

**Attitudes of Employees towards Affirmative Action and Job
Satisfaction in The South African Broadcasting
Corporation (SABC), Limpopo Province**

By

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**ATTITUDES OF EMPLOYEES TOWARDS AFFIRMATIVE ACTION AND JOB
SATISFACTION IN THE SOUTH AFRICAN BROADCASTING CORPORATION
(SABC), LIMPOPO PROVINCE**

by

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2013

DEDICATION

I dedicate this work to my late brother, Jacob Japi Maphoso (1965–1965) and my father Setoki Maesela William “Nnyathi” Maphoso (1929–2013)

DECLARATION

I declare that **ATTITUDES OF EMPLOYEES TOWARDS AFFIRMATIVE ACTION AND JOB SATISFACTION IN THE SOUTH AFRICAN BROADCASTING CORPORATION (SABC), LIMPOPO PROVINCE** is my own work and that all the sources that I have quoted have been indicated and acknowledged by means of complete references and that this work has not been submitted before for any other degree at any institution.



Samuel Thitšhere Maphoso

16/01/2014
Date

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ABSTRACT

The purpose of this study was to investigate if there was any statistical significant difference in attitude towards Affirmative Action and job satisfaction of employees in the South African Broadcasting Corporation in Limpopo Province (SABC Limpopo Combo). The Attitude towards Affirmative Action Questionnaire (AAAQ) and the Job Satisfaction Questionnaire (JSQ) were distributed among employees/journalists (N=86) who were randomly selected. The results were analysed using the Chi-Square test and the t-test. The results revealed no statistical significant difference in attitudes towards Affirmative Action among employees or journalists and no significant relationship between attitudes towards Affirmative Action and job satisfaction. However, results revealed that senior employees/journalists were more satisfied than junior employees/journalists in (1) pay and benefits, and (2) job activities/work itself. Recommendations were made, which may be considered during the interpretation of organisational turnaround strategies and employment equity in workplaces or in the media.

KEY CONCEPTS

Affirmative Action, attitudes, job satisfaction, South African Broadcasting Corporation (SABC), SABC Limpopo Combo, employees, radio journalists, media.

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CHAPTER 1

2 INTRODUCTION AND BACKGROUND TO THE STUDY

2.1 INTRODUCTION

According to Pearson (1999:220) Affirmative Action can be defined as an action favouring those who tend to suffer discrimination. The need for affirmative action is two-fold: to redress past inequalities, but also to deal with existing inequalities within society (Mushariwa, 2012:1). Firstly, in terms of race, Manhando (1994:16) gives principles of Affirmative Action as a means to redressing the inequalities between groups that were defined on ethnicity or racial lines. Secondly, in terms of gender, Barnhart (1995:36) defines it as any plan or programme that promotes employment of women. Thirdly, in terms of disability, the Service Seta Employee Assistance Programme (2003:42), defines it as a means of identifying and eliminating employment and advancement barrier for people with disabilities. It is from these definitions that most politicians, researchers, and journalists sometimes use Affirmative Action to address disparities on race, gender, and disability. Some, such as Rostron (2012:1), goes even further to say that it should be phased out without causing racial tension after a certain period.

According to Chapter 5 of the Broadcasting Policy (1997) in Green Paper for Public Discussion, which was published by The Ministry for Posts, Telecommunications and Broadcasting in November 1997, some efforts have been made to implement Affirmative Action policies meant to promote racial and gender representivity at all levels within the broadcasting industry. The Green Paper paved way to Chapter 9 of the White Paper on Broadcasting Policy, 1998, which stipulated that broadcasting should encourage the increase of ownership of private broadcasting services by people from disadvantaged backgrounds. The media world, such as the South African Broadcasting Corporation (SABC), defines Affirmative Action as a deliberate systematically organised process of correcting historical imbalances in staffing and normalising the staff composition of the SABC (Staffing Committee Report, 1993).

Ngatia (2002:34) notes that the Board of SABC formally adopted a policy of Affirmative Action in July 1994, to correct imbalances in the composition of the corporation's staff complement. Today the SABC, as such, has to abide by the principles of Affirmative Action. In the Campaign for Open Media - The March on SABC Memorandum on the Broadcaster Sector in South Africa, Markovitz (1990:52-60), demanded that the SABC implement Affirmative Action to redress the racial imbalance in skills and responsibilities regarding the production of programmes and the management of broadcasting.

The Jabulani Freedom of the Airwaves Conference Organised by the "Omroep Oor Radio Freedom" Foundation and the Anti-Apartheid Movement of the Netherland, the close coordination with the African National Congress/ Radio Freedom and the Film and Allied Workers Organisations during August 11 – 18, 1991, gave the delegates an opportunity to meet the challenges of building a democratic broadcasting environment for the new South Africa. The meeting has shown that women, and black women in particular, were less represented in the debate and a special appeal was made to organisers that in future they should pay special attention to redressing these imbalances (Omroep Oor Radio 1991:8). This led to the Broadcasting Act of 1999 (Act 4 of 1999) which stipulates that any agreements reached between employees and the management of the old Corporation of the SABC relating to the recognition agreements and downscaling of employees, increment or any human resource policy are applicable to the Corporation, and the Corporation must take all the necessary steps to conclude Affirmative Action.

The Independent Broadcasting Authority Act No 153 of 1993 (the IBA Act), which established the Independent Broadcasting Authority (the IBA) on the 30th March 1994 granted the IBA its public interest mandate and powers, as enunciated in sections 2, 28 and 78 of this Act. It proclaimed a new system of regulating broadcasting in South Africa and gave the policy directives in various broadcasting policy areas, including media and equity ownership rules, black economic empowerment, as well as promotion of media diversity, and marginalised languages.

There are quite a number of statistics that explain the position of Affirmative Action in the SABC. Macdonald and Gibson (2000:1-13) found that 58% of South Africans

opposed segregation in their communities and schools. They further discovered that 71.8% of black South Africans supported Affirmative Action as compared to 63.5% of white South Africans who opposed Affirmative Action (see Table 1.1) The table also indicates that the attitude of most South Africans attest to Affirmative Action as a necessary programme to make up for the wrongs of the apartheid past. Overall, it was discovered that 62.5% of South Africans of all races, agree that Affirmative Action is necessary.

Table 1.1 Attitudes towards Affirmative Action (Mcdonald and Gibson, 2000)

	Agree	Uncertain	Disagree	Mean	Std dev	N
All South Africans	62.5	19.6	17.8	2.33	1.2	2556
Black South Africans	71.8	20.9	7.4	2.01	.99	2000
White South Africans	24.6	12.	63.5	3.63	1.26	501
Coloured South Africans	46.3	23.9	29.8	2.79	1.13	255
Asian South Africans	47.8	47.6	36.7	2.88	1.24	270

The attitude towards Affirmative Action may lead to job satisfaction (Niemann and Dovidio, 2012:1; Scott, 2009:126; Vries, Hooff, and Ridder, 2006:115. Tella, Ayeni, and Popoola, 2007:4, define job satisfaction as a result of employee's perception of how well their job provides those things that are viewed as important. According to Ali (2009:28) features of job satisfaction include pay, recognition, the work itself, responsibility, growth and the opportunity for advancement.

1.2 RESEARCH PROBLEM

Research problem is made up of source and background and the statement of the research problem. Since 2009 the SABC experienced financial mismanagement and human resources problems (Business Day, 2011:1 and BizCommunity, 2013:1). In the annual report, the SABC Chief Executive Officer, Lulama Mokhobo admits that the broadcaster failed to meet performance targets attached to the government's loan guarantees as the corporation was more that R600m below revenue target (BizCommunity (2013:1). Resignations of board members and the perpetual board summons to the Parliament were some of the problems facing the public broadcaster

(City Press, 2013:1). Business Day (2013:1) further noted that the corporation lost its experienced and qualified employees to outside competitors and other employment organisations. This study suggest that some of the reasons for the brain-drain in the SABC might be aggravated by the overlooking of experienced and qualified employees in favour of gender, race, and ability to comply with Employment Equity Act.

1.2.1 Source and background of the problem

The researcher observed that the SABC employs Affirmative Action where some of the senior positions in the corporation are occupied by Africans while more women and people with disabilities were recruited and some of them occupying senior managers' posts. In 2008, for instance, the SABC Board Report (2005:2) stated that by the end of 2009, 70% of staff should be black, 50% female, and 2% disabled. The SABC EE Progress Status (2009:2) reported that 77%, 46% and 1.88% black, female and disabled respectively were in the SABC staff roll. The Employment Equity quota seems to be one of the Corporation's priorities, while its impact on employees is ignored.

This study does not only help the researcher in describing the attitudes of SABC employees towards Affirmative Action, but also investigates the relationship between attitudes and job satisfaction. This may also lead to policy-makers to review this programme, to find out if it is still needed or not. As Mushariwa (2012:1) put it, "one school of thought argues that affirmative action requires a legislated sunset clause, in which considerations of race, gender and disability will no longer be implemented by employers". It can also help SABC management in its formulation and implementation of its Turnaround Strategy, which seeks to redress both financial and human resources malpractices of the past and building of an accountable corporation. It is believed that Affirmative Action provides an opportunity to include all those employees who were marginalised and unsatisfied with their working conditions in the past, and therefore could create job satisfaction. Researchers have indicated that there is a relationship between Affirmative Action, attitude, and job satisfaction.

1.2.2 Statement of the research problem

The rationale behind investigating the employees' attitudes towards affirmative action on job satisfaction in the SABC Limpopo Combo is to provide stakeholders in the SABC with information related to the approval or disapproval of Affirmative Action by different employee groups. It will also help in the austerity measures that the SABC is embarking on. These austerity measures are contained in the Turnaround Strategy of the SABC.

The problem statement of this research therefore is: There seems to be a relationship between employees attitude towards Affirmative Action and job satisfaction and these attitudes towards Affirmative Action and job satisfaction may differ significantly among employees in the SABC Limpopo Combo.

1.3 AIM AND OBJECTIVES

This research has both the aim and objectives.

1.3.1 Aim

The primary aim of this study is to investigate the employees' attitudes towards Affirmative Action and job satisfaction and whether attitudes towards Affirmative Action and job satisfaction differ significantly from each other among employees in the SABC Limpopo Combo.

1.3.3 Objectives

- 1.3.3.1 To present a comprehensive study of attitudes towards Affirmative Action and job satisfaction.
- 1.3.3.2 To investigate if employees have positive or negative attitudes towards Affirmative Action and job satisfaction in the SABC Limpopo Combo.
- 1.3.3.3 To investigate if the attitudes towards Affirmative Action and job satisfaction differ significantly among races, genders, abilities, departments and ranks of employees in the SABC Limpopo Combo.

1.3.3.4 To investigate if there is any significant relationship between attitudes on Affirmative Action and job satisfaction among employees in the SABC Limpopo Combo.

1.3.3 Research questions and hypotheses

The main research question for this study is: Is there a significant difference in attitude towards Affirmative Action and job satisfaction among employees in the SABC Limpopo Combo, and do these attitudes towards Affirmative Action have any relationship with job satisfaction?

The following questions will help to answer the main research question:

1.3.3.1 Is there a statistically significant difference in attitudes towards Affirmative Action among Black and White employees in the SABC Limpopo Combo?

1.3.3.2 Is there a statistically significant difference in attitudes towards Affirmative Action among male and female employees in the SABC Limpopo Combo?

1.3.3.3 Is there a statistically significant difference in attitudes towards Affirmative Action among non-disabled and disabled employees in the SABC Limpopo Combo?

1.3.3.4 Is there a statistically significant difference in attitudes towards Affirmative Action among employees in the departments of the SABC Limpopo Combo?

1.3.3.5 Is there a statistically significant difference in satisfaction of working condition between junior and senior employees in the SABC Limpopo Combo?

1.3.3.6 Is there a statistically significant difference in satisfaction of pay and benefits between junior and senior employees in the SABC Limpopo Combo?

- 1.3.3.7 Is there a statistically significant difference in satisfaction of work relationships between junior and senior employees in the SABC Limpopo Combo?
- 1.3.3.8 Is there a statistically significant difference in satisfaction with the use of skills between junior and senior employees in the SABC Limpopo Combo?
- 1.3.3.9 Is there a statistically significant difference in satisfaction with the work activities between junior and senior employees in the SABC Limpopo Combo?
- 1.3.3.10 Is there a statistically significant relationship between attitudes towards Affirmative Action and job satisfaction among employees in the SABC Limpopo Combo?

The above research questions lead to the following null and research hypotheses:

- H₁ There will be a statistically significant difference in attitudes towards Affirmative Action among black and white employees in the SABC Limpopo Combo.
- H₀₁ There will be no statistically significant difference in attitudes towards Affirmative Action among black and white employees in the SABC Limpopo Combo.
- H₂ There will be a statistically significant difference in attitudes towards Affirmative Action among male and female employees in the SABC Limpopo Combo.
- H₀₂ There will be no statistically significant difference in attitudes towards Affirmative Action among male and female employees in the SABC Limpopo Combo
- H₃ There will be a statistically significant difference in attitudes towards Affirmative Action among non-disabled and disabled employees in the SABC Limpopo Combo.

- H0₃ There will be no statistically significant difference in attitudes towards Affirmative Action among non-disabled and disabled employees in the SABC Limpopo Combo.
- H1₄ There will be a statistically significant difference in attitudes towards Affirmative Action among employees in the departments of the SABC Limpopo Combo.
- H0₄ There will be no statistically significant difference in attitudes towards Affirmative Action among employees in the departments of the SABC Limpopo Combo.
- H1₅ There will be a statistically significant difference in satisfaction of working conditions between junior and senior employees in the SABC Limpopo Combo.
- H0₅ There will be no statistically significant difference in satisfaction of working condition between junior and senior employees in the SABC Limpopo Combo.
- H1₆ There will be a statistically significant difference in satisfaction of pay and benefits between junior and senior employees in the SABC Limpopo Combo.
- H0₆ There will be no statistically significant difference in satisfaction of pay and benefits between junior and senior employees in the SABC Limpopo Combo.
- H1₇ There will be a statistically significant difference in satisfaction on work relationships between junior and senior employees in the SABC Limpopo Combo.
- H0₇ There will be no statistically significant difference in satisfaction on work relationships between junior and senior employees in the SABC Limpopo Combo.

- H₁₈ There will be a statistically significant difference in satisfaction with the use of skills between junior and senior employees in the SABC Limpopo Combo.
- H₀₈ There will be no statistically significant difference in satisfaction with the use of skills between junior and senior employees in the SABC Limpopo Combo.
- H₁₉ There will be a statistically significant difference in satisfaction of work activities between junior and senior employees in the SABC Limpopo Combo.
- H₀₉ There will be no statistically significant difference in satisfaction of work activities between junior and senior employees in the SABC Limpopo Combo.
- H₀₁₀ There will be a statistically significant relationship between attitudes towards Affirmative Action and job satisfaction among employees in the SABC Limpopo Combo
- H₀₁₀ There will be no statistically significant relationship between attitudes towards Affirmative Action and job satisfaction among employees in the SABC Limpopo Combo.

1.4 PURPOSE OF THE STUDY

The purpose of this study is to investigate the employees' attitudes towards Affirmative Action and job satisfaction. It is also to investigate if the differences in attitude towards Affirmative Action and job satisfaction differ among employees in terms of race, gender, disability, and departments. The results will help in identifying and solving problems related to the implementation of Affirmative Action and help the SABC in restructuring some of its policies to restore public confidence as public broadcaster.

1.5 INTRODUCTORY LITERATURE REVIEW

The literature review (as it will be broadened in Chapter 2) focuses on providing a theoretical background as well as the studies on Affirmative Action, attitudes, and job satisfaction that have been done, both internationally and locally among race, gender, department (sections), or rank able/disabled groups.

1.5.1 Theoretical background

Affirmative Action, attitude, and job satisfaction in the media have their origin from certain theoretical backgrounds as illustrated by many social scientists as well as policy makers. Behaviourists also formulated theories of the above concepts as background for their various investigations.

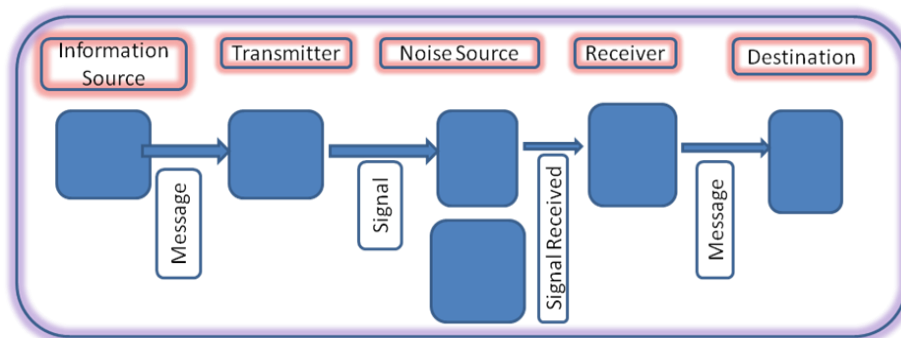
Fourie (2001:230) notes that theories in the media teach us how to describe, interpret, understand, evaluate, and predict phenomenon such as mass communication. Fourie gives an example of “race” reporting and further notes that theories help to describe how the media report on race, explain why media report race in a specific way. From this description and explanation of race comes an understanding why media report on race in a specific way. On the basis of this understanding, media is then reformed and developed. Affirmative Action in the media may be explained in the same way. Merrill, Lee, and Friedlander (1994:4050) and Retief (2002:20) maintain that authoritarianism is one of the fundamental theories of mass media. Merrill, et al included libertarian, Marxist, revolutionary and developmental theories to explain why media is where it is today.

Retief’s (2002:20) theory on Affirmative Action is based on egalitarianism thinking, which is the belief that people should be equal and should have equal rights and opportunities. Retief notes that before the democratization of the media in 2004, the media was in the hands of a few minority Whites. However, after the democratic government, there was a growing emphasis on the social responsibility of the media. There was also a need for government role in the media which saw the implementation of the Affirmative Action in the media, although some see this action as a means to an end, while others see it as an end in itself (Retief, 2002:21).

Fourie (2001:225) used Shannon and Weaver’s (1949) information theory model to explain mass communication theory. In the information theory model, there is an information source (the government and the Affirmative Action policy) which is transmitted through transmitters (radio, newspaper, television, etc). This information is interrupted by what Shannon and Weaver call noise sources (concerns, interpretations and reactions) before it reaches the receiver (the public such as employees, learners, the disabled, Africans, etc). The message reaches its destination and this manifest in people’s behaviour (satisfaction) (see Figure 1.1).

Media theories and models give rise to media policy. According to De Beer (1997:448), media theories are systematic, institutionalised principles, norms and behaviour that are designed to guide on the formation, distribution, and control of the system in both its human and technical dimension. It is through these media policies that we have experienced diversification and concentration of media ownership that result in the culmination of Affirmative Action

Figure 1.1 Shannon and Weaver’s (1949) Information Theory Model



1.5.1.1 Affirmative Action

Affirmative Action in the media aim to address disparities based on race, disability, and gender (Fourie, 2007:305). In gender equality, the UNESCO (2008:1) conveyed the Affirmative Action message through the *Women Make the News2008* as a challenging opportunity to promote gender equality in newsrooms by applying the principle of equal opportunity while maintaining the highest journalistic standards. Looking at the role of women in the media, Diamantopoulou (2002:1) maintains that there are two areas that need to be highlighted which are of particular importance:

Firstly, increasing the access of women to jobs in the media and new technologies – especially at managerial level; secondly, promoting a balanced and non-stereotypical portrayal of women in the media. Affirmative Action policies promote women (Balafoutas and Sutter 2012:579).

1.5.1.2 Attitude

According to Lopper (2006:1), attitude is a mental position relative to a way of thinking or being. A positive attitude implies a way of thinking that is predominantly positive and optimistic. The opposite inclination, a negative attitude, is predominately pessimistic. Results from Motileng's (2004:iv) study revealed that employees in the SABC viewed women's Affirmative Action positively as a corrective process that provides employment opportunities for advancement and actualisation of potential.

1.5.1.3 Job satisfaction

Job satisfaction can be influenced by a variety of factors, e.g., the quality of one's relationship with one's supervisor, the quality of the physical environment in which one's works, and the degree of fulfillment in one's work. According to Nel, Van Dyk, Haasbroek, Schultz, Sono, and Werner (2004:552-3), factors of job satisfaction include the principle of equitable pay. They further note that negative inequity leads to job dissatisfaction. The Broadcasting and Cable (2000:1) assumed a high degree of job satisfaction among news directors. Egyptian journalists, according to Naila (2009:15), were enthusiastic toward training, despite some dissatisfaction. In South Africa the Affirmative Action policy is able to increase SABC managers' job satisfaction and organisational commitment (Motileng, 2004:iv).

1.5.2 Review on attitude, Affirmative Action, and job satisfaction

De Beer (1998:324) argues that to be able to develop an idea in a particular media problem, it is imperative for the researcher to establish what other researchers have done in the media. Researchers have found a relationship between attitude towards Affirmative Action and job satisfaction, among race, gender, and the disabled groups. The results of the Global Media Monitoring Project (GMMPs) conducted in 1995, 2000 and 2005 found little positive change in selected indicators of gender bias in news media. In the context of news-making, news content and journalistic

practice, gender bias and negative gender stereotyping have persisted throughout the ten-year period (UNESCO, 2008:1). The 2005 GNMP in particular found that women were dramatically under-represented in the news; only 21% of news subjects were female and women's voices were rarely heard in topics that dominated the news agenda.

The Federation of Nepalese Journalists (FNJ), the International Federation of Journalists (IFJ), and the European Union (2006:1-6) maintained that all journalists and media staff, regardless of gender, must have the right to expect equal access and no discrimination in appointment and recruitment, payment of salaries and allowances, opportunities for professional assignments including training and exposure trips, or opportunities for promotion and advancement. These bodies also stipulated that all media (public and private) must uphold the principles of gender equity in the media workplace by committing to:

- Time-bound Affirmative Action to encourage increased participation of women in the media;
- Equal pay for work of equal value; and
- Provide safe working environment and adequate night transport facilities for women journalists, especially in the districts.

In South Africa, Human (2006: 1) observes that professionals felt that black partners are taken in only to comply with the Broad-Based Black Economic Empowerment Act and Affirmative Action, and not as a means of improving the companies. They however concluded that the overall attitude was positive.

1.5.2.1 Affirmative Action in the SABC Limpopo Combo

The Regional General Manager (RGM) of the SABC Limpopo Combo, where this research was conducted, was a male African. The RGM headed the combo that was made up of three stations (Thobela FM, Phalaphala FM, and Munghana Lonene FM) Logistic, Radio Broadcast Facilities (RBF), Radio Sales, Human Resource, Communications, and Finance. Head of all these departments were Africans, including, one Indian male who according to the constitution on Affirmative Action,

was regarded as African. One of the Indian employees in the work of Manhando (1994:71) said: "I am speaking for the Indian community now. For political reason we are seen as Blacks. But when it comes to jobs, it is something else. Now, even if you have the ability, they will employ a black person. Where do we fit in?" This indicates how Affirmative Action is perceived differently by different people.

Six of the heads in the SABC Limpopo Combo, were males while the remaining three were females. Among the three stations, there were management committees which were made up of the Programmes Managers, and Marketing Managers, and Executive Producers for each respective station. They were twenty in number; twelve of them being males while the remaining eight were females. There were also producers and presenters. In these sections, Affirmative Action was also applicable, and in other stations, the 50% quota had been reached and exceeded. For instance, at Thobela FM station, the Station Manager was a male African while the Programmes Manager and Marketing Manager were female Africans.

1.6 RESEARCH METHODOLOGY

Research methodology in this study focused on research design, sampling, data collection, data analysis, reliability, validity, objectivity and bias, which will be explained in more detail in Chapter 3.

At the moment it suffices to mention that this research used both quantitative and qualitative approaches, random sampling, and the Attitude towards Affirmative Action Questionnaire (AAAQ) and Job Satisfaction Questionnaire (JSQ) to collect data. Elements of reliability and validity were explored and identified in both these questionnaires. It is an objective study without any element of bias towards race, gender, ability or socio-economic and political affiliation.

1.7 ETHICAL CONSIDERATION

Ethical consideration is important when research is conducted. Chapter 3 will also highlight some of the specific considerations that the researcher made during the investigation.

1.8 SIGNIFICANCE OF THE STUDY

More than a decade since Affirmative Action came into effect; it is not clear whether employees in the SABC workplace, where it is being implemented, are satisfied about it. It is also not clear if the implementation of Affirmative Action leads to job satisfaction among SABC male and female employees and also among the ranks (positions) of employees. The significance of this study lies in its intention to find answers to some of the following questions:

Do male employees in the SABC feel that Affirmative Action discriminates against them unfairly as compared to female employees? What about the disabled employees in the SABC? Are they also feeling the same? Are those at the bottom of the SABC organogram, feel that Affirmative Action favours only those at the top hierarchy or vice versa? Does Affirmative Action undermine the potential, experience, and qualifications of other SABC employees? To those who feel marginalised by Affirmative Action, is this marginalisation justified? Do the SABC employees perceive the implementation of the Affirmative Action as fair and in accordance with the law or the constitution? How long should Affirmative Action, according to the SABC employees, be implemented? Should this Affirmative Action be or not be based on race, gender, or ability? How does Affirmative Action fit into the SABC Turnaround Strategy?

The SABC Limpopo Combo consists of three stations, namely, Thobela FM, Munghana Lonene FM, and Phalaphala FM. The smooth running of these stations depends on the services offered by the Finance, Human Resources Capital, Communication, Radio Broadcast Facilities (RBF), Logistic, and Radio Sales, which are the Support Services. Research on the attitude towards Affirmative Action and job satisfaction in the SABC Limpopo Combo was never conducted and this is what gives this research its unique significance.

1.9 CONCLUSION

This chapter covered the introduction into the study of attitudes towards Affirmative Action and job satisfaction among employees. It highlighted the statement of the problem, aim and objectives, research question and hypothesis, introduction to

literature review and definition of concepts that build up the structure of this research work. The next chapter deals with the theoretical and empirical literature review on the attitudes towards Affirmative Action on job satisfaction among employees both locally and internationally.

CHAPTER 2

LITERATURE REVIEW ON AFFIRMATIVE ACTION, ATTITUDES, AND JOB SATISFACTION

2.1 INTRODUCTION

Affirmative Action attitude, and job satisfaction are social and psychological terms which were discovered to have an interesting tripartite relationship all over the world and they differ among race, gender and ability (De Beer, 1998:324; Manhando, 1994:71; Wilson, 2012:5; Poindexter and Banchman, 2009:1; Free, 2010:1; Ross and Byerly, 2005:53; Bernier and Rocco, 2003:13; Dempsey and Ford, 2009:233) and Houston, Larmers and Svorney, 2010:19). It is assumed that people perceive Affirmative Action differently. Those who do not favour it perceive it negatively while those who favour it perceive it positively. This perception, as others argues, determines the satisfaction level of those who the Affirmative Action targeted, such as Blacks/Whites, males/females, and able/disables, or those who are directed to implement it. According to Davis (1991:1) Blacks refers to unmixed Blacks descended from African populations. In South African context, Blacks include South Africans of Pedi, Zulu, Xhosa, Xhonga, Vhenda, Ndebele, Swazsi, Tswana, and Sotho, Coloured and Indian origins. Whites, on the other hand, include South Africans of Afrikaans or English origin. Africans refers to people of African origin.

This chapter will explore both the theoretical and empirical approaches of attitude towards Affirmative Action and job satisfaction by giving definitions, explanations, models, and approaches of these concepts, and also by giving empirical researches conducted internationally and locally.

2.2 AFFIRMATIVE ACTION

Affirmative Action is a measure to achieve equity in the workplace and to ensure the adequate representation of designated groups (Mushariwa, 2012:1). Naidoo and Kongolo (2004:125) observe that Affirmative Action was born in the United States of America in the mid-1960s. The administration of the then President Lyndon Baines Johnson considered it as a policy that would redress racial imbalances that existed in the country. That is why today minority groups in high-paying skilled occupations

grew more at federal contractors in the United States of America subject to affirmative action (Kurtulus, 2012:213).

Bachmann (2009:1) observes that the media is important in shaping stereotypes among genders. Bachmann further notes that the role of a political leader is often associated with the emotional attributes of a man and his research shows that media coverage reinforces culture-specific emotion that displays rules for politicians. Bachmann examined news media coverage of both Barack Obama and Hillary Clinton's emotional traits during the 2008 Democratic Primaries and the impact of such portrayals on public opinion polls. In the case of Hillary Clinton, Bachmann discovered that she was described mainly as an angry and bitter contender, while Obama was portrayed as a jovial and optimistic candidate. In South Africa, Ngatia (2009:34), when investigating male broadcasters' perceptions of gender based Affirmative Action at the SABC, notes that Affirmative Action policies will help change the attitudes and ideas of both the previously disadvantaged and advantaged groups in the media.

The case for affirmative action for persons with disabilities is grounded in the philosophy of social justice, which posits that all human beings have expectations of certain basic needs necessary to sustain a decent life, and that the state should intervene where there are inequalities (Njogu, 2009:1). In this regard, Njogu further said that the media can play an important role in pushing for the enactment and practice of Affirmative Action

2.2.1 Affirmative Action as another form of discrimination

Affirmative Action is often criticized for causing reverse discrimination and lowering the qualifications of those hired under the policy (Niederle, Segal, and Vesterlund. 2012:1). Crosby, Lyer, and Sincharoen (2012:585) observe that it is a controversial and often poorly understood policy. In spite of constitutional guarantee and laws banning discrimination, Naidoo and Kongolo (2004:124) are of the opinion that a myth about Affirmative Action is that it is a reverse discrimination that gives preferential treatment to people of colour and women and benefits only a selected few people, and is a primarily Black vs. White issue.

There are still people who see Affirmative Action as unnecessary and therefore should be abolished. One of those who shares this view is Motileng (2004:9) when studying the experience of people in middle management positions in the electronic media (SABC) in South Africa. Motileng maintained that Affirmative Action should be scrapped after serving its purpose. This view is supported by Clarke (2005:75) who argues that even if Affirmative Action can succeed in its goals, and even if it is the only way of achieving goals, it is discrimination – in a sense that it treats people differently - and because discrimination is wrong, Affirmative Action is wrong. Individuals who are identified as being selected under an Affirmative Action policy are perceived as less competent, by themselves and by others, unless information is provided that clearly and unambiguously demonstrates their competence.

The general assumption from the above explanation is that Affirmative Action can be addressed fairly when race, gender, and disability discrimination are fairly considered – be it in employment, business, education or media. The following sections will look into Affirmative Action in relation to these discriminatory factors.

2.2.2 Affirmative Action and Race

Wilson (2012:5) maintains that race-based Affirmative Action is a way to overcome inequality and racial preferences. In the United States, Department of Commerce (1995:196) revealed that most males and Whites were employed in the media. The Department of Commerce further observed that 0,6% of them were Native Americans, 1% Asian American, 2,2, Hispanic, while 3,7 were African Americans. To advance the representation of these groups in the media industry of American workforce, the United States was concurring with Wilson's (2012:5) philosophy when implementing race-based Affirmative Action.

The above disparities also manifested in the work of Poindexter, Coleman, and Shader, (2008:1) during their content analysis of wild art photographs in six major newspapers, wherein they observed that newspapers published more segregated slice-of-life photographs than photographs with racial and ethnic diversity. They discovered that more than 75% of the wild art photographs included Whites only; 10% showed Blacks only; and 8% of the photographs had Latinos only. In another study, Poindexter and Bachmann (2009:1) analysed racial and ethnic diversity in

news coverage and contended that there was no statistical difference in the two content selection methods but there was a qualitative difference.

African-Americans in television tended to be over-represented as alleged perpetrators of crime in comparison to the White-American populations. This was discovered by Free (2010:1) when he compared minority representation on the local television newscasts of two adjacent Texas cities with different demographic profiles in relation to the population statistics of both cities. Free, further observed that Whites were seen most often as on-air journalists and the individuals or groups that were the primary focus of each story were mostly Whites. One may then conclude that Affirmative Action is required to balance these anomalies.

2.2.3 Affirmative Action and gender

Vilakazi (2007:4) presented the situation of who should be given first priority among gender, or who should give way to whom, black men or a white women? According to Gauntlett (2002:90), women and men were generally equal in the world of today's TV and movies, although male characters may still be in the fore, leading the researcher to conclude that modern media had a more complex view of gender and sexuality than ever before. Niederle et al (2012:14) say that guaranteeing women equal representation through Affirmative Action among winners from job selections increases their entry into job market,

According to Ross and Byerly (2005:53), Affirmative Action is essential to redress the mind-set of a media which still view women as the "Madonna" who is cast in the role of a mother – the one who gives birth, nurtures, raises, sacrifice herself, and finally, the one who mourns her dead son. It also projects a woman as a "whore" who is pressed into the mould of the sexual object, the essence of whose existence is tantalising and threatening to the male, and whose ultimate fate is to be punished as a victim of violence and exploitation. In response to this negative perception on gender, Sebastian and Correa (2009:181) suggested that because more women are succeeding, it is important to analyze the way they are portrayed by the news media. Loke, Harp, and Bachman (2008:1) maintained that articulations served to vilify women's parenting and governing because women stray from a dominant intensive

mothering ideology. Labour market discrimination not only lowers the pay of women but also increases the pay of men (Bernier and Rocco, 2003:13).

Kim (2008:1), in a study to analyze how the female candidate is presented both in news media and in candidate Web sites, found that the female candidate was differently portrayed in terms of presentations of gender-related characteristics. That led to some of the researchers such as Bachmann (2009:1) to examine and compare news media coverage of female candidates and their emotional attributes in Germany, Chile and the United States. Using textual analysis of local newspapers, Bachmann found that there were cultural differences that influenced how the papers framed women's shows of emotions. For Germany's Angela Merkel, the expressiveness was a brief part of the colour of the story. In the case of Chile's Michelle Bachelet, woman's emotions served as the main explanation of her appeal to voters. In the United States, Hillary Clinton was deemed as showing too much ambition to get to the White House. This gender stereotype seemed to undermine the importance of Affirmative Action.

Gender stereotype may also manifested even in the political sphere. Harp, Locke, and Bachman (2009:1) examined and compared discursive constructions and performance of gender in Sarah Palin's media portrayal during the first week of her nomination to the Republican vice presidential candidacy. Using content and discourse analysis of online video clips posted by five U.S. network news websites, they found that gender becomes a primary focus in these mediated discourses about Palin.

Presenting a paper during Gender and Media in South Asia, Ahmar (2004:1) maintained that the media world has been male-dominated - globally as well as nationally. Men designed and defined media policies, priorities, and agenda, including how women were portrayed and presented. It was most often that men made decisions about hiring staff. Ahmar also revealed that the ratio of male-female workers in the media was heavily imbalanced in favour of men. It is no wonder, then, that the media was biased against women in many areas.

Ross and Byerly (2005:138) said that there were little doubts that women journalists had contributed significantly to broadening the scope of press coverage to include more and better reporting on and analysis of social issues in general and what were known as women's issues in particular. The above authors however, discovered that women's capacity to influence the policy agenda practice and output of the media was limited by several factors which include the fact:

- 2.2.3.1 that a number of women in key decision-making positions was still relatively small;
- 2.2.3.2 that young women entering the media field since early 1990s had found that they were more prone to be assigned to the contemporary equivalent of the "ladies beat" of yore than their male colleagues; and
- 2.2.3.3 that gender-related issues such as rape and dowry-related murder receive much media attention because most victims were women.

Bachmann (2007:1) maintained that women were not only running for presidency in many countries - they were winning. Yet, little was known about how the news media portrayed the first months in office when the president was a woman. Bachmann's content analysis of newspaper coverage of the honeymoon period of the new female president of Chile revealed that there was gender-bias news coverage of the woman president and her suitability to do the job.

2.2.4 Affirmative Action and Disability

Identifying oneself as having a disability renders that person vulnerable to disability discrimination. Developed countries have actions in place to minimise this vulnerability. Dempsey and Ford (2009:233) maintained that Australia and United Kingdom have implemented legislative initiatives designed to enhance the participation of people with intellectual disability in the workforce. Similarities across both countries include increased funding for employment services for people with a disability, strong policy statements on the inclusion of people with disability in the workforce, and a dearth of meaningful data on the employment of people with intellectual disability. The remedy to the plight of these people with disability was the introduction and implementation of the Affirmative Action policy.

Fuijura (2010:241) using data from the 2007 American Community Survey (ACS), tackled the estimated degree of family financial support for adult members with disabilities living at home. Using the Internal Revenue Service definition of a “qualifying dependent,” the need for financial support was defined in terms of the ability to financially contribute to one’s own support. Estimates indicated that 32.3% of the family-based population of adults with disabilities needed financial support. Fuijura further said that those meeting the support test, approximately 4 in 10 lived in households where the primary income earner was 60 years or older.

Houston et al (2010:19) conducted a national survey of vocational rehabilitation counselors and others who provide services to individuals who were deaf or hard of hearing, where respondents were asked their views about the employment effects of Americans with Disabilities Act (ADA) requirements, state anti-discrimination laws, increased benefits under Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI). They reported that there was an improvement in labor market opportunities for people with disabilities. Houston et al. also found that a substantial number agreed that ADA requirements and increased benefits under SSDI and SSI had resulted in a drop in employment, particularly for workers who were deaf.

2.2.5 Affirmative Action in South Africa

In South Africa, the African National Congress (ANC) adopted the Affirmative Action policy at their National Conference in May 1992 to overcome the legacy of inequality and injustice created by colonialism and apartheid in a swift, progressive, and principled way (Burger and Jaffa, 2010:4). In their article, the two authors said that the new South African government, under the leadership of the ANC in 1996, duly made provision for policy and legislation to be formulated to allow efforts to redress the inequalities of the past and that this provision is an exception to the Constitution’s otherwise staunch commitment to equality.

Act No. 55 of 1998 of the Parliament of the Republic of South Africa, stipulated that Affirmative Action is implemented in the form of the Employment Equity Act (EEA). Section 2 of the Act describes its purpose as to achieve equity in the workplace by (a) promoting equal opportunity and fair treatment in employment through the

elimination of unfair discrimination; and (b) implementing Affirmative Action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workforce.

According to the Constitution of South Africa, Section 195 (1) of the Constitution Act 108 of 1996, Affirmative Action Policy seeks to redress the past imbalances to ameliorate the conditions of individuals and groups who have been disadvantaged on the grounds of race, gender, and disability and which promote practices which have, as their objective, the achievement of a workforce.

The Section further stipulates that the Affirmative Action is governed by democratic principles that include the following:

- 2.2.5.1 Responding to people's needs and encouragement of the public to participate in policy-making.
- 2.2.5.2 Fostering of transparency by providing timely, accessible, and accurate information.
- 2.2.5.3 Cultivation of good human-resource management and career development practices that maximise human potential.
- 2.2.5.4 Ensuring that public administration is broadly representative of the South African people and employment and personnel management practices are based on ability, objectivity, fairness, and the need to redress the imbalances of the past.

Alexander (2006:33) suggests that Affirmative Action evolved in a most elaborate process of public consultation that culminated in the core legislation of the Public Services Act, the Employment Equity Act, the Skills Development Act, and the Skills Development Levy Act. All of these are, laudably, geared towards the imperative of the redistribution of economic, social, cultural and political power and resources that constituted the fundamental reason for the struggle against racial capitalism in general and apartheid in particular.

In the opinion of Naidoo and Kongolo (2004:124), Affirmative Action has been the only policy instrument used by the Democratic South Africa to redress the past imbalances. In line with the Employment Equity Act No. 55 of 1998, the beneficiaries of this action are mainly African women, Blacks and disabled people.

2.2.6 Affirmative Action in the media

According to Chapter 5 of the Broadcasting Policy (1997) in its Green Paper for Public Discussion, which was published by The Ministry for Posts, Telecommunications and Broadcasting in November 1997, some efforts have been made to implement Affirmative Action policies meant to promote racial and gender at all levels within the broadcasting industry. The Broadcasting Policy stipulates that the economic empowerment of members of historically disadvantaged communities is generally defined as a process that deliberately creates entrepreneurial and managerial opportunities for previously disadvantaged groups to broaden and redistribute the South African economy through inclusion in ownership and management.

The Gauteng Film Commission (2010:1-11) conducted a survey on the Affirmative Action in the media, and came up with the following findings.

- 2.2.6.1 The vast majority of direct employees in the media were youth (under 35 years), who constituted 54% of an overall total of 9 294 direct employees.
- 2.2.6.2 In total, there were 4 026 women employed in the media, comprising 43.3% of direct employees.
- 2.2.6.3 102 (1.1%) of direct media employees were disabled.
- 2.2.6.4 The majority of direct employees in the media industry were Blacks (57%), followed by Whites (32.6%).
- 2.2.6.5 Coloureds and Asians were 6.4% and 4% respectively.

It can be observed that the commission says nothing of the disabled people in its survey.

2.2.7 Historical perspective of Affirmative Action at the SABC

The SABC Staffing Committee Report (Aug 1993:5) assumes that Affirmative Action prioritises Blacks, women, and other marginalised groups in its promotion and employment policies. The Staffing Committee Report maintains that Management is supposed to enact the Affirmative Action policy in a manner that favours the previously disadvantaged and at the same time not compromise high standards of professionalism. It gives preferential treatment to qualified incumbents from historically disadvantaged groups in lieu of experience denied of them (SABC Policy Statement on Affirmative Action, June 1994).

The SABC defines Affirmative Action as a deliberate systematically organised process of correcting historical imbalances in staffing and normalising the staff composition of the corporation (Staffing Committee Report, August 1993, unpublished). According to the report, the purpose of Affirmative Action is to overcome the structural consequences and discriminatory practices of organisational discrimination especially with respect to race, gender, and disability. It implements Affirmative Action in order to ensure that previously disadvantaged groups get equal opportunities in human resource functions such as recruitment, promotion, training, and compensation. Ngatia (2002:34) says that the Board of SABC formally adopted a policy of Affirmative Action in July 1994, to correct imbalances in the composition of the corporation's staff complement. This is done in recognition that as a public service broadcaster, SABC can only fulfil its mandate if its staff composition is reflective of the society (Berger, 2000:94).

As the Affirmative Action policy development continues in the SABC, the Campaign for Open Media in May 2003 demanded that the SABC implement the Affirmative Action principles in terms of recruitment policies (Fokane, 2003:9). This was also reflected in the SABC "Call for Proposal" article, which stipulated that the SABC Ltd had three key priorities with respect to the development and transformation of the local production industry: Black Economic Empowerment (BEE), Skills Development, and the Economic Development and international competitiveness of the industry

(SABC Genre Entertainment Content Hub, 2009:3). In the Black Economic Empowerment, the SABC maintained that its programme commissioning and acquisition are assessed using the company ownership; company employment equity profile; and empowerment profile of the key personnel used on the production. Empowerment of black South Africans (African, Coloured and Indian) and women in general is considered for all three dimensions. SABC also intended to increase its investment in black-empowered companies by giving weight to the black empowerment criteria.

According to the SABC Compliance Manual (2005:7), the SABC must adopt and implement equal opportunity employment practices in respect of the licensed service which ensured that management and staff are representative of South African Society and that its human resource policies, particularly with regard to historically disadvantaged persons, taking into account the development of the managerial, production, technical, and other skills and expertise.

2.2.7.1 The Affirmative Action staff composition of the SABC

Figure 2.1 and Table 2.1 indicates that the Regional composition of black employees in the SABC in 2009 was 93,06%. In terms of gender, the Limpopo Region (Limpopo Combo) had 32,41% of female employees and 67,59% of male employees.

Figure 2.2 shows the transformation trend of the Limpopo Combo. It indicates that in 2009, there were 2,7% of disabled employees. There are also 26% of female managers, while black managers constitute 97.7%.

Figure 2.1 Regional staff composition by Race and Gender (Source: SABC Compliance Manual 2009)

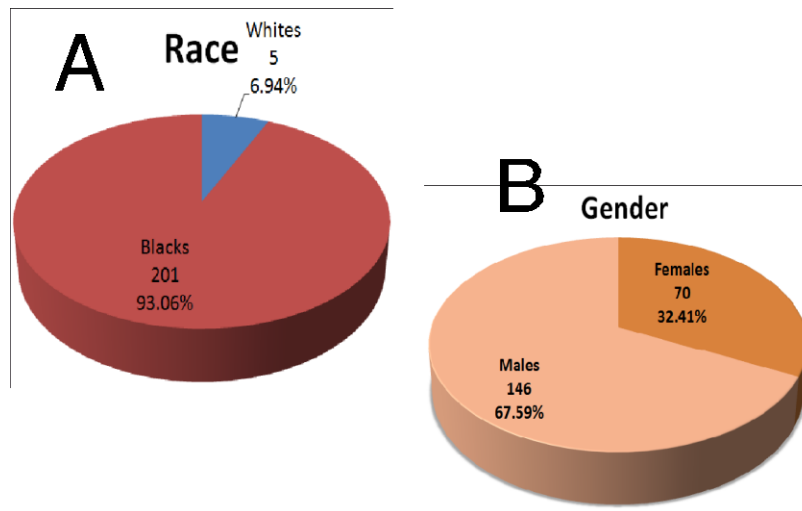
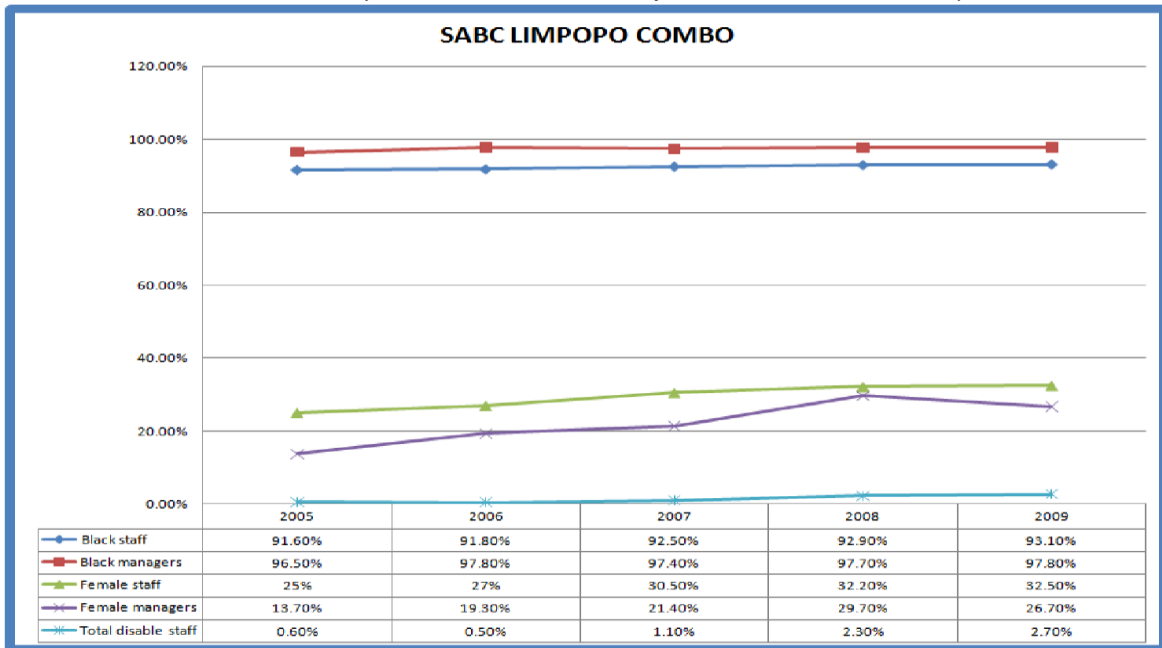


Table 2.1 Development of the new Employment Equity Plan (Source: SABC Compliance Manual, 2009)

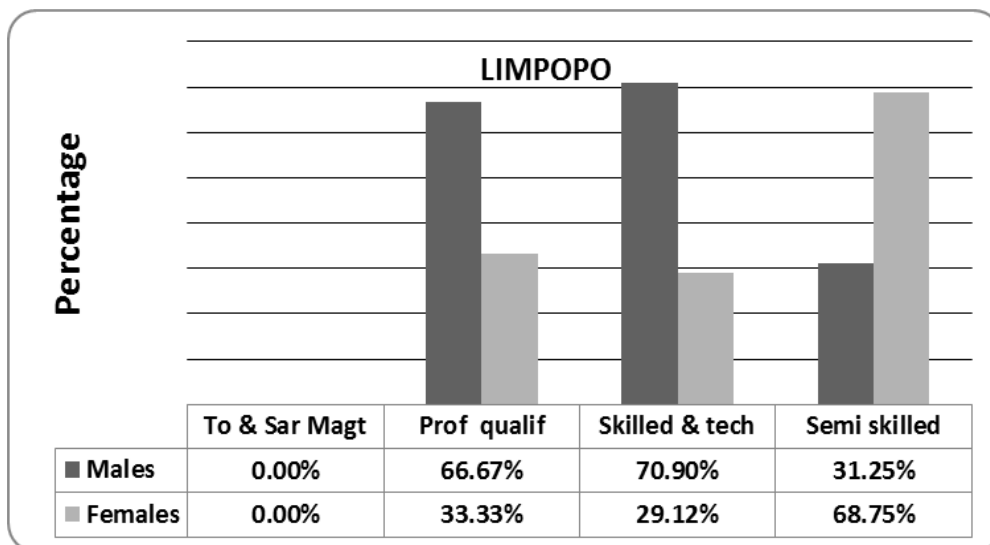
EE SABC Corporate Targets (2004 – 2009)	EE Current Status October 2004	EE Current Status October 2008	Comments
70% black staff by 2009	62.84%	76.03%	Major improvement over 5 year.
50% female staff by 2009	41.17%	45.77%	Slow progressive improvement (special focus required)
60% of all managers to be black by 2009	49.42%	67.02%	Major improvement over 5 year
50% of all managers to be female by 2009	31.34%	38.60%	Slow progressive improvement (special focus required)
2% disability	0.3%	1.29%	Major improvement but more work still needs to be done.

Figure 2.2 Overall Regional staff transformation trend
(Source: SABC Compliance Manual, 2009)



In terms of occupational qualifications of employees in the Limpopo Combo, there are 66,6% and 33,4% of male and female employees respectively who are professionally qualified, while 70,9% and 29,1% of male and female employees respectively who are at the middle management level (See Table 2.3).

Figure 2.3 Regional occupational level by gender
(Source: SABC Compliance Manual, 2009)



(b) The Turnaround Strategy of the SABC

In 2011 the SABC implemented the Turnaround Strategy as a means to redress past financial mismanagement that put the it in a bad light. According to the SABC Redifussion (2011:1) the Turnaround Strategy strives to find answers to the following questions which were answered as indicated hereunder:

- How does the SABC determine the salary scales and posts levels?
 - The SABC currently has fully established salary ranges with a minimum, midpoint and maximum level of remuneration.
 - Individuals are, as a norm, placed on the midpoint, but could also be placed differently when looking at internal equity.
- Remuneration
 - Staff should be remunerated according to the importance of their jobs' worth. Worth is determined using the science of specialist separate from management and others in line with the operating model.
- Filling of vacant posts
 - There should be a moratorium.
 - The SABC staff should be given preference (there is a lot of dedicated and qualified staff within) – link to skill and competency mentioned above.
 - If there is no required skills and expertise, training should be given where necessary.
- Recruiting skilled people
 - No Nepotism.
 - Race should not be an issue especially against Whites, Coloureds, and Indians.
 - The SABC should employ competent people with expertise in broadcasting.
- Salary scales and posts levels
 - SABC staff with experience and qualifications should earn more than those without experience and qualification e.g. entry into a position must have minimum requirements stipulated.

- Peromnes - There should be a way of remunerating according to experience and qualifications without moving people to managerial positions.

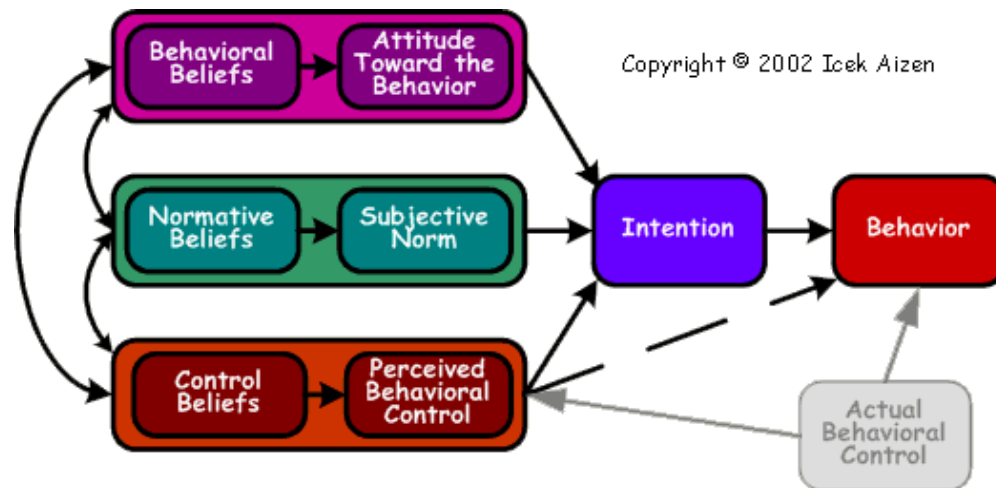
The above explanation indicates that Affirmative Action offers different advantages between various groups. The majority of black South Africans enjoy the implementation of Affirmative Action differently from minority white South Africans. Men and women do not benefit equally from Affirmative Action policy, as is equally so between the non-disabled and the disabled people. The different benefits brought about by this Affirmative Action may bring different perceptions or attitudes towards it. Theoretically and empirically it seems that Affirmative Action is a crucial policy for employment in modern society, with the SABC included. What is crucial, however, is how people view this policy. Are people or employees giving this Affirmative Action a nod? The following section will explore assumptions and researches on attitudes among races, gender, and disability towards the Affirmative Action.

2.3 ATTITUDES

Attitude refers to favourable or unfavourable evaluation of object which can take the form of a person, policy, or idea (Schuman, 1997:1). Vilakazi (2007:23) assumes that girls are usually given more comfort, while boys are taught how to perform tasks and are praised for their independence and abilities. Vilakazi's assumption is in line with the Theory of Reasoned Action, which was popularised by Ajzen and Fishbein in the 1980's. The Theory of Reasoned Action suggests that a person's behaviour is determined by his/her intention to perform the behaviour and that this intention is, in turn, a function of his/her attitude toward the behaviour and his/her subjective norm (Ajzen, 1991:179-221). Theory of reasoned Action is demonstrated in figure 2.4.

Taking behavioural beliefs as the Affirmative Action's goal in Table 2.4, which is to redress the imbalances of the past, attitude towards the behaviour may represent the employees' attitude towards Affirmative Action. The employee's attitude will be determined by whether the Affirmative Action advantages or disadvantages the employees' job conditions, which will determine their intentions. Will the employee regards the implementation of Affirmative Action as a necessary policy to satisfy his job's needs?

Figure 2.4 The theory of planned behavior. (Adopted from Ajzen, 1991).



For instance, in South Africa, some white employees may dislike Affirmative Action as it favours black employees more than it favours them. Female employees, on the other hand, may have a positive attitude towards Affirmative Action as it advances them to better levels in their jobs as compared to men. The same may apply to disabled employees (disability) who may have some advantages from the Affirmative Action implementation than employees who are not classified as such. The behaviour, as an output from the intention, may represent the level of job satisfaction the individual may display from the implementation of Affirmative Action. The display may be in the form of attitude towards Affirmative Action.

From the Reasoned Action model, this study assumes that the implementation of Affirmative Action may generate either positive or negative attitudes among employees, which may in turn explain whether the employee is satisfied or dissatisfied. Job satisfaction, as the results of the interpretation of employees' attitude towards Affirmative Action will be explained later in this chapter.

2.3.1 Attitudes towards Affirmative Action

Attitudes can be positive, negative, or indifferent. If a person has a positive attitude towards Affirmative Action programme, it means that that person is in favour of that programme. If a person has a negative attitude towards Affirmative Action programmes or policy, it means that that person dislikes the programme. The person becomes indifferent to Affirmative Action programme when he/she is not affected by

Affirmative Action programme. The Affirmative Action Questionnaire in Chapter 3 is based on this assumption.

Crosby et al (2012:585) suggest that examining variations in people's attitudes toward affirmative action, in part, is a means for testing different theories of social behaviour. Possibly, attitude towards Affirmative Action will differ according to the impact this Affirmative Action has on those who are affected. Doverspike (2006:37) used the Theory of Reasoned Action to analyse the relationship between attitude and Affirmative Action. Doverspike maintains that the theory represents the comprehensive approach to the prediction of human behaviour and the relationship between attitude and Affirmative Action. Harrison, Kravitz, Mayer, Leslie, and Lev-Arey (2006:1013) admits that the large body of evidence about attitudinal reactions to Affirmative Action Policy in employment has accumulated over 35 years.

Richardson (2005:503) reveals that frame inductions did not significantly influence support for Affirmative Action. However, exposure to editorials presenting the diversity frame moderated the relation between Whites' pretested interracial attitudes (modern racism, White guilt, and belief in White privilege) and support for Affirmative Action. Bachmann (2005:59) again, indicates that media coverage reinforces display rules and stereotypes of the "proper" behavior for a politician, including their emotional management. Bachmann's study examined news media coverage of both Barack Obama and Hillary Clinton's emotional traits during the 2008's presidential race and found that the coverage focused on the negative affective behavior by Hillary Clinton and the positive behavior by Barack Obama, and that people exposed to this coverage were significantly more likely to hold attitudes about the candidates that mirrored the media portrayals.

Correa (2009:1) explored the factors that predict the creation of online content among college students. A Web-based survey revealed that there were differences by gender, race, and age in creating content. Whites were less likely than minority groups to contribute toward creating content. Correa, Amber, and Zuniga (2010:247) found that while extraversion and openness to experiences were positively related to social media use, extraverted men and women were both likely to be more frequent users of social media tools, only men with greater degrees of emotional instability

were more regular users. Attitude towards Affirmative Action may differ in terms of race, gender and ability.

2.3.1.1 Racial attitude towards Affirmative Action

Racial attitude towards Affirmative Action includes attitudes held by members of racial groups such as Blacks and Whites, towards Affirmative Action. Even in South African, Vilakazi (2007:25) views gender role socialisation as challenging for men and women who do not want to be classified and placed in a certain classified socially acceptable box.

Cantrell and Loke (2009:1) agreed that African Americans were more likely to engage in civic activities, politically participate in online and offline settings, talk about news, follow the news, and demonstrate overall interest in news. That, in itself, suggested that race was a complex, influential characteristic affecting attitudes towards Affirmative Action in the media industry. In their investigation to examine the relationship between colour-blind attitudes, modern racist attitudes, and attitudes toward Affirmative Action, Awad, Cockley, and Ravitch (2006:1384) confirmed a positive relationship between modern racism and colour-blind attitudes. Colour-blind attitudes emerged as the strongest predictor of attitudes toward Affirmative Action, followed by modern racism.

Francis and Silver (2008:502) made their investigations on the Association of American Law Schools (AALS) job applicants who would find a brochure listing ninety-six schools with entry-level positions. They wanted to investigate the presence of race-based attitudes towards Affirmative Action. They discovered that, among ninety-six schools, eighty-one of them list Affirmative Action guidelines as an important hiring consideration. The findings also revealed that forty-eight specifically list "race" as a desirable diversity characteristic.

2.3.1.2 Gender attitudes towards Affirmative Action

The relationship between gender and Affirmative Action attitudes can be mediated by perceptions and belief in the existence of gender discrimination, and traditional attitudes toward women (Conrad and Hartmann, 2002:415). The findings of

Massingale (2012:1) indicate that African American males and African-American females have statistically significant attitude differences toward Affirmative Action variables and several organizational commitment variables. The attitude can also be observed in the media during the upbringing of children into adulthood. Valkenburg (2006:213) used a survey of 687 adolescents to investigate to what extent their perceptions of internet communication differ and what background variables (i.e. age, gender, social anxiety, loneliness, and need for affiliation) underlie these differences. The findings revealed that boys perceive internet communication as more reciprocal than girls do, therefore giving differences that may give discrimination in the future.

On the other hand, Sebastian and Correa (2009:181) used Chile as a case study and agenda setting as a theoretical framework to examine differences in press coverage of that country's first woman president, Michelle Bachelet, and her male contenders in the 2005/6 elections and compared them to public opinion. As expected, the press covered the candidates' personal attributes and issue positions following traditional gender stereotypes that are based on their attitudes towards Affirmative Action. They concluded that some gender-based differences in news coverage actually boosted the image of Michelle Bachelet. The authors suggest that the media may have influenced public opinion toward the candidates.

Zheng (2007:1) notes that online pornography reveals that the Internet seems to reproduce the existing gender power structures. Zheng investigated whether the pornography representations in a 3-D online game *Second Life* reinforce male dominant view over the female sexuality. The study showed that gender representation in two *Second Life* pornography publications-*Players* magazine and *Second Life Escorts*-is a mixed picture and that male domination and female submission are still main themes in gender discourse. Zheng's study also revealed that male dominance in pornography representation was an outcome of market-driven sex industry in *Second Life*, which in the meanwhile limited female perspectives in pornographic content.

2.3.1.3 Disability attitudes towards Affirmative Action

The Americans with Disabilities Act Policy (2003:2) maintains that any person or persons who have a physical or mental impairment that substantially limit a major life

activity and those who have a record of a substantially limiting condition, are protected by the American Disability Act (ADA) as disabled people. Under section 49A of the Disability Discrimination Act 1995 (the DDA 1995'), (as amended by Article 5 of the Disability Discrimination Order, 2006), public authorities, when carrying out their functions, must have due regard to the need to promote positive attitudes towards disabled people; and encourage participation by disabled people in public life.

Rice (2009:9) observes that there must be something to be done on attitudes towards individual with intellectual disability, which may have implications for future education and policy makers regarding people with intellectual disabilities or other disabilities. Chabra, Srivastava, and Srivastava (2010:214) revealed that many regular teachers feel unprepared and fearful to work with learners with disabilities in regular classes, and so display negative attitudes toward inclusive education because they believe that it could lead to lower academic standards. Rice (2009:9), however, observes that students enrolled in the special education course had more positive attitudes towards persons with intellectual disabilities. The researcher also discovered that females had more positive attitudes than males.

In their work to investigate attitude towards Affirmative Action that is based on disability, Francis and Silver (2008:502) discovered that ten out of ninety-six schools included in their sample have job listings that mention disability as desired diversity characteristics.

2.3.2 Attitude and the Turnaround Strategy on the SABC

People who felt that Affirmative Action was not effective responded with anger, disillusionment and sadness (Gorga, 2010:5). These included journalists and administrative staff of colour. They maintained that the policy was in place but that in fact, in terms of them really benefiting, there were no real changes on a personal level. It was argued that power relations have not changed and Whites still dominate the economic hub of South Africa.

The Turnaround Strategy of the SABC (2011) seeks to address some of the attitudes held by its member. Some of these attitudes were reflected in the form of concerns

while the SABC addresses these through suggestions (See table 2.2). Their concerns include the retention of the skill staff, recruitment of skill people and also on how to improve the corporate governance.

*Table 2.2 Concerns to the Turnaround Strategy
(Source: SAB Turnaround Strategy, 2011)*

Concerns	Response
<p>Retention of skilled staff</p> <ul style="list-style-type: none"> • The SABC easily lets go of staff with critical skills and technical know – how? • The SABC does not have retention policies in place, thus we train people who then leave the SABC after that. 	<ul style="list-style-type: none"> • The SABC is in the process of looking at a robust Retention Strategy
<p>Recruiting skilled people</p> <ul style="list-style-type: none"> • The SABC is employing many people who have no experience and interest in broadcasting 	<ul style="list-style-type: none"> • The recruitment strategy and the operating process has been developed and should be implemented
<p>Corporate Governance</p> <ul style="list-style-type: none"> • Policies are old, outdated, confusing and unreliable 	<ul style="list-style-type: none"> • All policies will be reviewed. Where policies have a national employee implication, Unions will be engaged

2.4 JOB SATISFACTION

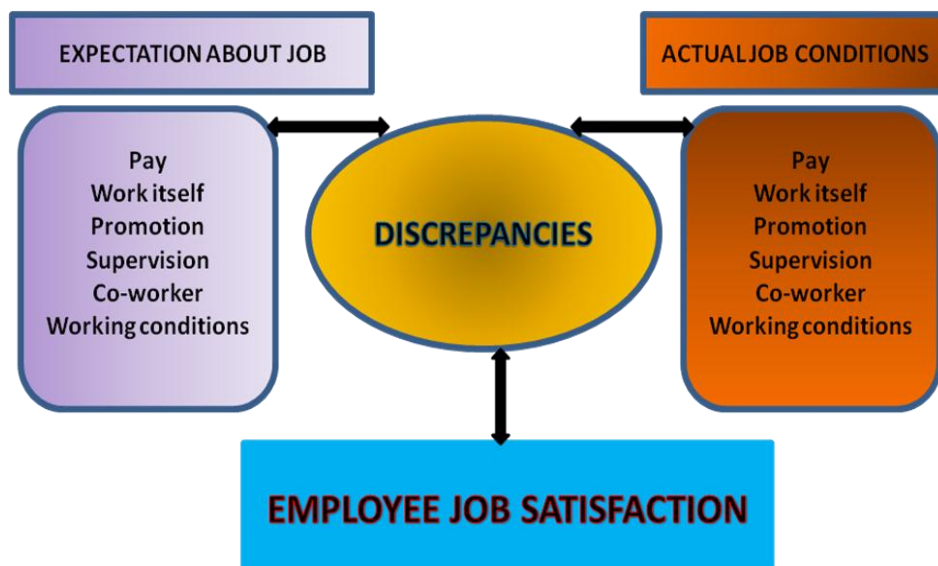
Tella et al (2007:4) define job satisfaction as the employees' perception of how well their job provides those things that are viewed as important. In terms of disability Uppal (2005:336) demonstrated that when certain workplace characteristics are introduced into the model, individuals with a mobility disability are no longer likely to be less satisfied as compared to individuals without disabilities.

A model of job satisfaction is reflected in the Hertzberg's Motivation theory. According to this theory, there are some factors labelled as motivators which work to increase job satisfaction and there are also factors labelled as hygienes which work to decrease satisfaction (Herzberg, Mausner, Snyderman, in Ali, 2009:28). These authors suggested that motivators take account of the content issues, such as achievement, recognition, the work itself, responsibility, growth and opportunity for advancement. The hygienes, on the other hand, are job environmental issues, such

as company policies, relations with supervisor, peer relations and working conditions. Ali says that according to Herzberg, the motivators are essential for improving the performance of workers; while the “hygienes” are dissatisfiers in the sense that they are considered maintenance factors that do not provide job satisfaction. To explain the employee job satisfaction model, Arnold and Feldman came up with the graphical representation as reflected in Figure 2.5.

The figure indicates that discrepancies are caused by the differences between what the employee expects (pay, work itself, promotion, supervision, co-worker and working conditions) and what the job actually offers (pay, work itself, promotion, supervision, co-worker and working conditions). These expectations and actual job conditions determine whether the employees will be satisfied or not (job satisfaction). For instance if the employee expect a certain amount of payment after performance and the job is able to offer that, or even more, the employee will be satisfied. When the actual job fails to meet the expectations of the employees, this may results in job dissatisfaction,

Figure 2.5 A model of job satisfaction (Arnold & Feldman, 1986:910)



The usage of Herzberg’s Motivation theory was also demonstrated by Scott (2009:126) in an attempt to examine motivational (perceived organizational support, social support) and hygiene factors (work-family conflict, role overload, job demands) that affect the overall job satisfaction of daily newspaper journalists.

Price (2008:72) surveyed correspondents of the traditional news offerings at America Broadcasting Company (ABC), Columbia Broadcasting System (CBS), Cable News Network (CNN), Public Broadcasting Services (PBS), and National Broadcasting Company (NBC) and of news-magazine offerings at ABC, CBS, and NBC. Price found that correspondents who reported a poor relationship with a producer had lower job satisfaction than those with a good relationship. In fact, more than one-fourth of the correspondents' job satisfaction was linked to the producer relationship. According to Hinks (2010:237), racial group is also an important predictor of job satisfaction and that black job satisfaction is positively correlated with Affirmative Action legislation.

2.4.1 Factors of job satisfaction

Factors that influence job satisfaction include pay, the work itself, promotion, supervision, co-workers and working conditions. El Semary (2012:5) claimed that advancement, supervision and growth were found among factors causing job satisfaction among female news reporters, while income, job security, company policy/ownership were found to be among factors causing dissatisfaction. These findings provide evidence to the ideas raised by Herzberg's theory.

2.4.1.1 Pay

During the apartheid era in South Africa, Whites earned more than black employees in the same job (Ratele and Laubscher, 2010:83). Affirmative Action led to black employees' salaries being increased while those of white employees remained the same so that there should be redistribution of benefits to pay the social debt (America, 1986:73). It is assumed that this may lead to job satisfaction, especially among black employees. But even after ten years of a new dispensation and after Affirmative Action policy came into effect, Liu (2006:32) discovered that in South Africa, Whites were more satisfied than Non-Whites with pay.

Pay proved to be important in determining the job satisfaction of employees as witnessed by Malik, Danish, and Munir (2012:6). Some of the relationships, according to Liu (2006:32), are positive. This was also endorsed by Luddy

(2005:102) who discovered that the relationship between job satisfaction and pay was significant at the 95% confidence level.

Moyes, Cortes and Lin (2007:77) examined differences in work-related values such as pay between the Mexican-American and the Non-Hispanic. Their research indicated that while Mexican-American respondents were less satisfied with pay, they had greater overall job satisfaction than the Non-Hispanic White respondent. However, Erasmus (1998:26) highlighted factors such as pay and benefits as causing dissatisfaction amongst African females.

2.4.1.2 The work itself

The content of the work plays an important role on the part of employee's job satisfaction. According to Judge and Church (2000:166) when employees were asked to evaluate different facets of their job such as supervision, pay, promotion opportunities, co-workers, and so forth, the nature of the work itself generally emerged as the most important job facet. Male employees may find physical work more satisfying than women and disabled employees (Arnold and Feldman, 1986:86). Affirmative action seeks to give all employees equal opportunities to all jobs, with preferences being given to those who were previously disadvantaged, in terms of race, gender, or disability (Hebl, 2005:549; Naidoo and Kongolo, 2004:124; Alexander, 2006:33; and SABC Compliance Manual, 2005:7). Depending on who it favours, a different interpretation may emerge, which will send different level of satisfaction among employees.

Ensher, Grant-Vallone, and Donaldson (2001:53) maintained that the organisation itself determines the job satisfaction of its employees. Saari and Judge (2004:297) argued that contrary to some commonly held practitioners' beliefs, the most notable situational influence on job satisfaction is the nature of the work itself. They, therefore, concluded that to understand what causes people to be satisfied with their jobs, the nature of the work itself is one of the first places for practitioners to focus on. The results of Ludi (2005:102) indicate that employees at the public health institution in the Western Cape, where the research was conducted, were most satisfied with the nature of the work itself (mean = 36.36; SD = 9.78).

2.4.1.3 Promotion

Employees expect to be moved from one level of the organisation hierarchy to another after performing certain duties and serving for certain years. The implementation of Affirmative Action on the other hand, gives promotion, not only basing its selection criteria on such factors, but also looking at the gender equity quota, and some other characteristics brought about by the policy. This will send different interpretations to different groups in the organisation. Geddes and Heywood (2003:419) assume that piece rates are the anomaly and that, women are less likely to be paid commissions or bonuses or even to be promoted to higher levels of employment hierarchy.

Malik et al (2012:6) however discovered that promotion has less influence and partially significant to the job satisfaction. The study of Isiaka and Suraj (2012:1) examined the factors that determine job satisfaction among broadcast journalists in Lagos, Nigeria. Using stratified sampling techniques, a sample size of two hundred and fifteen journalists, working in radio and television media outfits in Lagos was chosen. However, journalists in public media stations are significantly more satisfied with their jobs, than those in private sectors and career advancement (promotion), in public service, were found to be responsible for this satisfaction. Nonetheless, fame, popularity, and exposure to greater opportunities, were found to be the motivating factors to journalists satisfaction, in the broadcast media industry.

2.4.1.4 Supervision

Employees' job satisfactions differ in terms of the kind of leadership given by their organisation. Strict supervision may be good for certain race or gender group, while to other groups, it may be the cause of job dissatisfaction. This is especially true when subjective performance appraisals depend on superiors' idiosyncratic perceptions (Heywood and Uwe, 2006:149). More dramatically, the superior's prejudices and personal preferences toward subordinates may enter the process (Prendergast and Topel 1996:958).

Moyes et al (2007:77) examined differences in work-related values (e.g., compensation, co-workers, and supervisors) between the Mexican-American and the

Non-Hispanic Their research indicated that while Mexican-American respondents were less satisfied with compensation, benefits, and supervisors, they had greater overall job satisfaction than the Non-Hispanic White respondents. Wech (2002:353) supports this view by adding that supervisory behaviour strongly affects the development of trust in relationships with employees. The author further postulates that trust may, in turn, have a significant relationship with job satisfaction.

Ensher et al (2001:53) demonstrated that a supervisor is one form of job satisfaction factor that discriminate employees in terms of their job performance. 14. Female TV reporters who proved to be effective in work through their achievements and were recognised by their supervisors for their accomplishments possess higher levels of job satisfaction than their male counterparts. T-test results shows significant differences in that respect (El Semary, 2012:6).

In South Africa, Luddy (2005:102) indicates that employees at the public health institution in the Western Cape, where the research was conducted, were satisfied the supervision they receive (mean = 30.69; SD = 11.98).

2.4.1.5 Co-workers/ work group/ interpersonal relations

Co-workers may refer to employees working in the same institution and may also include interpersonal relationships with one another.

Luddy (2005:102) used a sample group (N = 203) that consisted of permanent and contract male and female staff members on salary levels 2 to 13, where Job Descriptive Index questionnaire (JDI) were administered to gather the data to investigate job satisfaction among employees. The JDI measures job satisfaction on five job facets, namely, pay, promotions, supervision, co-workers and the work itself. The results indicate that employees at the public health institution in the Western Cape, where the research was conducted, were most satisfied with their co-workers (mean = 37.73; SD = 13.42),

Ford and Honnor (2000:343) revealed that staff held moderately favourable views toward their jobs, with work satisfaction reported in interactions with co-workers. Results of the study indicated that the majority of respondents were generally satisfied with their positions. Respondents' perceptions of their co-workers and the

work itself were also positively correlated with their evaluations of the effectiveness of the university's educational preparation (Irani and Scherler, 2012:12) Ensher et al (2001:53) demonstrated that three types of perceived discrimination, which were supervisors, co-workers, and the organisation itself, had an effect on job satisfaction

2.4.1.6 Working conditions

Working conditions include quantitative and qualitative workload, communication channels or career factors (Shimizu, Wada, Wang, Kawashima, Yoshino, Sakaguchi, Ohta, Miyaoka, and Aizawa, 2011:434). Their results showed that qualitatively and quantitatively, a workload is associated with prolonged fatigue. This was discovered when they wanted to determine factors of working conditions associated with prolonged fatigue among teachers at public elementary and junior high schools.

Labriola, Feveile, Christenes, Bultman, and Lund (2009:779) discovered that investing in giving workers a satisfying work environment could be a low-cost way of improving employee's health and prolonging labour market participation. While there is little overall difference between group of journalists, freelancers do report greater satisfaction in certain areas, especially those relating to worker autonomy and freedom (Ryan, 2009:647). Dvorak (1993: 2) shows that U.S. high school journalism teachers are more satisfied with their teaching jobs than are high school teachers of other areas, despite tendencies toward having more responsibilities at school, lack of formal journalistic education, a longer work week, and lower annual incomes.

2.4.2 Job Satisfaction and Affirmative Action

Job satisfaction can also be the result of Affirmative Action. Ensher et al (2001:62) found out that although there was no difference between males and females on perceived Affirmative Action, males reported higher levels of perceived discrimination from co-workers than females.

Naila (2009:215) conducted a study to investigate Egyptian Affirmative Action programmes and the findings indicated that Egypt's media reforms had made it possible for the paradigm of professional journalism training to emerge as a dominant theme. Egyptian journalists were enthusiastic toward training, despite

some dissatisfaction. Furthermore, they had a relative highly perceived self-efficacy and conviction in their active role as agents of social change and as contributors to the development of a stronger democracy.

The following subsection will discuss the relationship between job satisfaction and Affirmative Action as it was previously done between attitude and Affirmative Action among races, genders and abilities.

. 2.4.2.1 Job satisfaction and race-based Affirmative Action

Erasmus (1998:26) from the Unisa Business Leadership School found that there are differences in job satisfaction between Whites and Africans within a human resources profession, while Hanson and Fang (2008:1) showed that White scientists have higher overall job satisfaction than Asian American scientists. There are race differences in terms of job satisfaction (e.g. pay and fringe benefits). Asian American and White scientists have similar levels of satisfaction. Thus race interact to influence job satisfaction among scientists. Glymour, Saha, Bigby, and Society of General Internal Medicine Career Satisfaction Study Group (2004:1283), on the other hand, found significant racial and ethnic variations with respect to several specific satisfaction domains which include pay and resources.

Ali (2009:289) investigated, the job satisfaction characteristics of higher education faculty of 5 different races at a national level. The study used Chi-square, one-way-ANOVA, and a multiple regression analysis. The faculty's job satisfaction was examined by applying Herzberg's job satisfaction theory and the results indicated some similarities and differences in job satisfaction characteristics of faculty by race.

2.4.2.2 Job satisfaction and gender-based Affirmative Action

El Semaary (2012:6) reported that 52% of female news reporters possess overall higher levels of job satisfaction than males, although it turned out to be that there are no significant differences between males and females in that respect. Smucker, Whisenant, and Pedersen (2003:401) provided a theoretical foundation to enhance and enrich the understanding of female sport journalists and their level of job satisfaction. Smucker et al determine satisfaction with six distinct areas of

employment by using two of the most often used survey instruments (Job Descriptive Index and Job In General) that measure job satisfaction. A total of 78 surveys were completed by members of the Association for Women in Sports Media who were identified as full-time employees of daily newspapers. These authors came up with the evidence that although those women journalists indicated overall satisfaction with their employment, pay, supervision, co-workers, and type of work, they were dissatisfied with their promotional opportunities.

Gender-based Affirmative Action remains one of the contributory factors in the satisfaction of employees and it has received significant media coverage. Correa et al (2010:247) revealed that while extraversion and openness to experiences were positively related to social media use, emotional stability was a negative predictor, controlling for socio-demographics and life satisfaction. These findings differed by gender. Scott (2009:42) used a survey of 715 U.S. newspaper journalists to reveal that female journalists reported higher levels of exhaustion and lower levels of professional efficacy than did male journalists. Among women journalists, 27 and younger, 30%, said they intended to leave the newspaper field.

Willard (2008:1) assessed the job satisfaction of current and former newspaper women and their reasons for leaving their last newspaper position. A job satisfaction theory was applied to form many of the questions in an online survey that used snowball sampling. The study found that many women left their previous position because of salary and management-related issues. It was also discovered that women were leaving the newspaper industry at a higher percentage than other media.

2.4.2.3 Job satisfaction and disability-based Affirmative Action

Uppal (2005:336) indicates that individuals with disabilities were likely to be less satisfied with their jobs as compared to the able-bodied. Dyer and Quine (2010:320) examined occupational stress amongst direct care staff in the NHS community service for people with learning disabilities. A questionnaire was designed to investigate which characteristics of work had an effect on job satisfaction and burnout. The results of Dyer and Quine revealed that occupational stress amongst

staff caring for people with learning disabilities was best reduced by increasing support, since the job was likely to remain demanding.

To investigate the nature and sources of job satisfaction of direct services staff who work with individuals with severe intellectual disabilities in community group home settings, results of Ford and Honnor (2000:343) revealed that staff held moderately favourable views toward their jobs, with work satisfaction reported in interactions with residents and families, the nature of the work itself, and supportive relationships with co-workers.

According to Lawrence, Glidden, and Jobe (2006:70), counsellor's narrative satisfactions and dissatisfactions with the work environment provided suggestions as to how employers might improve job satisfaction. Disabled individuals were more likely to be more satisfied in their jobs than non-disabled ones, but only after controlling other variables (Roessler, 2004:155). Roessler further said that dissatisfaction with employment was related to disability retirement unless the Affirmative Action was in effect to forestall this form of disability disadvantage. This was seconded by Uppal (2005:336) who concluded that when certain workplace characteristics were introduced into the model, individuals with a mobility disability were no longer likely to be less satisfied as compared to individuals without disabilities. Using the Spanish data of the European Community Household Panel during the period 1995–2001, Pagan and Malo (2009:51) showed that disabled individuals were more likely to be more satisfied in their jobs than non-disabled ones. Labriola et al (2009:778) found a statistically significant association between low job satisfaction and disability pension for women.

2.4.3 Job satisfaction as a result of attitudes towards Affirmative Action

Analyses showed that the satisfaction is significantly related to how affirmative action is perceived to be embraced by the community (Niemann and Dovidio, 2012:1). Because of its significant impact on the overall life satisfaction, as mentioned in the previous section, job satisfaction is one marker for determining successful employee outcomes (Madaus, Zhao, and Ruban, 2008:323).

Vries et al (2006:115) investigated the relationships between team communication styles and job-related cognitions on one hand and knowledge-sharing attitudes and behaviours on the other, using 424 members of different work-related teams. They concluded that attitudes mediate the relationships of communication styles and job satisfaction.

Scott, (2009:126) used a survey (N = 715) to examine organisational and life issues that affect overall job satisfaction of daily newspaper journalists. The Herzberg motivational-hygiene theory was used to examine motivational (perceived organizational support, social support) and hygiene factors (work-family conflict, role overload, job demands) that affect overall job satisfaction. Results indicated that attitudes on organizational support and social support such as Affirmative Action create satisfaction. In addition, 25.7% of journalists in this study had negative attitudes towards Affirmative Action in that they intended to leave newspaper journalism. Open-ended responses indicated that the primary reasons for leaving included job satisfaction.

2.4.4 Attitude towards Affirmative Action on job satisfaction in the SABC

One of the collective obligations to be achieved by SABC public services is to strive to offer a broad range of services targeting particularly children, women, the youth and the disabled, which may be viewed as its implementation of Affirmative Action policy (SABC, 2005:2).

The above Affirmative Action policy stipulates that the collective obligation to be achieved by SABC as a whole is its encouragement of the development of the South African expression by providing, in South African official languages, a wide range of programming that reflects South African attitudes that display South African talent in education and entertainment programmes. In its Compliance Manual, the SABC further stipulated that historically disadvantaged persons included South African citizens who are Black people, women or people with disabilities.

Motileng (2004: iv) investigated Affirmative Action as experienced by people in the middle management position of the SABC. Motileng's emphasis was placed on how black middle managers in the SABC defined Affirmative Action; whether they felt that

some employees questioned their abilities because of Affirmative Action or the extent to which Affirmative Action policies affected their job satisfaction and work commitment. Results from this study revealed that participants experienced Affirmative Action positively as a corrective process that provides employment opportunities for advancement and actualisation of potential. The findings also revealed that Affirmative Action policies increased SABC managers' job satisfaction and organisational commitment.

2.5 CONCLUSION

The theoretical approach to the study of Affirmative Action, Attitudes, and Job Satisfaction assumed that there are relationships between these three concepts. The empirical researches also established that there are differences among races, genders and abilities attitudes towards Affirmative Action. These attitudes can either be positive or negative. Attitude of employees are formed on the basis of how they perceive Affirmative Action, and the theory of planned behaviour demonstrated the formation of this attitude which may ultimately lead to output behaviour. The attitude that the employees have towards Affirmative Action will determine their job satisfaction. Factors that lead to job satisfaction include pay, the work itself, promotion, supervision and co-workers. The following chapter will present the empirical research that put these theories into practice.

CHAPTER 3

RESEARCH METHODS AND PROCEDURE

3.1 INTRODUCTION

This section describes the approach to the investigation of attitudes towards Affirmative Action and job satisfaction in the South African Broadcasting Corporation of the Limpopo Region (SABC Limpopo Combo). It discusses the statement of the problem, aims of the study, research questions, hypotheses, population sample and variables, research design, questionnaire and its validity and reliability, the pilot study, data collection, and the statistical analysis of conducting this research.

3.2 STATEMENT OF THE PROBLEM

The statement of the problem for this study as stated in Chapter 1 is:

Do employees' attitude towards Affirmative Action have any relationship with job satisfaction and do these attitudes towards Affirmative Action and job satisfaction differ significantly among employees in the SABC Limpopo Combo?

3.3 AIMS OF THE STUDY

This research had a general aim and specific objectives.

3.3.1 Aim

The primary aim of this study was to investigate the employees' attitudes towards Affirmative Action and job satisfaction and whether attitude towards Affirmative Action and job satisfaction differs significantly among employees in the SABC Limpopo Combo.

3.3.2 Specific objectives

There were three specific objectives in this study, which were discussed under Section 1.3.2 in Chapter 1.

3.4 RESEARCH QUESTIONS

The research questions were discussed under Section 1.3, subsection 1.3.3 in Chapter 1.

3.5 HYPOTHESES

A hypothesis is a tentative assumption or preliminary statement about the relationship between two or more variables that need to be examined (Wellman and Kruger, 1999:11). It is a tentative solution or explanation of the research problem and the tasks of a researcher are to investigate it. The two kinds of hypotheses are the research/alternative/scientific hypotheses and the null hypotheses. The research hypothesis is a hypothesis that suggests that there is a relationship between the variables of the total population. The null hypothesis is a hypothesis that suggests that there is no relationship between the variables of the total population (Babbie, 1989:460). It is the opposite of the research/alternative/scientific hypothesis. The research hypothesis as indicated in 1.3.3 is marked by H_1 while null hypothesis is marked by H_0 . Research questions lead to research hypotheses.

3.7 POPULATION

The study population included the SABC employees in the Limpopo Province. In 2010 the SABC in the Limpopo Province had a population of approximately 246 characterised by African and Whites, male and female, non-disabled and disabled, and junior and senior employees ranging from 18 to 64 years.

3.6.1 Sampling

Random sampling was used from the population of all SABC employees in the Limpopo Province, otherwise known as the SABC Limpopo Combo. The SABC Limpopo Combo is made up of three stations, namely Thobela FM, Mungana Lonene FM, and Phalaphala FM. The smooth running of these stations depends on the services offered by the Support Services, which included Finance, Human Resources Capital, Communication, Radio Broadcast Facilities (RBF), Logistic, and Radio Sales.

The sample size of approximately eighty six (N=86) employees who work in the SABC Limpopo Combo participated in this research (see Table 3.1). They comprised Blacks (n=81) and Whites (n=5) employees. Blacks included Africans who were Pedi, Zulu, Xhosa, Xhonga, Vhenda, Ndebele, Swazi, Tswana, Sotho, Coloured and Indian speaking employees employed in the SABC Limpopo Combo. Whites, on the other hand, included Afrikaans and English speaking employees who are males (n=42) and females (n=44). The sample was also grouped into ranks, which included senior (n=18) and junior (n=68). Senior employees included executive producers and managers of various programmes, divisions, stations or departments; while junior employees included actors, presenter, producers, clerks, personal assistants, secretaries, administrators, officers and receptionist. The sample was also classified as non-disabled (n=81) and disabled (n=5) employees.

Table 3.1 Sample distribution

Group	Classification	Count	TOTAL
Age	18-35 (youths)	35	86
	35+ (adults)	51	
Gender	males	42	86
	females	44	
Race	Blacks	81	86
	Whites	5	
Rank	Junior	18	86
	Senior	68	
Ability	Able	81	86
	Disabled	5	
Division	Thobela FM	31	86
	Munghana Lonene FM	15	
	Phalaphala FM	21	
	Support Services	19	
TOTAL		14	86

3.6.1.1 Representativeness and the characteristics of the sample

To ensure that the sample represented the whole population of the SABC, all employees who worked in the SABC Limpopo Combo participated in this study. They included the three radio stations, RBF, Finance, Human Resource Capitals, and

Radio Sales. The sampling process used here was not opportunistic because data was collected from the participants at any time when they were available.

3.6.2 Variables

A variable is any characteristic or phenomenon that can vary across organisms, situations, or environments (Pearson, 1994:175). It is a concept-“a” noun that stands for variations within a class of objects, such as family background, gender, and classroom environment (Cherian, 1996:126). This research used two kinds of variables, namely independent variables and dependent variables.

3.6.2.1 Independent variables

Independent variables are variables that the experimenter changes within a defined range (Pearson, 1994:175). They are variables that can be manipulated by the experimenter, and is interested in its possible effect (Pearson, 1994:175). In this study the Affirmative Action programme was an independent variable. The Affirmative Action in the SABC was implemented under the Basic Economic Empowerment which maintained that the employee should be employed without any discrimination in terms of race, gender, and disability. It is believed that the policy makers (in this case, the SABC management or the Board) manipulated the implementation of Affirmative Action in terms of race, gender or disability in order to have effect on attitudes or satisfaction of employees.

3.6.2.2 Dependent variables

Dependent variables are variables that measure the influence of the independent variable (Pearson, 1994:175). To investigate if there was a significant change in job satisfaction after the implementation of Affirmative Action, it means that the measure of job satisfaction is the dependent variable. The attitudes of the journalists or employees in the SABC depend on the implementation of Affirmative Action and therefore may also be regarded as dependent variable. It was hypothesised that job satisfaction will depend on whether employees view Affirmative Action positively or negatively. Chapter 2 gave assumptions of how these variables can be related to one another, and also reported on the research that was conducted about the relationship between these variables. A dependent variable depends on the

characteristics of the independent variable. This study measured attitude of SABC employees towards Affirmative Action on job satisfaction.

3.6.3 Ethical considerations

In all researches, ethical issues are important. In view of this, the following ethical issues received particular attention by the researcher:

- (a) Informed consent – Participants were told that the participation is not compulsory and they have the rights to participate or not to excuse them.
- (b) No violation of privacy – Participants was informed that participation does not intend to violate their private life and has no relationship with their personal information such as promotion, demotion, or personal files.
- (c) Statement of cooperation with collaboration – Participants was informed that cooperation between them and the researcher is willingly and they are not coerced in any way.
- (d) Release of publication of findings – Participants was informed that the finding of the research will not be published with their names without their concerns.
- (e) Restoration of subjects or respondents – Participants were assured that in case their rights got violated during the research process, restoration will be done in any way that may satisfy all parties in the research.
- (f) Permission from the Ethics Committee of the University of Limpopo was also obtained.
- (g) Factors such as sensitivity towards the organisation or the institution where the research was conducted and the approval of the measuring instrument by concern groups such as research ethic committee were considered by the researcher.

3.7 RESEARCH DESIGN

This was quantitative and qualitative research. A quantitative research study is the one that emphasises the quantification of constructs, where the researcher believes

that the way of measuring the properties of phenomena is through quantitative measurement (Babbie and Mouton, 2001:49). In the social science studies, qualitative research according to Babbie and Mouton (2001:49) uses purposeful sampling of open-ended data, analysis of a picture and personal interpretation that provides direct quotations and it removes the investigators from the investigation.

The study was a comparative cross-sectional survey where all data from the existing groups were compared. This design is ideally suited for a descriptive and predictive research associated with correlative studies (Steyn and Maphoso, 2006:245). Employees in the SABC were requested to fill in the Attitude towards Affirmative Action Questionnaire and the Job Satisfaction Questionnaire. McMillan and Schumacher (1997:281) maintains that descriptive results can be used to investigate relationships. Predictive results can be used to predict future relationships of variables.

3.8 QUESTIONNAIRE

To gather information from the sample, various methods can be used. Instruments used in this study were questionnaire called Attitude towards Affirmative Action Questionnaire (AAAQ) (See Annexure A). The questionnaire was designed by the researcher. Data on job satisfaction was collected using Job Satisfaction Questionnaire (JSQ) (See Annexure B). This was taken from www.salisbury.edu.careerservices/Clas/World%20Documents/Exersises/Job%20Satisfaction%Questionnaire.doc.

3.8.1 Attitude towards Affirmative Action Questionnaire (AAAQ)

Attitude towards Affirmative Action Questionnaire consisted of closed-ended questions. Closed-ended questions are items that require the respondents to choose from a limited number of predetermined responses (Pearson, 1994:63). The first section of the questionnaire consisted of biographical information of the participants. Its purpose was to collect such information as participants' age, gender, station/department, race, nationality, and occupational rank (see Table 3.2).

Table 3.2 Attitude towards Affirmative Action Questionnaire (AAAQ)

AGE:..... GENDER:..... STATION/DEPARTMENT:			
RACE:..... NATIONALITY: RANK: ABLE/DISABLED			
CHOOSE BETWEEN YES, NO, OR DON'T KNOW			
STATEMENT	YES	NO	DON'T KNOW
Do you think Affirmative Action is fair?			
Do you think Affirmative Action should continue?			
Do you think Affirmative Action marginalized you?			
If yes, do you think the marginalization if fair?			
Do you think Affirmative Action favoured you?			
If yes/no, do you think it is fair?			
Do you think Affirmative Action serves its purpose?			
Do you think gender-based Affirmative Action is still necessary?			
Do you think race based Affirmative Action is still necessary?			
Do you think disability based Affirmative Action is still necessary?			
Do you think age-based Affirmative Action is still necessary?			
How do you think Affirmative Action could be implemented?			

The second section of the questionnaire consisted of items where respondents were given statements and had to respond to them. These statements were items related to their attitude towards Affirmative Action. These items asked about Affirmative Action in terms of race, gender, ability status and age. Participants had to say “Yes” when they agreed with the statement, “No” when they disagreed with the statement, and “Don’t know” when they were indifferent to the question. For instance, the first question referred to the respondent’s feeling on whether they feel the items of Affirmative Action were fair. If the respondent agreed that it was fair, they would have to choose the first column, which is “Yes”. The respondent would choose the first option. The respondent would make a cross on the first column of the questionnaire’s items. When the respondent felt that the item was not fair, they would choose the second column, which is “No”. The respondent would choose the third column, “Don’t know” if they were indifferent to the item.

3.8.2 Job Satisfaction Questionnaire

The aim of this questionnaire was to collect the participants’ information on their satisfaction regarding their job. Job Satisfaction Questionnaire (JSQ) was attached to the AAAQ and therefore used the biographical information of the AAAQ. The JSQ

was divided into two parts, being the general information and the rating of job satisfaction part (see Table 3.3).

The general information part gathered the participants information regarding their occupation, number of years the participants worked for the company, the previous position the participants held in the company, the participant's job title, the duration of the participants in the position, and the participants' work responsibilities.

The second part gathered information related to the participants' satisfaction/dissatisfaction towards their jobs. Participants were given question items wherein they had to choose if they were not "Satisfied at all", "Somewhat satisfied," or "Extremely satisfied." If the participant was not satisfied, they would choose the first column, which was awarded 1 point and if they were very satisfied, they would choose "Extremely Satisfied", which was the last column, awarded five points. The participants would choose the middle column, "Somewhat satisfied", which was awarded three points, if they were indifferent to the nature of their job.

Items in the JSQ included the participants' feelings on the general working condition in the organisation. Conditions were grouped in terms of hours worked per week, flexibility in scheduling, location of work and the amount of paid vacation time/sick leave offered by the SABC. The JSQ's items in terms of pay and promotion potential included the participant's salary, opportunities for promotion, benefits (health insurance, life insurance, etc), job security, and recognition for work accomplished. That was followed by items of the participants' work relationships which were measured in terms of the relationships with co-workers, supervisors, and subordinates where applicable. The usage of skills and abilities were also part of the items of the JSQ. These included opportunity to utilise skills and talents, to learn new skills, and the support for additional training and education. The questionnaire ended up by enquiring about responsibilities, which requested the participant's job responsibilities, degree of independence associated with the roles, adequate opportunities for periodic changes in duties and variety of job responsibilities.

Table 3.3 Job Satisfaction Questionnaire (JSQ)

JOB SATISFACTION QUESTIONNAIRE

PART I: GENERAL INFORMATION

ITEM	RESPONSE
Occupation	
How long have you worked for this company?	
What previous positions have you held with the company?	
What is your job title?	
How long have you held your current position?	
Briefly describe your work responsibilities (as you would on a resume)	

PART II: RATING YOUR JOB SATISFACTION

Using the scale shown above, rate your level of satisfaction with the following aspects of your job:

GENERAL WORKING CONDITION	Not satisfied	Somewhat satisfied	Extremely satisfied
Hours worked each week			
Flexibility in scheduling			
Location of work			
Amount of paid vacation time/sick leave offered			
PAY AND PROMOTION POTENTIAL	Not satisfied	Somewhat satisfied	Extremely satisfied
Salary			
Opportunities for Promotion			
Benefits (Health insurance, life insurance, etc.)			
Job Security			
Recognition for work accomplished			
WORK RELATIONSHIPS	Not satisfied	Somewhat satisfied	Extremely satisfied
Relationships with your co-workers			
Relationship(s) with your supervisor(s)			
Relationships with your subordinates (if applicable)			
USE OF SKILLS AND ABILITIES	Not satisfied	Somewhat satisfied	Extremely satisfied
Opportunity to utilize your skills and talents			
Opportunity to learn new skills			
Support for additional training and education			
WORK ACTIVITIES/WORK ITSELF	Not satisfied	Somewhat satisfied	Extremely satisfied
Variety of job responsibilities			
Degree of independence associated with your work roles			
Adequate opportunity for periodic changes in duties			

3.8.2.2 Validity and reliability of the AAAQ and JSQ

Validity is the extent to which you are measuring what you want to measure (Pearson, 1994:201). According to Huysamen (1995:35) validity of the test scores refers to the extent to which they satisfy their intended purposes. Two kinds of validity that were found in the AAAQ and JSQ were content and face validity.

(a) Validity

The content validity refers to the extent to which the tasks contained are representative of the total universe of instructional objectives of the course (Huysamen, 1995:41). Both questionnaires were sent to psychometrists and senior members in research, psychology, and media faculties, who confirmed that the questionnaire contained items of attitude and job satisfaction-related issues.

The questionnaires also contain face validity. Face validity is the degree to which it appears, on the basis of subjective evaluation, whether the test serves its purpose (Huysamen, 1995:42). It is ultimately a matter of judgement (Cherian, 1996:138). Specialists in the media, HR and psychology confirmed that the questionnaires seemed to be relevant in collecting data related to attitude, job satisfaction, and Affirmative Action in the media industries.

(b) Reliability

Reliability refers to the consistency of the measuring instrument. According to Rosnow and Rosenthal (1996:122), reliability is the consistency or stability where something can be repeated and be confirmed by further competent measurements. The AAAQ and JSQ contain levels of internal consistency and test-retest reliability

3.9. PILOT STUDY

A pilot study is an experiment that is conducted on a few subjects prior to the actual collection of data (Pearson, 1994:404). It provides an opportunity to assess the appropriateness and practicality of the data collection instrument, which in this case is a questionnaire (Cherian, 1996:136). It also helps in developing interest of respondents (Haralambos and Holbom, 2000:998). The pilot study was conducted on five SABC, Thobela FM employees. These employees included youth (n=3) and

adults (n=2); males (n=2) and females (n=3), Blacks (n=5), juniors (n=4) and seniors (n=1), and able(n=4) and disabled (n=1) (see Table 3.4).

Table 3.4 Pilot study (Thobela FM station)

Group	Classification	Count	TOTAL
Age	18-35 (youths)	3	5
	35+ (adults)	2	
Gender	males	2	5
	females	3	
Race	Blacks	5	5
	Whites	-	
Rank	Junior	4	5
	Senior	1	
Ability/ disability	Able	4	5
	Disabled	1	
Division	Thobela FM	5	5

3.9.1 The outcomes of the pilot study

One of the advantages of a pilot study is that it gives some indication of the questionnaire's tenability. It also gives suggested areas where refinements are needed (Cherian, 1996:133). A pilot study helps to determine whether or not the research should continue (Haralambos and Holborn, 2000:998). From the pilot study, it was found that the questionnaire did not have a section where employees had to identify the department where they were working. One could therefore not identify whether the employees were employed in the Thobela FM, Munghana Lonene FM, Phalaphala FM or in the Support Service such as RBF, Finance, HR, or Airtime Sales. There was also no section which identified the status of the respondent in terms of ability and disability. These sections were inserted.

3.10. DATA COLLECTION

Before the pilot study and the actual data collection took place, permission was sought from the SABC in Limpopo Province in September, 6, 2010 to collect data from all employees. The letter of request was addressed to the Manager of Human Capital Resources of the SABC Limpopo Combo. The Human Capital Resource is the department dealing with the human resource matters (See Annexure C).

The Human Capital Resources responded on the 04/06/2010 and indicated that data collection can take place provided it does not temper with the employees performance and does not disturb the smooth running of the organisation (see Annexure D).

The Human Capital Resource further referred the request to the Regional Communication Office for further communication arrangements. It was the Communication Office Manager who made arrangements and facilitations to liaise the researcher with the employees in the SABC Limpopo Combo (See Annexure E).

The researcher distributed questionnaires through various means. E-mails were used to send questionnaires to all employees of the SABC who had access to computers and Internet. The second method used was personal distribution to SABC Limpopo Combo personnel who did not respond to the e-mail questionnaires. The researcher explained to the participants the purpose of the questionnaire and all that was required of them. Participants were informed that participation was voluntary, and that the results would only be used for study purposes and nothing else. Participants were told about the confidentiality of the process, and that anyone could withdraw from participating at any time if he/she desired. They were given a chance to ask some questions pertaining to the questionnaires. When participants completed the questionnaires, they gave them back to the researcher. Participants were then thanked after the completion of the questionnaire.

3.12 STATICAL ANALYSIS

Statistical analysis provides an objective tool for researchers to use in measuring findings and comparing them with their previous expectations and is also a defendable method of analysis subject to accurate replication that can test the null hypotheses (Cherian, 1996:139). This research study used the t-test and the Chi-Square test to investigate any statistically significant difference in attitudes towards Affirmative Action among: (a) between males and females (Genders); (b) Blacks and Whites (Race); (c) non-disable and disables (Ability); (d) junior and senior (Rank) and (e) Thobela FM, Munghana Lonene FM, Phalaphala FM, and Support Services (Departments).

3.11.1 The t-test

The t-test was used to determine if there was any significant difference in attitudes towards Affirmative Action among employees in the SABC Limpopo Combo. The t-test is one of the parametric tests, which assumes that the population which is sampled is normal or at least the sampling distribution of the mean is normal (Howell, 1989:282). The t-test helped in rejecting or failing to reject the null hypotheses. The p-value of the t-test was used to determine the probability of obtaining the actual mean scores if the null hypothesis were true. The p-value is the probability of getting the results you got if the groups were the same.

3.11.2 The Chi-Square test

The Chi-Square test measures the difference between the observed values and the expected values, and compares that difference to what one might expect by chance. It is an important and valid test for examining either goodness of fit or the independence of variables (Howell, 1989:291). If the experiment were repeated an infinite number of times with the same marginal frequencies, the obtained frequencies in any given cell would be normally distributed around the expected frequency. For example, it will determine if the differences we may observe of attitudes towards Affirmative Action among employees are significant or are by chance. The test was therefore, used to determine if there was any significant difference in job satisfaction among employees in the SABC Limpopo Combo. Job satisfaction items include working conditions, pay and benefits, work relationship, use of skills, and work activities. The Chi-Square test was also used to determine if there is any significant relationship between attitude towards Affirmative Action and job satisfaction among these employees.

3.12 CONCLUSION

This chapter covered all methods and procedures of the research used to investigate if there were statistically significant differences in attitudes towards Affirmative Action on job satisfaction of employees in the SABC Limpopo Combo. Statement of the problem, aims of the study, research questions, and hypotheses were explained. This chapter also gave a description of the questionnaire, its validity and reliability

and how the pilot study was done. It finally explained how data were collected from the targeted groups and the two statistical tests that were used, being the t-test and the Chi-Square test. The next chapter will report the results, as well as the interpretation and discussion of those results.

CHAPTER 4

RESEARCH FINDINGS AND DATA ANALYSIS

4.1. INTRODUCTION

The analysis of data using Chi-Square test and t-test will be covered in this chapter. Firstly, the Chi-Square test, as explained in the previous chapter, was used to determine if there were any significant differences in attitudes towards Affirmative Action among employees in the SABC Limpopo Combo. Employees were divided into groups in terms of gender (males and females), race (Blacks and Whites), disability (able and disabled) and departments (Thobela FM, Munghana Lonene FM, Phalaphala FM, and Support Services).

Secondly, the t-test was used to investigate if there was any significant difference in job satisfaction among employees according to their ranks in the SABC Limpopo Combo. The t-test is used to compare the mean difference of two groups. Employees' ranks included senior and junior ranks. In the junior ranks, there were such employees as actors/actresses, presenters, producers, library assistants, librarians, marketing assistants, event coordinators, music compilers, clerks, and officers. Senior ranks are made up of senior presenters, senior officers, senior librarians, senior producers, senior compilers, and managers. Features of job satisfaction included working conditions, pay and benefits, work relationships, use of skills, and work activities.

Thirdly, The Chi-Square test was also used to investigate if there was any significant relationship between attitude towards Affirmative Action and job satisfaction among employees in the SABC Limpopo Combo.

Lastly, responses to the last item of the AAAQ were presented qualitatively, each giving different opinion as to the implementation of the Affirmative Action in the SABC Limpopo Combo. Respondents were grouped in terms of junior employees and senior employees as explained above.

4.2 RESULTS

The results were presented by first, stating the hypothesis, then reporting the results in the tables form, and finally presenting graphical analyses of the data. This was followed by discussions and the presentation of percentage scores in tables and figures from each section. The p-value was used to determine the probability of obtaining the actual mean scores if the null hypothesis was true. The p-value is the probability of getting the results one gets if the groups are the same (Howell, 1998:174). An alpha level, which is a priori criterion for the probability of rejecting the null hypothesis, was set to .05. If p-value is less than 0.5 percent, it means there are less than five percent chances of getting the differences obtained if it had been the same group. The null hypothesis is then rejected, meaning that there is a significant difference between the groups.

4.2.1 Differences in attitude among employees in the SABC Limpopo Combo

In order to investigate possible differences in attitudes towards Affirmative Action among employees in the SABC Limpopo Combo, the research and the null hypotheses were formulated and interpreted from the information tabled.

4.2.1.2 Attitude towards Affirmative Action among Blacks and Whites

H₁ There will be a statistically significant difference in attitudes towards Affirmative Action among black and white employees in the SABC Limpopo Combo.

H₀ There will be no statistically significant difference in attitudes towards Affirmative Action among black and white employees in the SABC Limpopo Combo.

A Chi-Square test was performed to determine if black and white employees scored differently on attitude toward Affirmative Action (see Table 4.1). The test results failed to indicate a significant difference, $X^2(1) = 12.376$, $p = .054$ (an alpha level of .05 was adopted for this and all subsequent statistical tests). Because the p-value was more than the .05 level of significant, the null hypothesis was therefore, not rejected. There was no statistically significant difference in attitudes towards Affirmative Action among Blacks and White employees in the SABC Limpopo

Combo. Black and white employees' attitudes towards Affirmative Action did not differ significantly.

Table 4.1 Differences in attitudes towards Affirmative Action among Blacks and Whites

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.376 ^a	6	.054
Likelihood Ratio	10.059	6	.122
Linear-by-Linear Association	4.615	1	.032
N	86		

Table 4.2 indicates that nearly 51.2% of black employees in the SABC Limpopo Combo have positive attitude towards Affirmative Action, 37.8% have a negative attitude, while 11.0% are indifferent. On the other hand, 100% of the white employees have negative attitudes towards Affirmative Action. Although there seems to be a difference in attitudes towards Affirmative Action between black and white employees, the difference is not statistically significant. This is because the number of white employees is only 4, which according to the Chi-Square test cannot lead to the accurate inference due to Type II error of measurement (Howell. 1998:290).

Generally, all black and white radio journalists in the SABC Limpopo Combo, 49.8% have positive attitudes, 39.5% have negative attitudes, and 11.6% are indifferent on Affirmative Action. But even if this is the case, employees in the SABC Limpopo Combo, did not show significant difference in attitude towards Affirmative Action.

This finding differs with those discovered by the United States, Department of Commerce (1995:196), Poindexter et al (2008:1); Harrison, Turner, Levine, Brannick, Denning, Russell, Conard, and Bhagat (1996:18); and Free (2010:1) who maintained that there were significant differences in attitudes among racial groups. It however concurred with the finding by Bachmann (2008:1) who analysed racial and ethnic diversity in news coverage and found no statistical difference based on race and ethnicity in the media.

Table 4.2 Percentage difference in attitude towards Affirmative Action among Blacks and Whites

			Attitude			Total
			Positive	Negative	Indifferent	
Race	Black	Count	42	31	9	82
		% within Race	51.2%	37.8%	11.0%	100.0%
	White	Count	0	3	1	4
		% within Race	.0%	100.0%	.0%	100.0%
Total		Count	42	34	10	86
		% within Race	48.8%	39.5%	11.6%	100.0%

4.2.1.4 Attitude towards Affirmative Action among males and females

H₁₂ There will be a statistically significant difference in attitudes towards Affirmative Action among male and female employees in the SABC Limpopo Combo.

H₀₂ There will be no statistically significant difference in attitudes towards Affirmative Action among male and female employees in the SABC Limpopo Combo.

A Chi-Square test was also used to determine if male and female employees scored differently in attitude towards Affirmative Action (see Table 4.3). Results indicate the significant difference, $X^2(1) = 4.421$, $p = .110$. Because the p-value is more than the .05 level of significance, one cannot reject the null hypothesis. There is no statistically significant difference in attitudes towards Affirmative Action among male and female employees in the SABC Limpopo Combo. Male and female radio journalists have no difference in attitudes towards Affirmative Action.

Table 4.3 Difference in attitude towards Affirmative Action among males and females

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.421 ^a	2	.110
Likelihood Ratio	4.472	2	.107
Linear-by-Linear Association	1.886	1	.170
N	86		

Even if the Chi-Square test did not reveal a significant difference in attitudes towards Affirmative Action, there seemed to be some differences in percentages. Table 4.4 shows that more females (59.5%) than males (38.6%) have positive attitudes

towards Affirmative Action. Male employees lead female employees in their negative attitudes towards Affirmative Action, at 50.0% and 28.6% respectively.

This is more than 20% difference. Nearly 11% of both male and female employees' attitudes are indifferent to Affirmative Action. Male and female radio journalists of the SABC Limpopo Combo combined have more positive than negative attitudes towards Affirmative Action.

Table 4.4 Percentage difference in attitude towards Affirmative Action among males and females

			Attitude			Total
			Positive	Negative	Indifferent	
Gender	male	Count	17	22	5	44
		% within Gender	38.6%	50.0%	11.4%	100.0%
	female	Count	25	12	5	42
		% within Gender	59.5%	28.6%	11.9%	100.0%
Total		Count	42	34	10	86
		% within Gender	48.8%	39.5%	11.6%	100.0%

This finding differs with those of Kim (2008:1); Bachmann (2009:1); (2000:735); and Ross and Byerly (2005:138) who in their studies found significant differences based on gender. But it slightly shares the same sentiments with the observation of Gauntlett (2002:90), who maintained that women and men were generally equal in the world of today's TV's and movies.

4.2.1.5 Attitude towards Affirmative Action among non-disabled and disabled

H₁₃ There will be a statistically significant difference in attitudes towards Affirmative Action among non-disabled and disabled employees in the SABC Limpopo Combo.

H₀₃ There will be no statistically significant difference in attitudes towards Affirmative Action among non-disabled and disabled employees in the SABC Limpopo Combo.

Tables 4.5 of the Chi-Square test determined if non-disabled and disabled employees scored differently in attitude towards Affirmative Action. The test failed to

indicate a significant difference, $X^2(1) = 1.265$, $p = .531$. The p-value was more than the .05 level of significance, which failed the rejection of the null hypothesis. Therefore there is no statistically significant difference in attitudes towards Affirmative Action among non-disabled and disabled journalists in the SABC Limpopo Combo.

Table 4.5 Difference in attitude towards Affirmative Action among non-disabled and disabled

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.265 ^a	2	.531
Likelihood Ratio	1.778	2	.411
Linear-by-Linear Association	.009	1	.925
N	86		

Disabled employees seem to have more negative attitudes towards Affirmative Action at 60.0% as compared to non-disabled employees at 12.3% (see Table 4.6). Non-disabled employees scored 49.4% on positive attitude towards Affirmative Action, while disabled employees scored 40%. The percentage gap of attitudes, for both non-disabled and disabled employees, is approximately 9%. Although this percentage difference is noticeable, it is not statistically significant to conclude that male and female journalists' attitude towards Affirmative Action differ statistically.

Kravitz and Platania (1993:928) results showed that overall attitudes toward Affirmative Action programmes among women, minorities, or the handicapped are in line with the above conclusion. Yet the conclusion differs with the works of Grand, Benier and Strohmer (1982:165); Houston et al (2010:19); Roessler, 2004:155); Roessler, Brolin and Johnson (1990:95); and Glidden and Jobe (2006:70), who found significant differences in attitude towards Affirmative Action among non-disabled and disabled people.

Table 4.6 *Difference in attitude towards Affirmative Action among non-disabled and disabled*

			Attitude			Total
			Positive	Negative	Indifferent	
Able/ disabled	Able	Count	40	31	10	81
		% within non-disabled/disabled	49.4%	38.3%	12.3%	100.0%
	Disabled	Count	2	3	0	5
		% within non-disabled/disabled	40.0%	60.0%	.0%	100.0%
Total		Count	42	34	10	86
		% within non-disabled/disabled	48.8%	39.5%	11.6%	100.0%

4.2.1.4 Attitude towards Affirmative Action among departments

H₄ There will be a statistically significant difference in attitudes towards Affirmative Action among employees in the departments of the SABC Limpopo Combo.

H₀₄ There will be no statistically significant difference in attitudes towards Affirmative Action among employees in the departments of the SABC Limpopo Combo.

Table 4.7 indicates the difference in attitude towards Affirmative Action among employees in the departments of the SABC Limpopo Combo. The test failed to indicate a significant difference among the groups, $X^2(1) = 5.442$, $p = .488$. The null hypothesis was not rejected. As such there was no statistically significant difference in attitudes towards Affirmative Action among departments in the SABC Limpopo Combo. The attitudes of all departments towards Affirmative Action did not differ significantly.

Table 4.7 *Difference in attitude towards Affirmative Action among departments*

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.442 ^a	6	.488
Likelihood Ratio	5.014	6	.542
Linear-by-Linear Association	2.788	1	.095
N	86		

Table 4.8 shows the percentages of attitudes towards Affirmative Action among the four departments, namely Thobela FM, Munghana Lonene FM, Phalaphala FM, and Support Services. It indicates that 42.9% of Thobela FM employees have positive attitudes towards Affirmative Action while the remaining departments all scored 19% each. This implies that Thobela FM is leading in having positive attitudes towards Affirmative Action. Thobela FM also shares the highest percentage of responses in this regard at 36.0% while Munghana Lonene accounts for the least participation at 17.4%. Thobela FM has also taken the lead on the percentage of employees who recorded negative attitudes towards Affirmative Action again at 32.4% while Munghana Lonene is at 17.6%. Phalaphala has the highest employees who are indifferent towards Affirmative Action at 50%.

Table 4.8 Percentage difference in attitude towards Affirmative Action among departments

			Attitude			Total
			Positive	Negative	Indifferent	
Station	Thobela FM	Count	18	11	2	31
		% within Station	58.1%	35.5%	6.5%	100.0%
		% within Attitude	42.9%	32.4%	20.0%	36.0%
	Mungana Lonene FM	Count	8	6	1	15
		% within Station	53.3%	40.0%	6.7%	100.0%
		% within Attitude	19.0%	17.6%	10.0%	17.4%
	Phalaphala FM	Count	8	8	5	21
		% within Station	38.1%	38.1%	23.8%	100.0%
		% within Attitude	19.0%	23.5%	50.0%	24.4%
	Support Services	Count	8	9	2	19
		% within Station	42.1%	47.4%	10.5%	100.0%
		% within Attitude	19.0%	26.5%	20.0%	22.1%
Total		Count	42	34	10	86
		% within Station	48.8%	39.5%	11.6%	100.0%
		% within Attitude	100.0%	100.0%	100.0%	100.0%

There are 58% of employees at Thobela FM who claim to have positive attitudes towards Affirmative Action as compared to 35% who claim to be negative. This is a 23% difference, meaning that there are more employees at Thobela FM who are positive towards Affirmative Action than those who are negative. Phalaphala employees have equal percentage of employees who have a positive or negative attitude at 38.1%. Out of these employees 23.8% of them are indifferent to

Affirmative Action. In the Support Services department, there are more journalists who have negative attitudes towards Affirmative Action at 26% than those who have positive attitudes at 19%. However, all these percentage differences, failed to witness statistical significant differences in attitude towards Affirmative Action by departments of the SABC Limpopo Combo. Statistically, however, these differences are not significant.

4.2.1.5 Percentage difference on Attitudes towards Affirmative Action

Table 4.9 indicates the overall total percentage difference in attitude towards Affirmative Action among employees in the SABC Limpopo Combo. It indicates that there are 40.8% of employees who are positive about the Affirmative Action programme implemented by the SABC. Also, 39.9% of the employees maintain that they do not like the implementation of Affirmative Action. There is a difference of 11.6%, who claimed to be indifferent towards the Affirmative Action. This means that they do not have any comment in as far as the implementation of Affirmative Action in the SABC Limpopo Combo is concerned.

Table 4.9: Percentage in Attitude towards Affirmative Action

			Total
Attitude	Positive	Count	42
		% of Total	48.8%
	Negative	Count	34
		% of Total	39.5%
	Indifferent	Count	10
		% of Total	11.6%
Total	Count	86	
	% of Total	100.0%	

Table 4.10 Overall percentage differences in attitude towards Affirmative Action

Item	Response	Frequency	Percent	Valid percent
1. Do you think Affirmative Action is fair?	Yes	67	77.9	77.9
	No	15	17.4	17.4
	d/know	4	4.7	4.7
2. Do you think Affirmative Action should continue?	Invalid	1	1.2	1.2
	Yes	69	80.2	81.2
	No	13	15.1	15.3
	d/know	3	3.5	3.5
3. Do you think Affirmative Action marginalized you	Yes	35	40.7	40.7
	No	44	51.2	51.2
	d/know	7	8.1	8.1
4. If yes, do you think the marginalization is fair?	Yes	28	32.6	32.6
	No	24	27.9	27.9
	d/know	28	32.6	32.6
5. Do you think Affirmative Action favoured you	Yes	37	43.0	43.0
	No	40	46.5	46.5
	d/know	9	10.5	10.5
6. If yes/no, do you think it is fair?	Invalid	1	1.2	1.2
	Yes	39	45.3	45.3
	No	24	27.9	27.9
	d/know	22	25.6	25.6
7. Do you think Affirmative Action serve its purpose?	Yes	57	66.3	66.3
	No	23	26.7	26.7
	d/know	6	7.0	7.0
8. Do you think gender-based Affirmative Action is still necessary?	Yes	54	62.8	62.8
	No	28	32.6	32.6
	d/know	4	4.7	4.7
9. Do you think race-based Affirmative Action is still necessary?	Yes	47	54.7	54.7
	No	35	40.7	40.7
	d/know	4	4.7	4.7
10. Do you think disability-based Affirmative Action is still necessary?	Yes	64	74.4	74.4
	No	17	19.8	19.8
	d/know	5	5.8	5.8
11. Do you think age based Affirmative Action is still necessary?	Yes	35	40.7	40.7
	No	42	48.8	48.8
	d/know	9	10.5	10.5

4.2.1.6 Qualitative response

The last item of the AAAQ consisted of items that required employees' individual view on Affirmative Action. The following explanation is based on the view or opinions of junior and senior employees regarding Affirmative Action. It consists of occupations held by employees who participated, the number of years the employee held the occupation, the duration of service, and the previous post held by the employee before occupying the present one.

Table 4.11 Qualitative response to Affirmative Action by junior employees

Response	Occupation	Service duration	Previous Post
Be implemented along lines of disability.	Presenter	4	Actor
Ability and skill are relevant.	Presenter	0	Presenter
People must be consulted before Affirmative Action is implemented.	Presenter	3	Pre
Hire relevant people for relevant job.	Presenter	14	Presenter
There must be a monitor for Affirmative Action.	Presenter	3	Producer
Affirmative Action is best for the company.	Producer	4	Not in SABC
Disability be given preference.	Producer	2	Reader
Affirmative Action must be applied to all.	Producer	10	Presenter
Equal work equal pay.	Producer	13	Presenter
Be done with the right intentions.	Marketing Assistant	1	Not in SABC
Affirmative Action be used to address past injustice.	Receptionist	8	Receptionist
Affirmative Action be applied to everyone regardless of race and gender.	Actor	3	Not in SABC
Should look at skill and experience first.	Actor	14	Writer Producer Adapter
Affirmative Action be implemented every time.	Actor	13	Actor
Be applied to everybody of age and health.	Actress	8	actress
Affirmative Action be applied to everyone regardless of age and health.	Actor	5	Actor
Apply to everybody regardless of age and health.	Actor	12	Actor
No need.	Music compiler	30	Compiler
All organisation must adhere to it	Administrator	2	Administrator
Affirmative Action is appropriate if implementation is based on capability.	Transport Officer	10	Finance Officer
Affirmative Action be on setting of targets and reaching them.	Project Coordinator	5	Senior Secretary

(a) Junior employees' responses

Qualitative responses indicate that most presenters/journalists in the radio broadcasting industry of the Limpopo Province are in favour of Affirmative Action, but they preferred that it must be fairly implemented (see Table 4.11). Some of them suggested that the Affirmative Action should be implemented based ability or disability while others maintained that it should be based on skills. There was also one presenter who suggested that employees must be consulted before Affirmative Action was implemented while another one suggested that it would be good to have a body that monitor the fairness of its application. A presenter who had been in the

same job for almost fourteen years said that relevant people should be hired for right jobs, as opposed to only looking at race, gender or disability status.

Producers also shared the same sentiments with those of presenters, with some of them maintaining that Affirmative Action was best for the SABC as a company. Those who are disabled should be given preference, as suggested by one producer, and one of them also affirmed that it should be applied to all in the SABC. One producer with thirteen years of experience in the same post maintained that Affirmative Action should be based on equal work for equal pay. A marketing assistant with only a year in the SABC was of the opinion that Affirmative Action should be done with the right intention, not only to promote employees for the sake of promotion. The marketing assistant almost shared the same sentiments with a receptionist who also averred that Affirmative Action must be used to balance the injustices of the past as previously Whites were more privileged than Blacks.

Some actors in the SABC Limpopo Combo also shared some opinions with their colleagues. One actor with one year experience in the SABC suggested that Affirmative Action should be applied to all regardless of gender or race. "Affirmative Action should look at skills and experience," these were the words of a former writer, adopter, and producer who was then an actor with fourteen years of experience in the same post.

Three of the actors said that Affirmative Action should be applied regardless of age and health while one of them says that age and health should be considered. Another actor with thirteen years experience suggested that it must be applied all the time when recruitment, selection, and placement were to be made.

One of the administrators suggested that Affirmative Action must be applied not only in the SABC but in all organisations. A transport officer of ten years, who was once a finance officer agreed with others who favoured Affirmative Action by saying that it must be implemented based on ability. A former senior secretary who was the project coordinator was of the opinion that there must be some setting of target and then reaching them.

One employee who was the music compiler of one station for thirty years, viewed Affirmative Action differently by suggesting that it must be dealt away with.

(b) Senior employees' responses

In the category of senior journalists, a communication manager of ten years, who was once a communication practitioner in the SABC suggested that Affirmative Action should be implemented meritoriously, while the former technical producer turned supervisor (for fifteen years) gave it a nod by just saying, "yes," (see Table 4.12). "Even if Affirmative Action can be restructured, race should still be considered," a finance manager who had three years in the post said. One of the station managers suggested that right positions should be given to qualified people and was supported by a senior producer who was promoted eleven years ago by maintaining that Affirmative Action should be based on merit rather than political connections. A senior archivist, on the other hand, suggested that Affirmative Action should look at young employees.

Table 4.12: Qualitative response on Affirmative Action by senior employees

Response	Occupation	Service duration	Previous Post
Should be implemented meritoriously	Communication Manager	10	Communication Practitioner
Yes	Supervisor	15	Technical Producer
Race should still be considered	Finance manager	3	Finance Manager
Done away with it	Assistant Supervisor	26	Finance clerk
Qualified position be given to qualified people	Station Manager	6	Station Manager
Affirmative Action should be based on merit other than political connection	Senior Producer	11	Presenter
Affirmative Action must look at young employees	Senior Archivist	28	Technician

On top of the positive and the negative comments about Affirmative Action by the journalists in the SABC Limpopo Combo, an assistant supervisor who was promoted twenty six years ago from finance clerk position, was of the opinion that it should be done away with.

The qualitative response on Affirmative Action suggests that there are mixed attitudes towards Affirmative Action among journalists in the SABC Limpopo Combo. Others were in favour of it; others were negative towards it, while others gave their

own suggestions as to how it should best be implemented if it was the policy that should be promoted in the SABC.

4.2.2 Differences in job satisfaction among employees in the SABC Limpopo Combo

To test the differences in job satisfaction among employees in the SABC Limpopo Combo, the t-test was used. An alpha level was set to .05. Job satisfaction's items in terms of the Job Satisfaction Questionnaire (JSQ) included working conditions, pay and benefits, work relationship, use of skills, and work activities. Sub-categories which characterised each of these Job Satisfaction items were explained in the literature review (Chapter 2) and also in the questionnaire (Chapter 3).

This study investigated differences in job satisfaction among employees at different ranks. These ranks were categorized into juniors (presenters, actors, clerks, compilers, librarians, officers, and producers) and seniors (senior producers, senior clerks, senior librarians, senior compilers, senior officers, executive producers, and managers). In order to investigate possible significant differences in job satisfaction among employees in the SABC Limpopo Combo, the following hypothesis were tested.

4.3.2.1 Differences in working conditions among ranks

H₁ There will be a statistically significant difference in satisfaction of working conditions between junior and senior employees in the SABC Limpopo Combo.

H₀ There will be no statistically significant difference in satisfaction of working condition between junior and senior employees in the SABC Limpopo Combo.

A paired-sample t-test was conducted to compare satisfaction of working conditions of junior and senior employees (see Table 4.13). There was not a significant difference in the scores for junior (M=2.1604, SD =.59) and senior (M =2.4722, SD =.64) employees; $p = .053$. The null hypothesis was therefore not rejected. These results suggest that junior and senior employee's level of satisfactions of the working conditions do not differ significantly.

Table 4.13 Differences in job satisfaction of working condition

	Rank	N	Mean	SD	Sig. (2-tailed)
Working Conditions	Junior	67	2.1604	.58788	.053
	Senior	18	2.4722	.64105	

The percentage representation in Table 4.14 indicates that about 50.7% of junior employees are extremely satisfied with the number of hours worked each week. This satisfaction is below those of senior employees by 16%. Junior employees are lower in *flexibility in scheduling* where they scored 47% as compared to senior employees who scored 61.4%, a difference of 14%. An extra difference of 31.1% exist in items of the *amount of paid vacation time/sick leave offered*, with the score of 13% for junior and 44.4% for senior employees. These percentage differences, however, failed to demonstrate statistically that satisfaction on working conditions differ significantly among junior and senior employees. The results differ with those of Dyer and Quine (2010:320) in Chapter 2 who discovered that the characteristics of work conditions among individuals, differ in terms of job satisfaction, burnout, and stress, especially of those who work with employees with intellectual disabilities.

Table 4.14 Percentage differences in job satisfaction of working condition

Working Conditions	Rank					
	Junior			Senior		
	Not satisfied	Somewhat	Extremely	Not satisfied	Somewhat	Extremely
B2.1.1 Hours worked each week	13 19.4%	20 29.9%	34 50.7%	1 5.6%	5 27.8%	12 66.7%
B2.1.2 Flexibility in scheduling	14 21.2%	21 31.8%	31 47.0%	3 16.7%	4 22.2%	11 61.1%
B2.1.3 Location of work	11 16.4%	16 23.9%	40 59.7%	2 11.1%	5 27.8%	11 61.1%
B2.1.4 Amount of paid vacation time/sick leave offered	34 55.7%	19 31.1%	8 13.1%	2 11.1%	8 44.4%	8 44.4%

4.3.2.2 Differences in pay and benefits among ranks

H₁ There will be a statistically significant difference in satisfaction of pay and benefits between junior and senior employees in the SABC Limpopo Combo.

H₀ There will be no statistically significant difference in satisfaction of pay and benefits between junior and senior employees in the SABC Limpopo Combo.

A paired-samples t-test (See Table 4.15) was conducted to compare job satisfaction of pay and benefits among junior and senior employees. There was a significant difference in the scores for junior (M = 1.5652, SD = .45) and senior (M = 2.0353, SD = .70) employees; $p = .001$. The null hypothesis was therefore rejected. These results suggest that junior and senior employee's level of job satisfactions in terms of working conditions differ significantly. Specifically, the results imply that there is a significant difference in job satisfaction of *pay and promotion* between junior and senior employees. Senior journalists in the SABC Limpopo Combo are more satisfied with their pay and benefits than junior journalists.

Table 4.15 Differences in job satisfaction of pay and benefits

	Rank	N	Mean	SD	Sig. (2-tailed)
Pay & Benefits	Junior	67	1.5652	.44752	.001
	Senior	17	2.0353	.69726	

This is reflected in Table 4.16. Only 4.5% of actors/actress, presenters, producers, library assistants, librarian, marketing assistants, event coordinators, music compilers, clerks, admin clerks and officers were extremely satisfied with their salaries as compared to 23.5% of senior presenters, senior officers, senior librarians, senior producers, senior compilers, and managers. There were 23.5% of senior radio journalists who were extremely satisfied with their opportunities for promotion as compared to the 6.2% junior radio journalists.

Table 4.16 Percentage differences in job satisfaction of pay and benefits

Pay and Benefits	Rank					
	Junior			Senior		
	Not satisfied	Somewhat	Extremely	Not satisfied	Somewhat	Extremely
B2.2.1 Salary	46	18	3	7	6	4
	68.7%	26.9%	4.5%	41.2%	35.3%	23.5%
B2.2.2 Opportunities for Promotion	40	21	4	7	6	4
	61.5%	32.3%	6.2%	41.2%	35.3%	23.5%
B2.2.3 Benefits (Health insurance, life insurance, etc.)	40	20	6	3	7	7
	60.6%	30.3%	9.1%	17.6%	41.2%	41.2%
B2.2.4 Job Security	32	22	11	3	7	7
	49.2%	33.8%	16.9%	17.6%	41.2%	41.2%
B2.2.5 Recognition for work accomplished	21	31	13	5	6	6
	32.3%	47.7%	20.0%	29.4%	35.3%	35.3%

There are 17.6% and 61.5% senior and male employees respectively who are dissatisfied with Affirmative Action. The percentage difference was also noticeable in items of *benefits in health insurances or life insurances*, which indicated that the majority of juniors were not satisfied – 60.6% for juniors and 17.6% for seniors. This was more than 40% percentage difference of employees who are dissatisfied with the benefits of the SABC. More senior employees than junior journalists felt that the SABC recognised the accomplishment of their job than junior employees at 35.3% and 20% respectively.

This finding concurs with Luddy (2005:102) who discovered that employees differed in terms of job satisfaction, and that relationships between job satisfaction and pay was significant at the 95% confidence level. It is also in agreement with the work of Willard (2008:1); Ying-Feng and Lin-Show (2004:221); and Chen (2004:1) who discovered that there was a significant difference in satisfaction in terms of salary of employees between gender groups. Hanson and Fang (2008:1) went further to find these differences also in fringe benefits among racial groups.

While the work of Moyes et al (2007:77) included the job satisfaction differences in compensation among racial groups, Irani and Scheler (2012:12) discovered that

groups in some organisations differ significantly in terms of opportunity for promotion. Others include Pollard (1995:682) in job security and income and Uppal (2005:336) in income and disability. Liu (2006:32) and Erasmus (1998:26) discovered the difference in the overall job, work, supervision, and pay and benefits among racial groups, also concurring with this finding that employees' job satisfaction on salary differs in terms of different groups.

4.2.2.3 Differences in work relationships among ranks

H₁₇ There will be a statistically significant difference in satisfaction on work relationships between junior and senior employees in the SABC Limpopo Combo.

H₀₇ There will be no statistically significant difference in satisfaction on work relationships between junior and senior employees in the SABC Limpopo Combo.

Table 4.17 compares job satisfaction of work relationships between junior and senior employees. It indicates that there was not a significant difference in the scores for junior (M = 2.3109, SD = .55) and senior (M = 2.5370, SD = .38) employees; p = .113. The null hypothesis was therefore not rejected, suggesting that junior and senior employees' level of satisfactions on the work relationships do not differ significantly.

Table 4.17 Differences in job satisfaction of work relationship

	Rank	N	Mean	SD	Sig. (2-tailed)
Work Relationships	Junior	67	2.3109	.54657	.113
	Senior	18	2.5370	.47333	

A noticeable difference in percentage could be observed in the *relationships with subordinates*, where senior employees display more job satisfaction at 58.8% as compared to junior employees who were at 40.4% (see Table 4.18). There was a difference of more than 15%. Senior employees were extremely satisfied with the relationships with their boss more than the junior employees at 55.6% and 40.9%

respectively. Senior and junior employees scored 38.8% and 38.9% respectively in the relationship with co-workers at the difference of not more than 0.1%. Those were some of the reasons that led the test to indicate no significant difference in the overall jobs satisfaction of work relationships among the ranks of these radio journalists in the SABC Limpopo Combo.

Moyes, et al's (2007:77) findings which found out some significant difference in job satisfaction of co-workers among racial groups differs with these findings. Other works that oppose these findings include those of (Graham and Messner, 1998:196); Wech (2002:353); Luddy (2005:102); Ensher et al (2001:53); Tang and Talpade (1999:5), and Smucker (2003:401). These researchers found that there were racial differences in work relationships.

Table 4.18 Percentage differences in job satisfaction of work relationship

Work Relationships	Rank					
	Junior			Senior		
	Not satisfied	Somewhat	Extremely	Not satisfied	Somewhat	Extremely
B2.3.1 Relationships with your co-workers	7 10.4%	26 38.8%	34 50.7%	1 5.6%	7 38.9%	10 55.6%
B2.3.2 Relationship(s) with your supervisor(s)	9 13.6%	30 45.5%	27 40.9%	1 5.6%	7 38.9%	10 55.6%
B2.3.3 Relationships with your subordinates (if applicable)	9 15.8%	25 43.9%	23 40.4%	0 .0%	7 41.2%	10 58.8%

4.2.2.4 Differences in the use of skills among ranks

H_{1g} There will be a statistically significant difference in satisfaction with the use of skills between junior and senior employees in the SABC Limpopo Combo.

H_{0g} There will be no statistically significant difference in satisfaction with the use of skills between junior and senior employees in the SABC Limpopo Combo.

A paired-sample t-test was conducted to compare satisfaction of working conditions between junior and senior employees (see Table 4.19). There was not a significant difference in the scores for junior (M = 1.8478, SD =.59) and senior (M = 2.2222, SD

=.73) employees; $p = .101$. This implies that the null hypothesis cannot be rejected. These results suggest that junior and senior radio journalists' levels of satisfactions with *the use of skills* do not differ significantly.

Table 4.19 Differences in job satisfaction on use of skills

	Rank	N	Mean	SD	Sig. (2-tailed)
Use of Skills	Junior	67	1.9478	.59332	.101
	Senior	18	2.2222	.73208	

Looking at Table 4.20, one may notice that the percentage of junior employees in items of skill utilization seemed to be lower than those of senior employees. There was a difference of nearly 10% of those who were extremely satisfied with the opportunity that the SABC offered in terms of the utilization of their skills and talents, with junior employees scoring 30.3% while senior employees scored 44.4%. A major gap of 26.2% also exists in *support for additional training and education offered* by the corporation, where senior employees claimed to be extremely satisfied, at 38.9% with junior employees claiming 12.7%. While 30.3% of junior employees claimed to be dissatisfied with the *opportunity to learn new skills*, senior employees accounted for 22.2%. No wonder the differences in those percentages of *utilization of skills* items, the statistical test failed to demonstrate that those differences were significant to conclude that junior and senior employees differ.

Table 4.20 Percentage differences in job satisfaction in the use of skills

Use of skill	Rank					
	Junior			Senior		
	Not satisfied	Somewhat	Extremely	Not satisfied	Somewhat	Extremely
B2.4.1 Opportunity to utilize your skills and talents	19 28.8%	27 40.9%	20 30.3%	2 11.1%	8 44.4%	8 44.4%
B2.4.2 Opportunity to learn new skills	20 30.3%	24 36.4%	22 33.3%	4 22.2%	5 27.8%	9 50.0%
B2.4.3 Support for additional training and education	20 31.7%	35 55.6%	8 12.7%	6 33.3%	5 27.8%	7 38.9%

However, Luddy (2005:102) and Smucker et al (2003:401) found the opposite of this finding as their works indicated significant differences in the utilization of skills among employees.

4.2.2.5 Differences in work activities (work itself) among ranks

H₁ There will be a statistically significant difference in satisfaction of work activities between junior and senior employees in the SABC Limpopo Combo.

H₀ There will be no statistically significant difference in satisfaction of work activities between junior and senior employees in the SABC Limpopo Combo.

To compare satisfaction of work activities among junior and senior employees in the SABC Limpopo Combo, the pair-sample t-test was used. The test as in Table 4.21 demonstrates that there is a significant difference in the scores for juniors (M = 1.9899, SD =.53) and senior (M =2.5741, SD =.53) employees; p = .000. The null hypothesis was therefore rejected in favour of the research hypothesis. These results suggest that junior and senior employees' level of satisfactions of the work activities differ significantly. Specifically, the results indicate that there is a significant difference in job satisfaction of work activities among junior and senior employees of the SABC Limpopo Combo. There were more senior than junior journalists who felt satisfied with work activities.

Table 4.21 Differences in job satisfaction of work activities/ work itself

	Rank	N	Mean	SD	Sig. (2-tailed)
Work Activities/ Responsibilities	Junior	66	1.9899	.53579	.000
	Senior	18	2.5741	.53389	

This significant difference is noticeable in percentages as in Table 4.22. The table indicates that in the item of the *variety of job responsibilities* offered by the SABC, there were 61.1% of senior presenters, senior officers, senior librarians, senior producers, senior compilers, and managers who were extremely satisfied with the work activities as compared to 22.6% of actors/actress, presenters, producers,

library assistants, librarians, marketing assistants, event coordinators, music compilers, clerks, admin clerks and officers, who felt the same. That was more than 30% difference.

There was not a single senior journalist in the SABC, who claimed not to be satisfied with the degree of *independence associated with work role*, while 16.7% of junior journalists were dissatisfied in the same item. While 55.6% of seniors were extremely satisfied with the *adequate opportunity for periodic changes in their duties*, 20.6% of juniors felt the same. All the percentage differences led to the conclusion that job satisfaction in terms of work activities which included variety of job responsibilities, degree of independence associated with the work role, and adequate opportunity for periodic change in work duty differed significantly among work ranks or hierarchical level of the SABC Limpopo Combo.

Table 4.22 Percentage differences in job satisfaction of work activities/ responsibilities

Work Activities/ Responsibilities	Rank					
	Junior			Senior		
	Not satisfied	Somewhat	Extremely	Not satisfied	Somewhat	Extremely
B2.5.1 Variety of job responsibilities	15 25.8%	32 51.6	14 22.6%	2 11.1	5 27.8%	11 61.1%
B2.5.2 Degree of independence associated with your work roles	11 16.7%	43 65.2%	12 18.2%	0 .0%	5 27.8%	13 72.2%
B2.5.3 Adequate opportunity for periodic changes in duties	12 19.0%	38 60.3%	13 20.6%	1 5.6%	7 38.9%	10 55.6%

This conclusion share sentiments with the work of Luddy (2005:102), Ensher et al (2001:53); and Smucker, (2003:401), whose work demonstrated some significant differences in job satisfaction in terms of work activities among gender, race, ranks, and abilities. Irani and Scheler (2012:12) discovered that the respondents' perceptions of the work itself were also positively correlated with their evaluations of the effectiveness of the university's Affirmative Action policy.

4.2.2.6 Percentage difference in job satisfaction

Table 4.23 indicates the total percentage difference in job satisfaction among employees in the SABC Limpopo Combo. It indicates that generally there were 51.2% of employees who were not satisfied about their jobs while 45.3% of them were satisfied. The table indicates that employees who were not satisfied overrule those who were satisfied with the margin of about 3.5%, which was the total percentage of those who were indifferent about their job satisfaction.

Table 4.23 Percentage differences in job satisfaction

			Total
Job satisfaction	Not satisfied	Count	44
		% of Total	51.2%
	Satisfied	Count	39
		% of Total	45.3%
	Indifferent	Count	3
		% of Total	3.5%
Total	Count	86	
	% of Total	100.0%	

4.2.3 Relationship between attitudes towards Affirmative Action and job satisfaction

Finally, to investigate the relationship between attitudes towards Affirmative Action and job satisfaction among employees in the SABC Limpopo Combo, the Chi-Square test was used for the following hypothesis:

H_{010} There will be a statistically significant relationship between attitudes towards Affirmative Action and job satisfaction among employees in the SABC Limpopo Combo

H_{010} There will be no statistically significant relationship between attitudes towards Affirmative Action and job satisfaction among employees in the SABC Limpopo Combo.

The Chi-Square test was used (see Table 4.25). It indicates a significant difference in attitudes towards Affirmative Action and job satisfaction at $\chi^2(1) = 4.421, p = .110$. Because the p-value was more than the .05 level of significant, one cannot reject the null hypothesis. There was no statistically significant relationship between attitudes towards Affirmative Action and job satisfaction among employees in the SABC Limpopo Combo.

Table 4.24 Differences in job satisfaction

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.223 ^a	4	.265
Likelihood Ratio	6.064	4	.194
Linear-by-Linear Association	.043	1	.836
N	86		

Table 4.26 Indicates that the percentages of employees with positive attitudes towards Affirmative Action were both 47.6% for those who were satisfied and for those who were not satisfied, with 4.8% being indifferent. Employees who were positive towards Affirmative Action constituted 48.8%. There were 23.3% each for those who were not satisfied and those who were satisfied and 2.3% for those who were indifferent. The percentage of employees with negative attitudes towards Affirmative Action was higher at 61.8% for those who were not satisfied as compared to those who were satisfied at 38.2%. That was the difference of approximately 23%. Employees with negative attitude towards Affirmative Action accounted for 39.5%, which was lower than employees with positive attitudes. The difference of those who are negative and those who are positive in this item was less than 10%. On the other hand, journalists who were indifferent in attitude towards Affirmative Action on job satisfaction scored 30%, those who were satisfied scored 60%, while 10% of them were indifferent. Indifferent radio journalists of the SABC Limpopo Combo on Affirmative Action accounted for 11.6% with 3.5% of them not being satisfied, 7% being satisfied, while 1.2% was indifferent. The overall percentage of attitude towards Affirmative Action in job satisfaction was 51.2% of employees who were not satisfied, 45.3% who were satisfied and 3.5% of those who were indifferent.

Table 4.25 Overall Percentage differences in Attitude towards Affirmative Action and job satisfaction

			Job satisfaction			Total
			Not satisfied	Satisfied	Indifferent	
Attitude	Positive	Count	20	20	2	42
		% within Attitude	47.6%	47.6%	4.8%	100.0%
		% within Job satisfaction	45.5%	51.3%	66.7%	48.8%
		% of Total	23.3%	23.3%	2.3%	48.8%
	Negative	Count	21	13	0	34
		% within Attitude	61.8%	38.2%	.0%	100.0%
		% within Job satisfaction	47.7%	33.3%	.0%	39.5%
		% of Total	24.4%	15.1%	.0%	39.5%
	Indifferent	Count	3	6	1	10
		% within Attitude	30.0%	60.0%	10.0%	100.0%
		% within Job satisfaction	6.8%	15.4%	33.3%	11.6%
		% of Total	3.5%	7.0%	1.2%	11.6%
Total	Count	44	39	3	86	
	% within Attitude	51.2%	45.3%	3.5%	100.0%	
	% within Job satisfaction	100.0%	100.0%	100.0%	100.0%	
	% of Total	51.2%	45.3%	3.5%	100.0%	

Although the percentage of dissatisfied employees was more than that of satisfied employees by a margin of 5%, the difference was not significant to conclude that there was any relationship that existed between employees' attitudes towards Affirmative Action and job satisfaction. The implication of this finding is that it does not mean that if the journalists in the SABC Limpopo Combo have positive attitudes towards Affirmative Action, they will automatically be satisfied with their job or vice versa. Attitude towards Affirmative Action and job satisfaction in the SABC Limpopo Combo are two variables that do not have any significant relationship.

This finding differs with the work of Regan and Shin (1988:1) who discovered that although Ohio minority journalists perceived racial discrimination in the workplace, they were satisfied with their jobs and job-related communication. It also differs with that of Witt (1990:73) who revealed that job satisfaction for white males was lower related to their views on Affirmative Action. Other researchers who differ with this finding include Erasmus (1998:26); Glymour et al (2004:1283); Ali (2009:28) whose results indicated some similarities and differences in job satisfaction by race.

Beside the above, researchers such as Moyes and Redd (2008:21); Kelly (1989:446); Jiranek, and Kirby (1990:133); Landis and Dansby, (200:299); Vries et al (2006:115); and Scott, (2009:126) indicated that there was relationship in attitude towards Affirmative Action and job satisfaction.

4.3 CONCLUSION

This study found no statistical significant difference in attitude towards Affirmative Action among Black and Whites (races), males and females (gender), able and disabled) disability and Thobela FM, Munghana FM, Phalaphala FM and Support Services (departments). It also revealed no significant relationship between attitudes towards Affirmative Action and job satisfaction among journalists in the media SABC Limpopo Combo. There were different independent views on the implementation of Affirmative Action, which constituted the qualitative research section of this study. The majority of journalists gave views that guided on how Affirmative Action should be implemented, while two of them suggested that it should be dealt away with. There was a statistical significant difference in some of the factors of job satisfaction, which was revealed among senior and junior employees of the corporation. Senior journalists of the SABC Limpopo Combo were statistically more satisfied with pay and benefits and on job activities than junior journalists. Differences in other job satisfaction factors such as work conditions, work relationships, and use of skills were not statistically significant.

The next chapter, which is the last one, focuses on the essence of the study, conclusions, recommendations, limitations and suggestions for further researches.

CHAPTER 5

CONCLUSIONS, RECOMMENDATIONS, LIMITATIONS, AND FUTURE RESEARCH

5.3 INTRODUCTION

This chapter concludes the research findings in terms of the essence of the study and then makes recommendations on the strength of the analysis of the results. It indicates some shortcomings that may have influenced the findings of this investigation. It also highlights on further research studies that are needed to add to research knowledge in the field of Media Studies and journalism.

5.4 THE ESSENCE OF THE FINDINGS

The problem that was investigated in this research was whether there was any significant difference in attitude towards Affirmative Action among employees in the SABC Limpopo Combo. The purpose of Affirmative Action is to redress the imbalances of the past. The imbalances manifested in race, gender, and ability. This study investigated the difference in attitudes towards Affirmative Action among these three groups (races, genders and abilities) and departments. Departments in this case included employees/journalists in the three radio stations of the SABC in the Limpopo Province, which are Thobela FM, Munghana Lonene FM, Phalaphala FM, and their Support Service section.

The study also investigated the difference in job satisfaction among employees in the SABC Limpopo Combo. This was done by investigating differences in job satisfactions among junior and senior employees. Factors that characterised job satisfaction included working conditions, pay and benefits, work relationships, use of skills, and work activities. Working conditions are such factors as hours worked per week, flexibility in scheduling, location of work and the amount of paid vacation time/sick leave offered. Items of pay and benefits potential included the participant's salary, opportunities for promotion, benefits (health insurance, life insurance, etc), job security, and recognition for work accomplished. Work relationships are the relationship with co-workers, supervisors, and subordinates where applicable. The

usage of skills and abilities included opportunity to utilise skills and talents, to learn new skills, and the support for additional training and education. Work activities, requested the participant's job responsibilities, degree of independence associated with the roles, adequate opportunities for periodic changes in duties and the variety of job responsibilities.

Lastly, the study also investigated if there was any significant relationship in attitude towards Affirmative Action and job satisfaction among employees in the SABC Limpopo Combo.

5.3 CONCLUSIONS

The literature review in Chapter 2 provided the theoretical and empirical background and approach towards Affirmative Action and Job satisfaction and on how they were related to one another, especially in the media. Table 5.1 summarises the findings of the present study with regard to the significant differences in attitudes towards Affirmative Action and also in job satisfaction among journalists in the SABC Limpopo Combo.

Table 5.1 Summary of findings

Dependent Variable	Independent variables	Results
Attitudes	Race (Black and white)	No significant difference
	Gender (Males & Females)	No significant difference
	Ability (able and disabled)	No significant difference
	Department (Thobela FM, Munghana Lonene FM, Phalaphala FM and Support Services)	No significant difference
	Affirmative Action	No significant difference
Job satisfaction	Working conditions	No significant difference
	Pay and benefits	Seniors > Juniors
	Working relationships	No significant difference
	Use of skills	No significant difference
	Work activities	Seniors > Juniors
Attitudes	Job satisfaction (working condition, pay and benefit, working relationships, use of skill, and work activities)	No significant difference

5.3.1 Attitudes towards Affirmative Action among groups

The literature review demonstrated that there was some evidence of significant differences in attitudes towards Affirmative Action among journalists in the media. These differences manifested among groups of races, genders, abilities, or departments.

5.3.1.2 Races

This study found no statistical significant difference in attitudes towards Affirmative Action among black and white employees in the SABC Limpopo Combo. The study suggests that both black and white employees do not react differently towards the Affirmative Action as implemented by their employer, in this case, the SABC.

5.3.1.2 Gender

This study found no statistical significant difference in attitude towards Affirmative Action among male and female employees in the SABC Limpopo Combo. This implies that male and female journalists in the SABC do not view affirmative action differently.

5.3.1.3 Abilities

It was discovered in this study that there was no statistical significant difference in attitude towards Affirmative Action among non-disabled and disabled employees. Hence the null hypothesis was rejected.

5.3.1.5 Departments

The study failed to reveal any statistical significant differences in attitude towards Affirmative Action between journalists in the Thobela FM, Munghana Lonene FM, Phalaphala FM, and the Support Services of the SABC Limpopo Combo.

In general, the present study found that there was no evidence of significant difference in attitude towards Affirmative Action among groups (races, genders, abilities or ranks). It appeared that employees/journalists in the SABC Limpopo Combo did not differ statistically in as far as their attitudes on the implementation of Affirmative Action were concerned.

5.3.2 Job satisfaction among groups

The literature review revealed that most of the previous research found significant differences in job satisfaction among various groups. It also revealed that job satisfaction was grouped by factors such as working conditions, pay and benefits, working relationships, use of skills and work itself.

5.3.2.1 Working conditions

This study found that there was no statistical significant difference in working conditions among groups in the SABC Limpopo Combo. Hence the null hypothesis was not rejected. Both senior and junior employees did not differ significantly in terms of hours worked per week, flexibility in scheduling, location of work, and the amount of paid vacation time/sick leave offered.

5.4.2.2 Pay and benefits

It was revealed in this study that there was a significant statistical difference in pay and benefit among the journalists in the SABC Limpopo Combo. The null hypothesis was rejected in this regard. These findings imply that senior journalists in the SABC Limpopo Combo are significantly more satisfied than junior journalists in terms of salary, opportunities for promotion, benefits (health insurance, life insurance, etc), job security, and recognition for work accomplished and working relationships

5.4.2.3 Use of skills

According to this study, there was no significant difference in attitude towards Affirmative Action between junior and senior employees. The null hypothesis was therefore, not rejected.

5.4.2.4 Work activities (work itself)

Like other works in the literature review, this study found a statistical significant difference in satisfaction of work activities among senior and junior journalists. Senior journalists were found to be more satisfied in the work itself, which was made up of items such as job responsibilities, degree of independence associated with the roles,

adequate opportunities for periodic changes in duties, and variety of job responsibilities.

5.3.3 Relationship in attitudes towards Affirmative Action and job satisfaction

It was also found in the literature review that most studies revealed a statistical significant relationship between attitudes towards Affirmative Action and job satisfaction. However, the literature review differs with this study as this present study did not observe any significant relationship between attitudes towards Affirmative Action and job satisfaction among employees in the SABC Limpopo Combo. This was indicated by the failure to reject the null hypothesis as the p-value of the Chi-Square test was greater than .05 significant level.

5.5 RECOMMENDATIONS

Recommendations derived from this study are based on the differences among employees (various groups) in terms of Affirmative Action and job satisfaction, and also on the relationship between Affirmative Action and job satisfaction.

5.4.1 Recommendations on Affirmative Action

The purpose of Affirmative Action is to change the imbalances of the past. Imbalances of the past, especially in South Africa, took place during apartheid regime, which disadvantaged people in terms of race, gender, and ability. Affirmative Action was implemented to give those who were disadvantaged in the past opportunities that they were otherwise denied. Today black journalists find themselves taking higher positions at the expense of white journalists, females being promoted to higher echelons at the expense of males, while the disabled are also given opportunities at the expense of non-disabled journalists. It is clear that reaction may come from those who are not favoured by this Affirmative Action. Hence this study hypothesized that their response to Affirmative Action may differ according to groups. But this was not the case.

5.4.1.3 Race-based Affirmative Action

The fact that there were no significant differences in attitudes towards Affirmative Action among different groups in the SABC Limpopo Combo implies that both black and white employees view affirmative action the same. One might have expected white employees to have opposite attitudes towards Affirmative Action as compared to those of their black counterparts simply because Affirmative Action robbed them of the advantages they used to enjoy in the past. One would say this is the sign that Affirmative Action in the SABC Limpopo Combo is approved of by all races. In this case, one would give the implementation of Affirmative Action in the SABC Limpopo Combo a nod. Affirmative Action could be included in one of the strategies of the SABC. At the moment, the SABC is using the Turnaround strategy to effect positive change in the entire corporate.

5.4.1.4 Gender-based Affirmative Action

Politicians now strive to get 50/50 gender representation in the employment. Women are given first preferences in employment and this may lead one to think that it disadvantages male employees. In this case, males may turn to have negative attitudes towards Affirmative Action. But the fact that this study failed to find any significant difference in attitudes towards Affirmative Action of journalists in the SABC Limpopo Combo implies that both male and female journalists' views of this employment strategy are the same. Percentage difference demonstrated that they are slightly positive. Again, the percentage analysis also demonstrated that more males than females have negative attitudes towards Affirmative Action. Even if this percentage was not statistically significant, one may get the impression that there are few men who feel that Affirmative Action robs them of the employment advantages. Affirmative Action based on gender was given a nod by 60% of employees in the SABC Limpopo Combo as opposed to only 17% of those who do not support it. This is a convincing difference of more than 40%, which implies the Affirmative Action is a management strategy in the right direction for journalists in the SABC. It is then recommended that the SABC sustains the implementation of Affirmative Action as it is supported by the majority of its journalists in the province.

5.4.1.3 Ability-based Affirmative Action

These days, disabled people are given preferences when new employees are hired or when promotions are considered. The SABC Limpopo Combo is not exceptional in this case. This is because in the past, disabled journalists were not given job and were discriminated against. One may expect this preferential treatment to influence attitude towards Affirmative Action among non-disabled and disabled employees in media to differ, with disabled people being more in favour of this fairness-seeking policy. This policy is favoured by 74% of SABC Limpopo Combo journalists, regardless of whether these journalists are non-disabled or disabled. It is therefore recommended that the SABC's Turnaround strategy should focus on the implementation of Affirmative Action based on ability/disability as it is supported by the majority of employees who participated in this study.

5.4.1.4 Affirmative Action among departments

Departments in this study are stations, which were ethnically classified, with Thobela FM being dominated by the Pedi/Basotho ba Leboa, Munghana Lonene FM by the VhaTsonga, and Phaphala FM by the VhaVenda. They also include Support Services department which is characterized by amalgamation of all these ethnic groups, including Whites. The research hypothesis of this study suggested that the attitude towards Affirmative Action may differ in terms of these departments with different ethnic groups. This was not the case. Affirmative Action was supported unequivocally by all the departments. It is therefore, recommended that the SABC keeps on implementing Affirmative Action, though, not without caution and constant evaluation as the percentage margin of differences were not statistically and significantly adequate

5.4.2 Recommendations on job satisfaction

Job satisfaction is a process by which an individual gives judgment to the job, thereby approving of or disapproving of it in terms of one's desires. Job satisfaction can be the result of certain rules, culture, climate and practices that the organisation

employs to enhance its employees' wellbeing. For instance, Affirmative Action was implemented to redress the imbalances of the past so that it could keep all employees satisfied. This study hypothesised that the implementation of Affirmative Action in the SABC Limpopo Combo would affect job satisfaction of employees. The results proved somehow the opposite. There seems to be no relationship in attitude of employees towards Affirmative Action and job satisfaction.

Factors of job satisfaction in this study included *working conditions, pay and benefit, working relationship, use of skills, and work activities*. Mixed findings were revealed among senior employees who included senior presenters, senior officers, senior librarians, senior producers, senior compilers, and managers. They also included junior employees, being actors/actress, presenters, producers, library assistants, librarian, marketing assistants, event coordinators, music compilers, clerks, admin clerks and officers of the SABC Limpopo Combo. Recommendations on job satisfaction in this study will dwell on working conditions, pay and benefits, working relationships, use of skills and job activities/work itself.

5.4.2.3 Working conditions

The study observed no statistical significant differences in satisfaction of *working conditions* among senior and junior journalists. The percentage analysis indicated that senior journalists were a bit more satisfied, especially in the *amount of paid vacation time/sick leave offered*, with senior employees leading at more than 30%. This implies that the SABC in the Limpopo Combo needs to focus its Turnaround strategy to formulate some policies that may promote the satisfaction of junior employees. They are the future managers of the corporation.

5.4.2.4 Pay and benefits

Senior employees demonstrated that they were statistically more satisfied with their *pay and benefits* as compared to their junior counterparts. Senior employees in the SABC had car allowances while junior employees did not have them. This may be one of the contributing factors that made junior employees not to be satisfied with

what they received as *pay and benefits* from the corporate. The SABC may use the Turnaround strategy to give incentives in the form of allowances similar to those of senior journalists to promote uniformity to satisfy all employees in the SABC Limpopo Combo and all the regions of the SABC.

5.4.2.3 Working relationships

Even though the study failed to witness a statistical significant difference in job satisfaction in terms of *working relationships*, there seemed to be some percentage differences in some of the items of the *working relationships*, but those differences were not adequate. This calls for the Turnaround strategy of the SABC to rectify these differences for equitable job satisfaction in terms of *working relationships* of their journalists.

5.4.2.4 Use of skills

This study did not find any significant differences in job satisfaction in terms of use of skill between junior and senior employees. But there was a slight difference in percentage difference in some items of *use of skill*. For instance in the items of *support for additional training and education* it seems the SABC Limpopo Combo pays attention only to senior employees which contributed to junior employees being dissatisfied. The SABC's Turnaround strategy needs to have some programmes that can enhance education and training for junior employees. These education and training are needed for employees' career developments within the SABC.

5.7.2.5 Job activities/work itself

The statistical significant difference that existed in job satisfaction in the SABC Limpopo Combo among junior and senior employees in the items of *job activities*, implies that *job activities* were not evenly distributed to satisfy both groups. The study indicated that senior employees were more than 30% satisfied than junior employees in items of *job responsibility*. This means that the corporation might be giving senior employees and managers more responsibilities, and denied those

organisational benefits to presenters, producers and their lower level administrative staff. They also offered more *degree of independence associated with the work roles* to senior journalists, and this contributed to a gap of more than 50% satisfaction for the senior than junior journalists. The corporation's Turnaround strategy can also make sure that there are adequate opportunities for periodic changes in duties for junior journalists if they want to keep both of them satisfied.

5.8 LIMITATIONS OF THE STUDY

Although generally, this study seems to have gone well as planned, certain factors were experienced, which hindered its progress. For instance, the researcher did not manage to get responses from some of the targeted employees in the SABC Limpopo Combo. Questionnaires distributed among employees were not all completed. Most of the employees, especially senior employees, mentioned time factor as their excuse for not giving the questionnaire the necessary attention it deserved. It was hoped that all station managers of the SABC Limpopo Combo would respond, especially in the last section of the Attitudes towards Affirmative Action Questionnaire. Only 28 out of 86 of the employees responded, making it 32% of participation. This percentage is so low that it might have affected the accurate prediction of the criterion used.

Another limiting factor in the completion of this study was the fact that most of the employees who refused to complete the questionnaire stated the fear of victimisation by management to express their true views although the confidentiality of their participation and exposure of results were clearly explained to them. Some of them did not answer all items of the questionnaire especially questions that require their independent evaluation, such as the last item of the AAAQ. This happened with the employees of the Munghana Lonene FM and Phalaphala FM.

The numbers of disabled and white employees were so low as compared to non-disabled and black employees. This made the comparison of these groups a bit unfair. If the two groups had a proportional number of representations in the study the results might have been different.

Lastly, the study is in itself limited to employees in the SABC Limpopo Combo, and did not include all the national employees of the SABC. It therefore, may not be generalised to all employees or regions of the South African Broadcasting Corporation or all the population of South Africa.

5.9 SUGGESTIONS FOR FURTHER RESEARCH

One of the aims of research is to fuel some interest from within the same or other disciplines for conducting further researches. Within the same discipline, one may further investigate the differences in attitudes towards Affirmative Action on job satisfaction, not only in the SABC Limpopo Combo but in other regions. Perhaps, one may also investigate these differences in the whole SABC. Other researches may also investigate these differences in various government institutions such as schools, hospitals, and prisons or in private sectors such as mines or other employment institutions.

This study revealed significant differences in job satisfaction in terms of pay and benefits, and also in work activities between junior and senior journalists, but did not indicate causes of these differences. A qualitative study into the investigation of these causes may give some lights and enlarge the significance of this research project. Or maybe one research may further investigate these differences in relation to the job output of the employees or organisational wellness. There could be a relationship between job satisfaction and absenteeism, corruption, nepotism, or industrial actions in the form of retrenchments, downsizings, or strikes.

Further research also should look into other factors that contributed to low responses to other items of the questionnaire, especially in the last section of the AAAQ. Maybe a qualitative study can be conducted to investigate the victimization that the employees are referring to, that contributed to them not being able to give their independent views.

5.10 CONCLUSION

The purpose of this study was to investigate if there was a significant difference in attitudes towards Affirmative Action among employees or journalists in the SABC Limpopo Combo. It did not reveal any statistical significant difference in attitudes

towards Affirmative Action among employees or journalists in the SABC Limpopo Combo. It also found no significant relationship between attitude towards Affirmative Action and job satisfaction. The literature review, however, indicated mixed results. Some researchers found some significant differences in attitude towards Affirmative Action and on some relationships between attitudes towards Affirmative Action and job satisfaction in various educational, media or employment institutions. This study managed to find significant differences among senior and junior journalists of the SABC Limpopo Combo on job satisfaction items such as pay and benefits and in job activities (work itself). The gap of job satisfaction between senior and junior journalists cannot be left to expand as this can be the culmination of more industrial actions and promotion of organisational work dysfunction.

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ANNEXURES

Annexure A

Attitude on Affirmative Action Questionnaire (AAAQ)

AGE:..... GENDER:..... STATION/DEPARTMENT:			
RACE:..... NATIONALITY: RANK:ABLE/DISABLE			
CHOOSE BETWEEN YES, NO, OR DON'T KNOW			
STATEMENT	YES	NO	DON'T KNOW
Do you think Affirmative Action is fair?			
Do you think Affirmative Action should continue?			
Do you think Affirmative Action marginalized you?			
If yes, do you think the marginalization if fair?			
Do you think Affirmative Action favoured you?			
If yes/no, do you think it is fair?			
Do you think Affirmative Action serves its purpose?			
Do you think gender-based Affirmative Action is still necessary?			
Do you think race based Affirmative Action is still necessary?			
Do you think disability based Affirmative Action is still necessary?			
Do you think age-based Affirmative Action is still necessary?			
How do you think Affirmative Action could be implemented?			

Annexure B
Job Satisfaction Questionnaire (JSQ)

JOB SATISFACTION QUESTIONNAIRE

PART I: GENERAL INFORMATION

ITEM	RESPONSE
Occupation	
How long have you worked for this company?	
What previous positions have you held with the company?	
What is your job title?	
How long have you held your current position?	
Briefly describe your work responsibilities (as you would on a resume)	

PART II: RATING YOUR JOB SATISFACTION

Using the scale shown above, rate your level of satisfaction with the following aspects of your job:

GENERAL WORKING CONDITION	Not satisfied	Somewhat satisfied	Extremely satisfied
Hours worked each week			
Flexibility in scheduling			
Location of work			
Amount of paid vacation time/sick leave offered			
PAY AND PROMOTION POTENTIAL	Not satisfied	Somewhat satisfied	Extremely satisfied
Salary			
Opportunities for Promotion			
Benefits (Health insurance, life insurance, etc.)			
Job Security			
Recognition for work accomplished			
WORK RELATIONSHIPS	Not satisfied	Somewhat satisfied	Extremely satisfied
Relationships with your co-workers			
Relationship(s) with your supervisor(s)			
Relationships with your subordinates (if applicable)			
USE OF SKILLS AND ABILITIES	Not satisfied	Somewhat satisfied	Extremely satisfied
Opportunity to utilise your skills and talents			
Opportunity to learn new skills			
Support for additional training and education			
WORK ACTIVITIES/WORK ITSELF	Not satisfied	Somewhat satisfied	Extremely satisfied
Variety of job responsibilities			
Degree of independence associated with your work roles			
Adequate opportunity for periodic changes in duties			

Annexure C

A letter of request from the researcher to SABC Human Resource Capital (Limpopo Combo)

Box 2116
Groothoek
0628
01/06/2010

Attention: Mr Mphephu R.

The Human Capital Services Manager
SABC
P.O. Box 319
Polokwane
0700

Dear Sir/Madam

APPLICATION TO COLLECT DATA AT THE SABC LIMPOPO COMBO

Kindly be informed that I am doing Masters in Media Studies with the University of Limpopo and I am engaged with the research programme that seeks to investigate the attitudes towards Affirmative Action on job satisfaction among employees in the SABC in the Limpopo Province (SABC Limpopo Combo).

I therefore would like you to grant me a permission to collect data in a form of a questionnaire from the employees in this region.

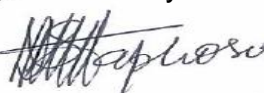
I understand that it is my responsibility to keep the confidentiality of participants and that the results of my finding will not be used for any other purpose other the intention of this academic research.

Attached please find copies of the following questionnaires:

- Attitudes of Affirmative Action Questionnaire (AAAQ)
- Job Satisfaction Questionnaire (JSQ)

Banking on your positive response

Yours Faithfully



.....
Lesiba Maphoso

Student Number: 9551194

Cell: 082 936 1639

E-mail: thitshere@vodamil.co.za/ maphosols@sabc.co.za

Annexure D



South African Broadcasting Corporation
Limpopo Province
Human Capital Services
19 Hospital Street, Polokwane, 0699
PO Box 395, Polokwane, 0700
Tel: +27 15 290 0270

Enquiries: Mr. Ronald Mphephu
Tel: [015 290 0120](tel:0152900120)
E-mail: mphephurn@sabc.co.za

04 June 2011

Dear Dr Maphoso L.S.T.

RE: APPLICATION TO COLLECT DATA AT THE SABC, LIMPOPO PROVINCE

The above matter refer to your letter dated 01 June 2010

It is with great pleasure to inform you that your application to collect data for your academic research at the SABC Limpopo Province has been granted.

The honours lies with you that your data collection should not temper or disturb the employees' performance of their duties or the smooth running of the organisation.

You are further advised to contact the Communication office for other communications arrangements.

We wish you a success in your academic endeavour and hope that you will also find the SABC personnel welcoming.

Regards

A handwritten signature in black ink, appearing to read 'R. Mphephu', is written over a horizontal dotted line.

Ronald Mphephu
HR Manager

Annexure E

A letter of response from SABC Limpopo Communication Manager

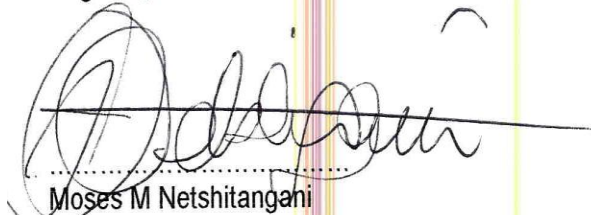


To: All SABC Personnel: Limpopo Region
Re: Assisting a Masters candidate in his research

Date: June 8, 2010

Dr. Lesiba Maphoso is busy with his Masters programme, researching on Attitude Towards Affirmative Action on Job Satisfaction Among Employees in SABC Limpopo Combo. Please cooperate with him through answering the questions on the attached questionnaire.

Regards,



Moses M Netshitangani
Manager, Communications
SABC Limpopo.
015 290 0129/082 395 5122
netshitanganimm@sabc.co.za