348:4403) / D 14: Respondent 11 - 14:9 Obviously there was oaks that was looking for alternative jobs (6269:6330) / D 14: Respondent 11 - 14:10 Some of them have been there for 10 years, and some of them actually l... (6479:6586) / D 16: Respondent 17 - 16:6 starting with those who almost, (inaudible 06:56) away, felt the neces... (4754:4870) / D 16: Respondent 17 - 16:20 Interviewer: Okay, and and, was there any temptation from your side to... (13140:13333) / D 17: Respondent 14 - 17:13 I have actually not, I just had a very high commitment to the company (7652:7721) / D 17: Respondent 14 - 17:18 I wouldn't be committed, its, if if I was told, that listen, the bu... (9409:9539) / D 17: Respondent 14 - 17:23 got a little bit scared and they wanted to get job stability (12423:12483) / D 17: Respondent 14 - 17:25 towards the end, just before the, the employees resigned, less, less a... (12918:13006) / D 18: Respondent 9 - 18:8 it was a family business, so no, we, we stick together, so during that... (7821:7912) / D 18: Respondent 9 - 18:24 there were some temptations (19074:19100) / D 19: Respondent 10 - 19:12 everybody has been complaining about the cut of pay, which everybody h... (9352:9515) / D 20: Respondent 16 - 20:14 No, not at all (5010:5024) / D 20: Respondent 16 - 20:15 Unless you offering me a position (5057:5090) / D 21: Respondent 15 - 21:12 never you know actually considered doing it (8526:8568) / D 21: Respondent 15 - 21:13 Because I would say this is an industry (8726:8765)

0 Memos

0 Codes

○ Training

5 Quotations:

D 15: Respondent 12 - 15:13 uplift their, their skills, and we've paid for that, we didn't ask any... (12027:12111) /

D 18: Respondent 9 - 18:11 were doing the teambuilding with them (11484:11520) / D 18: Respondent 9 - 18:27 increasing team building exercises (19571:19604) / D 19: Respondent 10 - 19:6 owners getting a lot of training since lockdown (4167:4213) / D 21: Respondent 15 - 21:24 there's no training or upskilling that can take place (19318:19370)

0 Memos

0 Codes

○ Treated fairly

4 Quotations:

D 16: Respondent 17 - 16:34 give people a degree of confidence that they going to be treated fair... (17585:17655) / D 17: Respondent 14 - 17:15 nobody's rude to each other (8349:8375) / D 19: Respondent 10 - 19:12 everybody has been complaining about the cut of pay, which everybody h... (9352:9515) / D 19: Respondent 10 - 19:14 they said we were willing to spend 300,000 on machines, when we, as re... (11762:11885)

0 Memos

0 Codes

○ Uncertainty during BR

Comment by Amber

Lack of certainty and sureness regarding the business rescue or business operations.

35 Quotations:

D 1: Respondent 1 - 1:25 so what are we doing wrong with the marketing side and and how, how ca... (13283:13431) / D 2: Respondent 2 - 2:4 There has yes, definitely (5855:5879) / D 2: Respondent 2 - 2:7 because of the business rescue some people were actually retrenched, a... (8076:8316) / D 2: Respondent 2 - 2:20 people need to, to do that in order to adjust, and keep their jobs (17541:17606) / D 3: Respondent 3 - 3:3 if this doesn't work, then its end of the (inaudible 03:24) that's it,... (2941:3028) / D 4: Respondent 4 - 4:22 I did feel that it was rocky, because we were not, none of us where su... (13096:13211) / D 4: Respondent 4 - 4:23 if there's no work done, then there's no income flow, which means you... (13860:13986) / D 5: Respondent 5 - 5:6 all of us knew that there was a chance that some of us will be retrenc... (4860:4933) / D 5: Respondent 5 - 5:7 I wanted to make a success and try to support them as long and far as... (4956:5147) / D 5: Respondent 5 - 5:8 it was clear that there was a problem financially in the business, I k... (5177:5342) / D 5: Respondent 5 - 5:9 do I stay and try and help them or do I think about my own future and... (5783:5899) / D 5: Respondent 5 - 5:12 I don't, I don't think there's anything that upset me to leave, the on... (7023:7179) / D 5: Respondent 5 - 5:17 most of them were holding on to their jobs it was a, a thing of becaus... (8915:9591) / D 5: Respondent 5 - 5:18 I think because management was so open about what was going on, what t... (9738:10305) / D 5: Respondent 5 - 5:27 I think the silence in between, before they had more information, let... (15866:16190) / D 5: Respondent 5 - 5:29 it was a catch 22, should you stay or should you go (18427:18477) / D 12: Respondent 7 - 12:16 the first few months there is a bit of a, uncertainty and you know, pe... (13097:13212) / D 12: Respondent 7 - 12:23 its uncertainty (18083:18098) / D 13: Respondent 13 - 13:9 fact that I feel uncertain all the time, I can see what money comes in... (4748:4941) / D 13: Respondent 13 - 13:12 where now there's not, there's just worry and

uncertainty (5406:5464) / D 13: Respondent 13 - 13:17 there was a certain factor of being uncertain, what's going to happen (7822:7891) / D 13: Respondent 13 - 13:33 uncertainty regarding pay as well, it lead to stress factors, that als... (14047:14163) / D 14: Respondent 11 - 14:4 It basically goes about your future, and if you're still going to have... (3380:3574) / D 14: Respondent 11 - 14:5 Yes, definitely, because you unsure of what's happening (4348:4403) / D 14: Respondent 11 - 14:7 there was a lot of uncertainty, so people didn't know what's going on,... (5428:5697) / D 14: Respondent 11 - 14:14 The team morale, yeah it dropped a bit, but not, not too much Intervie... (7891:8044) / D 16: Respondent 17 - 16:3 there is fear, there is genuine fear and concern at all levels of the... (4184:4260) / D 16: Respondent 17 - 16:10 possibility of closing the business (6100:6134) / D 17: Respondent 14 - 17:5 there was uncertainty, we weren't sure (4925:4962) / D 18: Respondent 9 - 18:21 no one knows what's going to happen to a business that goes into busin... (20846:20925) / D 19: Respondent 10 - 19:8 it's been a difficult ride, yes and there are certain times where we f... (4372:4517) / D 20: Respondent 16 - 20:24 quite a unclear path for everybody (10695:10728) / D 21: Respondent 15 - 21:2 wasn't to sure what's going to happen next (2240:2282) / D 21: Respondent 15 - 21:3 in the beginning there was uncertainty now there's more certainty (2785:2849) / D 21: Respondent 15 - 21:7 a lot of uncertainty (6157:6176)

0 Memos

0 Codes

Validation

2 Quotations:

D 16: Respondent 17 - 16:35 within their validation, and that they shouldn't be afraid to speak up (17658:17727) / D 19: Respondent 10 - 19:8 it's been a difficult ride, yes and there are certain times where we f... (4372:4517)

0 Memos

0 Codes

Working tools

1 Quotations:

D 12: Respondent 7 - 12:15 working tools (11057:11070)

0 Memos

0 Codes