CHAPTER 6 RESEARCH RESULTS

6.1 INTRODUCTION

The study conducted was in a South African parastatal company with its head office in Johannesburg and 16 branches throughout the country. The company falls within the telecommunications sector. The type of employees range from technicians to highly qualified staff in the engineering, finance, human resources and marketing divisions. The least qualified staff members are technical and maintenance officers, historically with less than a standard 8 (grade 10) education.

The purpose of the Employment Equity Audit was to:

- Establish the climate in the organisation after the implementation of the Employment Equity Act with reference to gender issues;
- Measure the attitude of employees in the designated company towards employment equity in an effort to understand and determine employees' sentiments towards women employees;
- Determine whether the implementation of the Employment Equity Act laid a foundation for the promotion of gender equity and consequently the embracing of cultural diversity.

6.1.2 Demographic profile of the sample

A large percentage of the sample comprised males (74%), as is seen in figure 6.1 below.

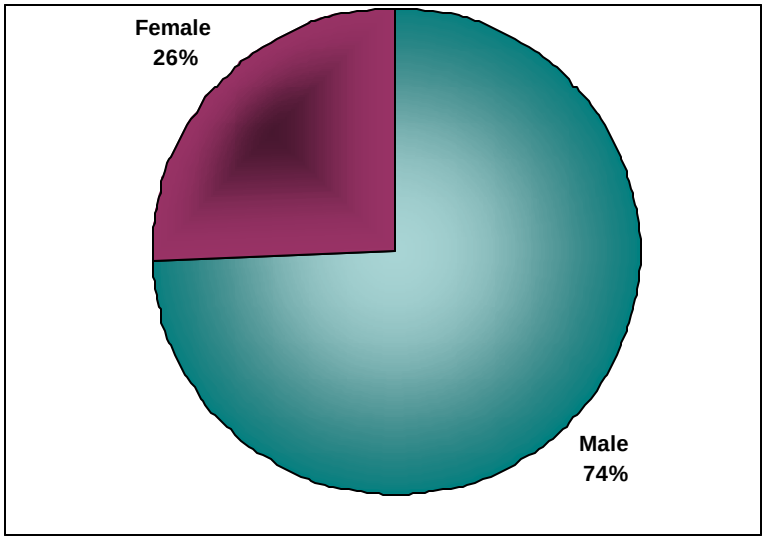

Figure 6.1 Gender composition (n = 251)

6.1.3 Racial composition of the workforce

6.1.3.1 Racial composition of the sample

The racial composition of the sample is given in figure 6.2 below. The sample consisted mostly of Whites (56,6%) and Africans (36,6%).

6.1.3.2 Racial composition of the organisation

Comparison with the total population of the organsation is as follows:

	% to Sample	% Black to total population as at April 2002
AFRICAN	36,6%	42,3%
COLOURED	4,3%	6,4%
INDIAN	3,5%	5,8%
WHITE	55,5%	45,6%

Thus each population grouping is well represented in the sample.

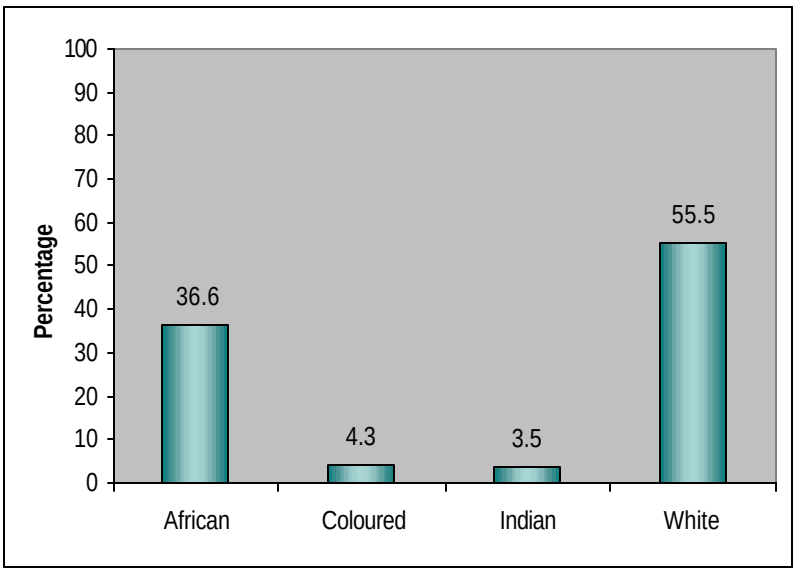

Figure 6.2 Race distribution (n = 254)

6.1.4 Age distribution of the workforce

Respondents are evenly spread between the age groupings (between 10% and 15% in each group), with the exception of the 24 and younger group (6,6%).

For the purpose of further analysis and comparison the age categories are collapsed to form a group of 30 years and younger, 31- 40 years, 41-50 years and 51+ years.

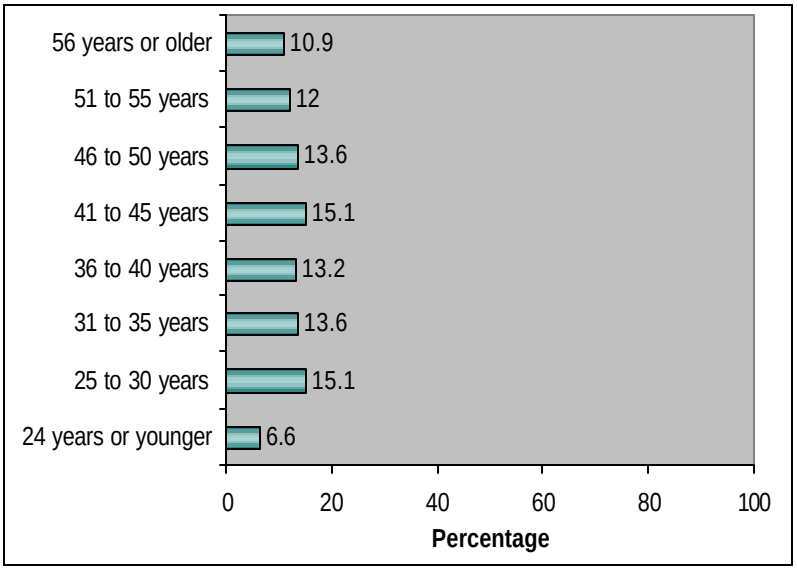

Figure 6.3 Age distribution (n = 258)

6.1.5 Education level of the sample

Respondents are well educated with a total of 60.4% claiming to have at least a degree or diploma. Only 14.4% have less than a standard 10 (grade 12) certificate. The categories which will be used for further analysis are standard 8 and below, standard 10 and N3, graduates and diplomate and postgraduates (honours and master's).

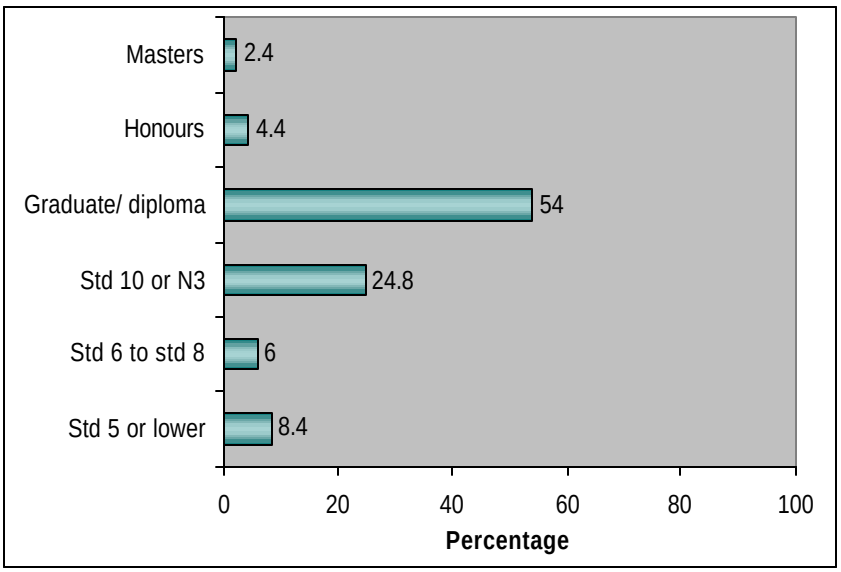

Figure 6.4 Education level (n = 250)

6.1.6 Language of the sample

Consistent with the race composition, most of the respondents speak Afrikaans (37,8%), English (26%) or an African language (33,8%).

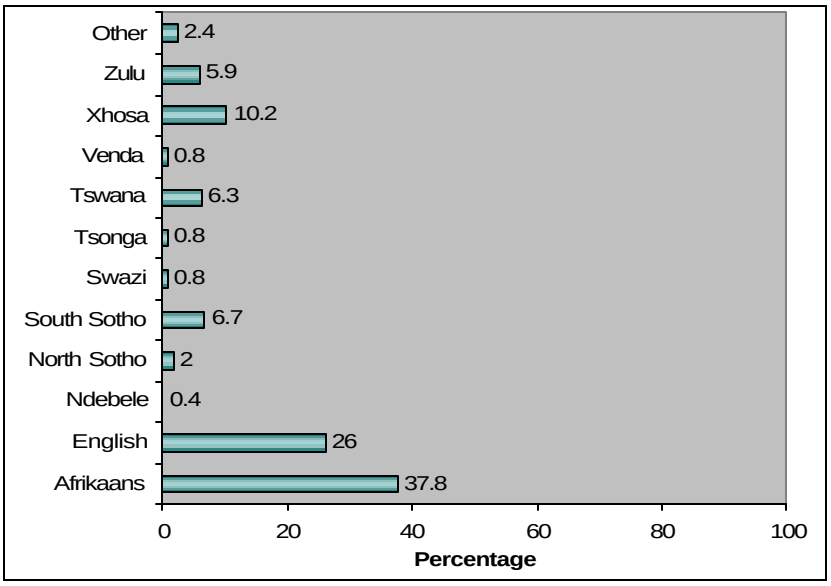

Figure 6.5 Language (n = 254)

6.1.7 Tenure in the organisation

6.1.7.1 Analysis of figure 6.6

Most of the respondents have worked at the company for a long time, with 44,7% having worked there for more than 15 years and another 17% for between 6 and 15 years. A total of 37,3% have worked there for less than 6 years.

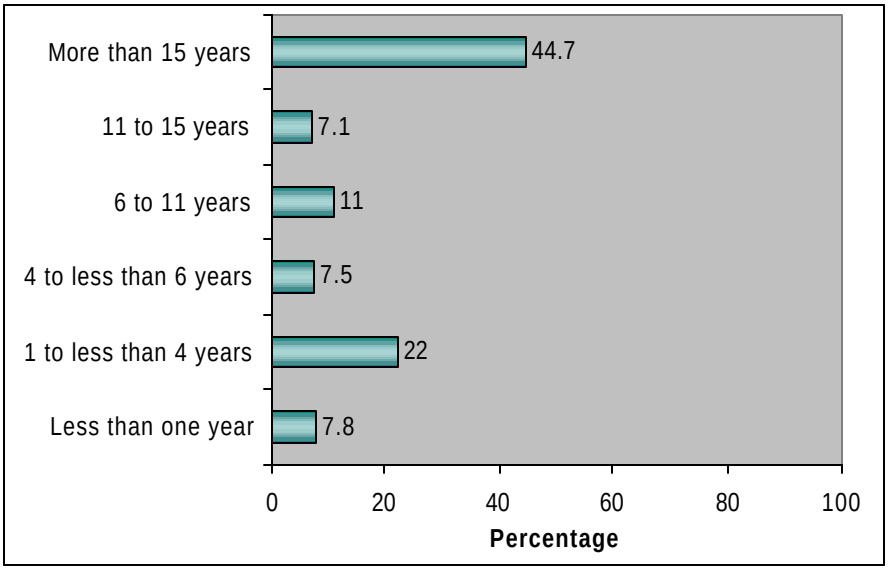

Figure 6.6 Tenure (n = 255)

6.1.8 Representation of grading in the sample

The grading categories are combined into “Senior management” (level 125), “Middle and lower management” (level 200/130/300), “Junior management“ (401-403) and “staff” (404-410).

As far as the bargaining unit and categorisation within the organisation are concerned, all general staff are regarded as (401-410).

Table 6.1 Grading (n = 243)

		Frequency	Percentage
Grading	**Chief operating officer (110)**	1	0.4
	Senior Manager (125)	16	6.6
	Manager/specialist (200/130)	13	5.3
	Management/specialist (300)	36	14.8
	401	33	13.6
	402	15	6.2
	403	25	10.3
	404	24	9.9
	405	30	12.3
	406	13	5.3
	407	10	4.1
	408	7	2.9
	409	10	4.1
	410	10	4.1
	Total	243	100
Missing		**16**	
Total		**259**	

6.2 RELATIONSHIP BETWEEN GENDER AND THE OTHER DEMOGRAPHIC VARIABLES

Cross tabulations between gender and the other demographic variables (using the categories formed) were calculated.

6.2.1 Cross tabulation between gender and age

The gender distribution in the different age groups is depicted below in table 6.2.

Table 6.2 Cross tabulation between gender and age

		Age grouping				***Total***
		30 years and younger	**31 - 40 years**	**41 - 50 years**	**51 years and older**	
Gender	Male	41	38	55	52	**186**
	Female	15	30	14	5	**64**
Total		**56**	**68**	**69**	**57**	**250**
Chi-square = 21.78 ; p = 0.000						

The majority of the females appear to be below 40 years old, being 70,31% of the female sample. A greater percentage of males are over 40, being 57,52% of the male sample.

6.2.2 Cross tabulation between gender and qualification

The number of males and females with different qualifications is given below in table 6.3.

Table 6.3 Cross tabulation between gender and qualification

		Qualification groups				***Total***
		St 8 and below	**St 10 (+N3)**	**Graduate/ diploma**	**Post-graduate**	
Gender	Male	29	39	108	9	**185**
	Female	5	21	25	8	**59**
Total		**34**	**60**	**133**	**17**	**244**
Chi-square = 12,45 ; p = 0,006						

A larger percentage of women have higher qualifications than men. Eight out of the 59 women who provided their qualification have a postgraduate qualification, while only 9 out of 185 men have the same qualifications.

Table 6.4 Cross tabulation between gender and grading

		Grading groups				*Total*
		Senior Management	**Middle Management**	**Junior Management**	**Staff**	
Gender	Male	12	41	65	59	**177**
	Female	5	7	7	41	**60**
Total		**17**	**48**	**72**	**100**	**237**
Chi-square = 25,34 ; p = 0,000						

The senior management category in table 6.4 consisted of the chief operating officer and senior management. The middle management category comprised the managers/specialists (grading 200/130 and 300) and the junior management category consisted of the gradings 401, 402 and 403. All other gradings were classified as staff (see table 6.1 for the grading distribution).

Females in senior management make up 8,33% of the category of females. Females in middle management make up 11,66% of the female category; they comprise the same percentage in junior management. Female general staff comprise 68,33% of the category females in the organisation.

Males in senior management make up 6,77% of the category of males. Males in middle management make up 23,16% of the male category. Junior management comprises 36,72% of the male category. General male staff comprise 33,33% of the category males in the organisation.

In analysing these statistics, it becomes evident that females in senior management comprise a greater percentage than males in the same category, namely 8,33% as opposed to 6,77% respectively. There are approximately 50% fewer females in middle management than there are males in the same category. There are approximately three times as many males as females in the juniour management category.

Females in senior management within the organisation are much better qualified than men. The females in this category hold master's and doctoral qualifications.

Table 6.5 Cross tabulation between gender and language

		Language groups			*Total*
		Afrikaans	**English**	**Black**	
Gender	Male	75	47	64	**186**
	Female	20	19	25	**64**
Total		**95**	**66**	**89**	**250**
Chi-square = 1,67 ; p = 0,443					

Table 6.6 Cross tabulation between gender and race

		Race				*Total*
		African	**Coloured**	**Indian**	**White**	
Gender	Male	64	7	5	109	**185**
	Female	25	4	4	29	**62**
Total		**89**	**11**	**9**	**138**	**247**
Chi-square = 4,18 **; p =** 0,242						

No difference was found to exist between males and females with regard to the language they speak or the race group they are in.

6.3 DERIVATION OF SCALES BY MEANS OF FACTOR ANALYSIS

The items in the questionnaire were examined by means of a factor analysis (see appendix A). The scree plot below in figure 6.7 indicates the existence of a strong single factor. But there are also minor factors as the line graph levels off to a more or less straight line only at about factor 21.

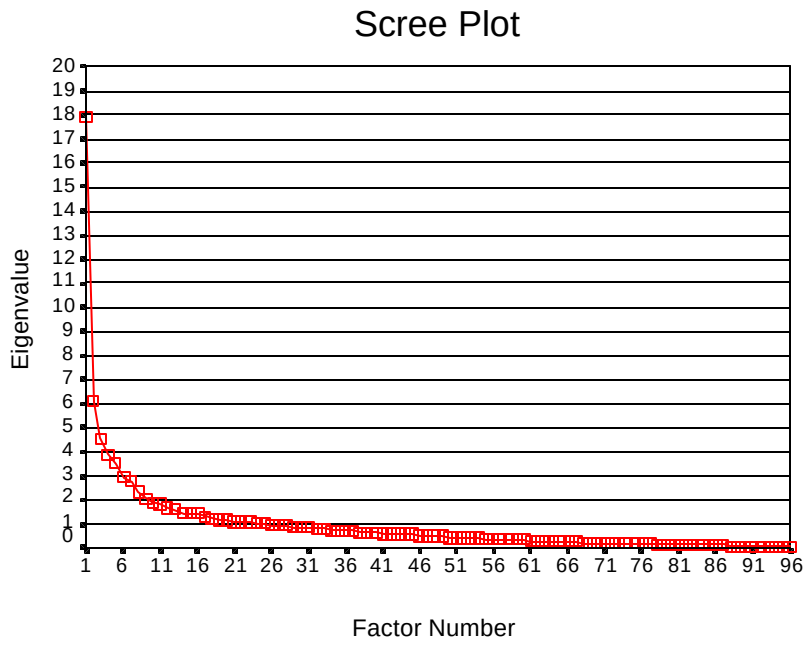

Figure 6.7 Eigenvalues of the factor solution

By extracting all factors with an eigenvalue of above 1 a 24 factor solution was extracted. The solution was rotated according to the promax criterion. The pattern matrix is given in appendix A. An analysis of this pattern matrix reveals that the first eight factors made theoretical sense. These factors were given names to describe their nature and subjected to a further item analysis as shown in table 6.7. Note that table 6.7 gives the Cronbach alpha values of each factor and the items identified from appendix A as those items that make up a scale/factor/dimension.

These factors are as follows:

Factor 1: Staff development

Factor 2: Discrimination based on gender and race

Factor 3: Attitude towards female employees

Factor 4: Relationships among race groups

Factor 5: Equality of remuneration

Factor 6: General discrimination

Factor 7: Recognition of merit

Factor 8: Employment equity

Table 6.7 Single factor solutions of each of the eight factors and the Cronbach alphas

Factor 1 Staff development		**Factor 2** Discrimination based on gender and race		**Factor 3** Attitude towards female employees		**Factor 4** Relationships among race groups	
Item	Factor loading	Item	Factor loading	Item	Factor loading	Item	Factor loading
V100	0.791	V182	0.830	V150	0.793	V57*	-0.732
V107	0.764	V93	0.801	V149	0.747	V112	0.630
V76	0.752	V86	0.701	V151	0.647	V79	0.618
V111	0.748	V184	0.695	V71	0.570	V119	0.578
V108	0.706	V183	0.642	V12	0.561	V67	0.553
V47	0.692	V190	0.586	V146	0.542	V48*	-0.388
V116	0.658	V85	0.552	V143	0.489		
V25	0.598	V88	0.515	V152	0.484		
V126	0.595	V89	0.483	V91	0.428		
V90	0.589			V153	0.381		
V18	0.589			V134	0.288		
V148	0.532						
V53	0.378						
Cronbach Alpha = 0,903		**Cronbach Alpha = 0,864**		**Cronbach Alpha = 0,804**		**Cronbach Alpha = 0,750**	
Factor 5 Equality of remuneration		**Factor 6** General discrimination		**Factor 7** Recognition of merit		**Factor 8** Employment equity	
Item	Factor loading	Item	Factor loading	Item	Factor loading	Item	Factor loading
V139	0.812	V192	0.679	V82	0.615	V191	0.564
V11	0.666	V186	0.672	V102	0.586	V59	0.557
V49	0.556	V193	0.665	V138	0.582	V103	0.553
V95	0.518	V188	0.663	V39	0.538	V118	0.549
V99	0.507	V185	0.651	V60	0.450	V51	0.501
V36	0.486	V187	0.446	V46	0.441	V81	0.485
V98	0.241	V189	0.404			V117	0.424
						V37	0.412
Cronbach Alpha = 0,743		Cronbach Alpha = 0,786		Cronbach Alpha = 0,698		Cronbach Alpha = 0,762	
Cronbach alpha of the total scale = 0,934							

* Items 57 and 48 were rescaled to measure in the same direction as the other items.

6.3.1 Purpose of Cronbach alpha scores

Cronbach alpha is a function of items within a questionnaire. It is the average correlation between the items. The purpose of Cronbach alpha scores is to obtain statistical measurement scores used in the human sciences domain. All scores above 0,75 are considered to be satisfactory.

All the Cronbach alpha scores are satisfactory, as all the scores are higher than 0,75, with the exception of factor 7 and, marginally, factor 5. Factor 5 is however very close to 0,75. The score on factor 7 was 0,698. The highest score is for factor 1, followed by factor 2, factor 3, factor 6, factor 8, and then factor 4.

Comparing factor 7 with factor 1, it is found that the number of items measured in factor 7 was fewer, and that could possibly be the cause for the lower score. Factor 7 only had six items, as compared with , for example, factor 1 that had 13 items.

6.4 PROFILE OF THE ORGANISANISATION IN TERMS OF DISCRIMINATORY PRACTICES FACTORS

Table 6.8 Means and standard deviations of the eight employment equity factors

	N	*Minimum*	*Maximum*	*Mean*	*Std. Deviation*
Staff development	259	1.46	3.92	2.75	0.485
Discrimination (gender/race)	259	1.11	4.00	2.60	0.534
Attitude to Females	259	1.27	3.82	2.83	0.379
Relationships	259	1.00	4.00	2.58	0.504
Remuneration	259	1.14	3.57	2.18	0.498
General discrimination	258	1.71	4.00	3.00	0.390
Recognition of merit	259	2.33	4.00	3.43	0.394
Employment equity	259	1.11	3.89	2.68	0.412

* A high score indicates a positive attitude towards a factor/a good situation.

These mean scores are graphically illustrated below in figure 6.8

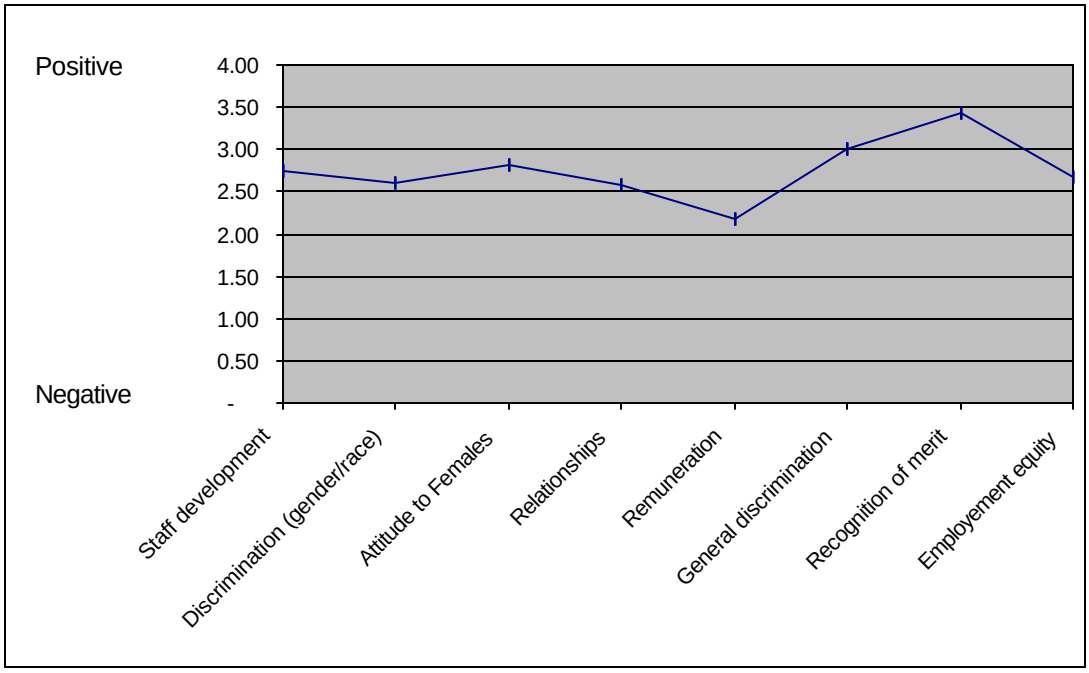

Figure 6.8 Graphic presentation of the mean scores on the eight employment equity factors

Generally, the factor equality of remuneration is the lowest (seen the most negatively) and "recognition for merit" is seen as the most positive.

These mean scores are seen in general for all the employees. They can, however, be examined if there is a difference between how males and females, different job gradings, different age groups, different races and people with different qualifications see the equity situation.

6.5 COMPARISON OF GENDER WITH REGARD TO THE EMPLOYMENT EQUITY FACTORS

6.5.1 General comparison of males and females

To compare the views of males and females their mean scores on each factor were calculated and plotted graphically (figure 6.9). To test whether any differences between their mean scores were statistically significant a t-test was performed. Table 6.9 gives the mean scores of both males and females as well as the t-value and p-value for each factor.

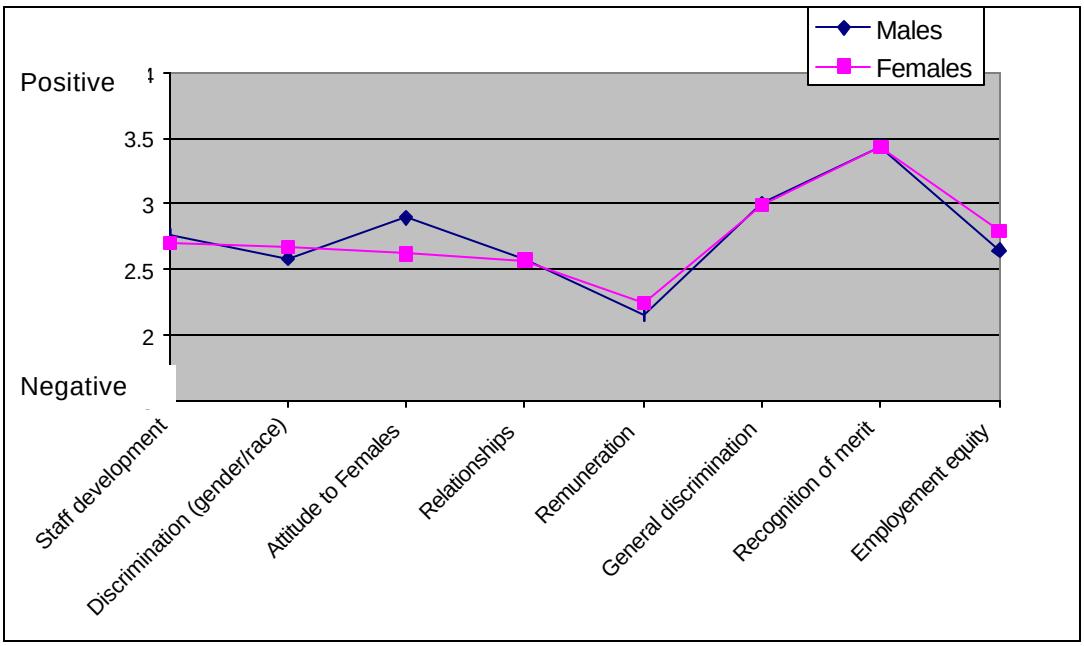

Figure 6.9 Mean scores of males and females on the employment equity factors

Table 6.9 Comparison between males and females on the employment equity factors: t-test

	Mean		*Std. Deviation*			
	Males	**Females**	**Males**	**Females**	**T-value**	**p-value**
Development	2.76	2.70	0.468	0.515	0.84	0.402
Discrimination based on gender and race	2.58	2.67	0.520	0.549	(1.10)	0.274
Attitude towards female employees	2.90	2.62	0.328	0.449	5.20	0.000
Relationships among race groups	2.58	2.57	0.526	0.453	0.12	0.908
Equality of remuneration	2.15	2.25	0.498	0.455	(1.38)	0.169
General discrimination	3.00	3.00	0.388	0.398	0.12	0.903
Recognition of merit	3.44	3.44	0.387	0.417	0.08	0.938
Employment equity	2.65	2.79	0.415	0.348	(2.52)	0.012

Males and females differ significantly on the factors “Attitude towards female employees” and “Employment equity”. Females have a lower score on attitude towards female employees, indicating that they are less positive about this aspect of employment equity than are male employees.

On the employment equity factor, females scored higher than the males, namely 2,79 compared to 2,65. One would have expected them to be more critical.

6.5.2 Interaction effect of gender, demographic variables and the scores of the employment equity factors (two-way analysis of variance)

Females have a higher score on the employment equity factor, indicating that they see it in a more positive light than men. (They probably benefit more from it and are therefore more positive.)

Although these differences have been found on the whole between males and females, a two-way ANOVA showed that there are differences within the gender groups based on some other demographic variables. Table 6.10 contains the results of a mean scores of males and females in each grading group and table 6.11 contains the p-values associated with the F-values of the 2-way ANOVA .

Table 6.10 Means and standard deviation of males and females in each grading group

	Gender	Grading	Mean	Std. Deviation	N
Development	Male	Senior Management	2.90	0.218	12
		Middle management	2.94	0.350	41
		Junior management	2.74	0.413	65
		Staff	2.59	0.577	58
		Total	2.75	0.469	176
	Female	Senior Management	2.12	0.208	5
		Middle management	2.64	0.577	7
		Junior management	2.59	0.500	7
		Staff	2.81	0.506	41
		Total	2.71	0.524	60
	Total	Senior Management	2.67	0.420	17
		Middle management	2.90	0.398	48
		Junior management	2.73	0.420	72
		Staff	2.68	0.557	99
		Total	2.74	0.483	236
Discrimination based on gender and race	Male	Senior Management	2.73	0.305	12
		Middle management	2.72	0.487	41
		Junior management	2.56	0.526	65
		Staff	2.49	0.572	58
		Total	2.59	0.526	176
	Female	Senior Management	2.05	0.561	5
		Middle management	2.55	0.434	7
		Junior management	2.67	0.426	7
		Staff	2.75	0.570	41
		Total	2.65	0.564	60
	Total	Senior Management	2.53	0.495	17
		Middle management	2.70	0.479	48

	Gender	Grading	Mean	Std. Deviation	N
		Junior management	2.57	0.516	72
		Staff	2.60	0.582	99
		Total	2.60	0.536	236
Attitude towards female employees	Male	Senior Management	2.97	0.182	12
		Middle management	2.96	0.331	41
		Junior management	2.82	0.333	65
		Staff	2.92	0.331	58
		Total	2.90	0.327	176
	Female	Senior Management	1.97	0.516	5
		Middle management	2.45	0.575	7
		Junior management	2.62	0.212	7
		Staff	2.73	0.394	41
		Total	2.62	0.457	60
	Total	Senior Management	2.68	0.556	17
		Middle management	2.89	0.410	48
		Junior management	2.80	0.328	72
		Staff	2.84	0.368	99
		Total	2.83	0.383	236
Relationships among race groups	Male	Senior Management	2.78	0.351	12
		Middle management	2.87	0.362	41
		Junior management	2.70	0.512	65
		Staff	2.24	0.501	58
		Total	2.59	0.530	176
	Female	Senior Management	2.17	0.333	5
		Middle management	2.74	0.371	7
		Junior management	2.43	0.450	7
		Staff	2.62	0.479	41
		Total	2.57	0.468	60
	Total	Senior Management	2.60	0.441	17
		Middle management	2.85	0.362	48
		Junior management	2.67	0.510	72
		Staff	2.40	0.524	99
		Total	2.59	0.514	236
Equality of remuneration	Male	Senior Management	2.35	0.319	12
		Middle management	2.28	0.506	41
		Junior management	2.10	0.493	65
		Staff	2.04	0.481	58
		Total	2.14	0.490	176
	Female	Senior Management	1.86	0.175	5
		Middle management	2.32	0.504	7
		Junior management	1.97	0.325	7
		Staff	2.29	0.451	41
		Total	2.22	0.446	60
	Total	Senior Management	2.20	0.361	17
		Middle management	2.28	0.501	48
		Junior management	2.09	0.479	72
		Staff	2.14	0.481	99
		Total	2.16	0.479	236

	Gender	Grading	Mean	Std. Deviation	N
General discrimination	Male	Senior Management	3.31	0.354	12
		Middle management	3.13	0.357	41
		Junior management	2.97	0.368	65
		Staff	2.89	0.408	58
		Total	3.01	0.395	176
	Female	Senior Management	2.83	0.509	5
		Middle management	2.96	0.070	7
		Junior management	2.96	0.070	7
		Staff	3.04	0.460	41
		Total	3.00	0.408	60
	Total	Senior Management	3.17	0.450	17
		Middle management	3.11	0.336	48
		Junior management	2.97	0.350	72
		Staff	2.95	0.434	99
		Total	3.01	0.397	236
Recognition of merit	Male	Senior Management	3.64	0.413	12
		Middle management	3.52	0.382	41
		Junior management	3.39	0.369	65
		Staff	3.39	0.376	58
		Total	3.44	0.382	176
	Female	Senior Management	3.53	0.398	5
		Middle management	3.46	0.339	7
		Junior management	3.40	0.395	7
		Staff	3.44	0.453	41
		Total	3.45	0.422	60
	Total	Senior Management	3.61	0.399	17
		Middle management	3.51	0.373	48
		Junior management	3.40	0.368	72
		Staff	3.41	0.408	99
		Total	3.44	0.392	236
Employment equity	Male	Senior Management	2.91	0.245	12
		Middle management	2.78	0.312	41
		Junior management	2.56	0.415	65
		Staff	2.62	0.459	58
		Total	2.65	0.412	176
	Female	Senior Management	2.76	0.671	5
		Middle management	2.73	0.362	7
		Junior management	2.60	0.457	7
		Staff	2.83	0.289	41
		Total	2.79	0.357	60
	Total	Senior Management	2.87	0.398	17
		Middle management	2.77	0.316	48
		Junior management	2.56	0.416	72
		Staff	2.71	0.409	99
		Total	2.69	0.402	236

Table 6.11 Two-way ANOVA results between gender, grading and the employment equity factors

Factors	*p-value of main effect Gender*	*p-value of main effect Grading*	*p-value of interaction effect*
Development	0.008	0.352	0.001
Discrimination (gender/race)	0.248	0.493	0.010
Attitude towards female employees	0.000	0.004	0.000
Relationships among race groups	0.093	0.005	0.000
Equality of remuneration	0.391	0.255	0.023
General discrimination	0.095	0.664	0.021
Recognition of merit	0.728	0.411	0.860
Employment equity	0.809	0.213	0.205

A significant interaction effect was found in the p-value of gender and grading (at the 0,05 level) for the first six factors. To help determine where the differences lie, the mean scores of men and women in each grading/position are graphically illustrated below in figure 6.10 while the actual descriptive data is given in table 6.11 above.

6.5.2.1 Interpretation of two-way ANOVA results between gender, grading and the employment equity factors

Table 6.10, showing the mean and standard deviation, must be presented and read jointly with the figures presented in table 6.11. Table 6.11 presents the two-way ANOVA results between gender, grading and the employment equity factors.

The significant interaction effect in the comparison between males and females on the employment equity factors yielded the following analysis. Of significance is:

- Development
- Discrimination (gender/race)
- Attitude towards female employees
- Relationships among race groups
- Equality of remuneration
- General discrimination

The following interpretations can be made:

Development

The differences between gradings depends on gender.

In interpreting development, the differences lie between middle management and staff. For example, in the case of males, middle management scores higher on development, followed by senior management. Male staff scored the lowest on development.

In the case of females, however, female staff score highest followed by middle management. Women senior management scored the lowest on development. Thus in the case of females, we find that staff was significantly different from senior management, the scores being 2,81, for female staff compared with 2,12 for senior management.

Generally males are higher on development than females, being 2,75 compared with 2,71.

Looking at the Post Scheffe tests, in appendix B, middle management in the male category differ significantly from staff. Middle management is more positive than staff.

Discrimination based on gender and race

When comparing males and females on discrimination based on gender and race, the profile of comparison between males and females shows a complete antithesis. In the case of males, senior management feels the most positive towards discrimination based on gender and race, followed by middle management, then junior management and lastly staff. With females, staff are the most positive towards discrimination based on gender and race, followed by junior management, then middle management and lastly senior management.

Post hoc Scheffe, presented in appendix B, could not show that these differences are significant.

Attitude towards female employees

When comparing the males and females, the total mean score, across all the gradings in the male category, is much higher than the female total mean scores ,across all the gradings. This is very significant. However, when the mean scores of the various grading levels are considered, differences are also found to exist between males and females. For example, in the case of the males, the highest mean is found for the grading senior management, followed by middle management, then staff and lastly junior management.

In the case of females, the highest score is at staff level, followed by junior management, then middle management and lastly senior management. This is the opposite profile when compared with males. This is probably because that there are fewer females in the organisation and very few females at junior, middle and senior management level.

Relationships among race groups

Male and female middle managers felt the most positive towards relationships between race groups. In the case of males, this is followed by senior management and, in the case of females, the staff grouping. Both male and female junior management groupings are then third most positive towards relationships among race groups. Lastly, female senior management is the least positive towards relationships between race groups, whereas staff males are the least positive towards relationships among race groups.

This profile could be attributable to the following:

- More males are appointed at the staff levels within the organisation and as a bigger grouping they might feel that there is a less positive relationship among race groups.
- With regard to the female group, the senior management group is the least positive. This could be because there are very few senior managers

at this level; therefore they could perceive the relationship between race groups to be more negative than the other staffing categories.

- The following interpretation can be made from an analysis of the post hoc Scheffe results in appendix B:
  - With regard to males, the staff category is significantly different from senior, middle and junior management. The score on the staff level is significantly lower than other levels of management.
  - With regard to females, post hoc Scheffe results show that differences were found to be not significant.

Equality of remuneration

With regard to males, senior management, followed by middle management, is the most positive with regard to equality of remuneration. This could possibly be due to the fact that when analysing the package structures in the Managerial bands, it is evident that there is parity within the Managerial pay bands. However, as reflected by the female staff category, the middle management band is very positive, followed by the staff category. When comparing the males, senior management is the most positive, but in the case of females, middle management is the most positive. As far as females are concerned, the least positive is the senior management grouping. This could possibly be because women are paid at the lowest level of the category, when comparing their salaries to males in the senior management category (a fact confirmed by an analysis of salary scales in the senior management band.

In general, females are more positive, looking at the total mean scores.

General discrimination

An analysis of the results shows that the same situation applies as with attitude towards female employees. The male profile is the antithesis of the female profile. With the males, senior, followed by middle and then junior management are the most positive about discrimination. As regards the female profile, the staff are the most positive and the least positive are the senior management category.

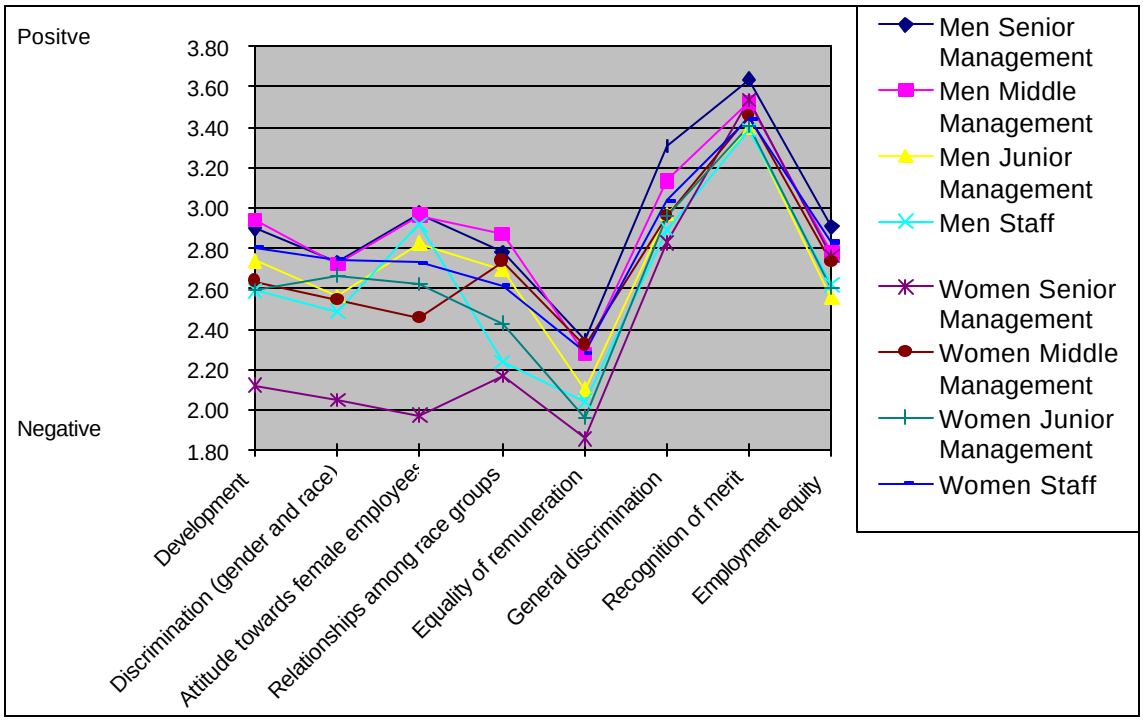

Figure 6.10 Mean scores of males and females in each position/grading

It is especially the women in senior management positions who differ from the rest. They are ***significantly more negative*** towards the factors "development", "discrimination (gender/race)", "attitude towards females", "relationships among race groups" and "equity of remuneration".

On the factor attitude towards women it is interesting to note that the higher the management level, the more negative the women become. Women in senior management have the lowest score, then middle management, and general female staff are the least negative.

6.5.3 Two-way ANOVA results between gender and qualifications

Table 6.13 presents mean and standard deviation results of males and females in each qualification group.

Table 6.13 contains the results of a two-way ANOVA between gender and qualification. Again the mean scores of men and women with each qualification are portrayed in table 6.12.

Table 6.12 Means and standard deviation of males and females in each qualification group

	Gender	Qualification groups	Mean	Std. Deviation	N
Development	Male	St 8 and below	2.52	0.495	29
		St10 (+N3)	2.79	0.518	39
		Graduate/ diploma	2.81	0.438	107
		Postgraduate	2.91	0.304	9
		Total	2.77	0.469	184
	Female	St 8 and below	2.69	0.496	5
		St10 (+N3)	2.74	0.469	21
		Graduate/ diploma	2.76	0.570	25
		Postgraduate	2.42	0.523	8
		Total	2.70	0.522	59
	Total	St 8 and below	2.55	0.492	34
		St10 (+N3)	2.77	0.498	60
		Graduate/ diploma	2.80	0.464	132
		Postgraduate	2.68	0.480	17
		Total	2.75	0.482	243
Discrimination based on gender and race	Male	St 8 and below	2.56	0.480	29
		St10 (+N3)	2.58	0.635	39
		Graduate/ diploma	2.58	0.487	107
		Postgraduate	2.85	0.537	9
		Total	2.59	0.522	184
	Female	St 8 and below	2.73	0.330	5
		St10 (+N3)	2.70	0.443	21
		Graduate/ diploma	2.64	0.643	25
		Postgraduate	2.43	0.678	8
		Total	2.64	0.557	59
	Total	St 8 and below	2.58	0.461	34
		St10 (+N3)	2.62	0.574	60
		Graduate/ diploma	2.59	0.518	132
		Postgraduate	2.65	0.626	17
		Total	2.60	0.530	243
Attitude towards female employees	Male	St 8 and below	2.93	0.308	29
		St10 (+N3)	2.93	0.351	39
		Graduate/ diploma	2.87	0.334	107
		Postgraduate	3.00	0.234	9
		Total	2.90	0.330	184
	Female	St 8 and below	2.62	0.244	5
		St10 (+N3)	2.70	0.422	21
		Graduate/ diploma	2.70	0.398	25
		Postgraduate	2.19	0.657	8

	Gender	Qualification groups	Mean	Std. Deviation	N
		Total	2.62	0.462	59
	Total	St 8 and below	2.89	0.316	34
		St10 (+N3)	2.85	0.390	60
		Graduate/ diploma	2.84	0.352	132
		Postgraduate	2.62	0.626	17
		Total	2.83	0.384	243
Relationships among race groups	Male	St 8 and below	2.17	0.434	29
		St10 (+N3)	2.77	0.498	39
		Graduate/ diploma	2.64	0.510	107
		Postgraduate	2.60	0.420	9
		Total	2.59	0.525	184
	Female	St 8 and below	3.00	0.354	5
		St10 (+N3)	2.69	0.393	21
		Graduate/ diploma	2.47	0.495	25
		Postgraduate	2.31	0.449	8
		Total	2.57	0.471	59
	Total	St 8 and below	2.29	0.514	34
		St10 (+N3)	2.74	0.462	60
		Graduate/ diploma	2.61	0.509	132
		Postgraduate	2.47	0.446	17
		Total	2.59	0.511	243
Equality of remuneration	Male	St 8 and below	2.22	0.467	29
		St10 (+N3)	2.35	0.534	39
		Graduate/ diploma	2.05	0.481	107
		Postgraduate	2.29	0.343	9
		Total	2.15	0.498	184
	Female	St 8 and below	2.23	0.359	5
		St10 (+N3)	2.18	0.463	21
		Graduate/ diploma	2.26	0.469	25
		Postgraduate	2.18	0.505	8
		Total	2.22	0.454	59
	Total	St 8 and below	2.22	0.448	34
		St10 (+N3)	2.29	0.513	60
		Graduate/ diploma	2.09	0.485	132
		Postgraduate	2.24	0.416	17
		Total	2.17	0.487	243
General discrimination	Male	St 8 and below	2.92	0.360	29
		St10 (+N3)	3.00	0.407	39
		Graduate/ diploma	3.01	0.368	107
		Postgraduate	3.30	0.431	9
		Total	3.01	0.383	184
	Female	St 8 and below	3.09	0.447	5
		St10 (+N3)	3.01	0.333	21
		Graduate/ diploma	2.98	0.434	25
		Postgraduate	2.88	0.393	8
		Total	2.98	0.389	59
	Total	St 8 and below	2.94	0.371	34
		St10 (+N3)	3.00	0.380	60
		Graduate/ diploma	3.01	0.380	132

	Gender	Qualification groups	Mean	Std. Deviation	N
		Postgraduate	3.10	0.455	17
		Total	3.00	0.384	243
Recognition of merit	Male	St 8 and below	3.31	0.418	29
		St10 (+N3)	3.37	0.379	39
		Graduate/ diploma	3.50	0.361	107
		Postgraduate	3.50	0.486	9
		Total	3.44	0.385	184
	Female	St 8 and below	3.17	0.486	5
		St10 (+N3)	3.33	0.484	21
		Graduate/ diploma	3.57	0.347	25
		Postgraduate	3.55	0.300	8
		Total	3.44	0.421	59
	Total	St 8 and below	3.29	0.424	34
		St10 (+N3)	3.35	0.415	60
		Graduate/ diploma	3.51	0.358	132
		Postgraduate	3.52	0.397	17
		Total	3.44	0.393	243
Employment equity	Male	St 8 and below	2.67	0.380	29
		St10 (+N3)	2.72	0.486	39
		Graduate/ diploma	2.62	0.391	107
		Postgraduate	2.72	0.451	9
		Total	2.66	0.413	184
	Female	St 8 and below	2.80	0.269	5
		St10 (+N3)	2.77	0.262	21
		Graduate/ diploma	2.77	0.352	25
		Postgraduate	2.79	0.607	8
		Total	2.78	0.353	59
	Total	St 8 and below	2.69	0.365	34
		St10 (+N3)	2.74	0.419	60
		Graduate/ diploma	2.65	0.387	132
		Postgraduate	2.75	0.514	17
		Total	2.68	0.402	243

Table 6.13 Two-way ANOVA results between gender and qualifications

Factors	***p-value of main effect Gender***	***p-value of main effect Qualifications***	***p-value of interaction effect***
Development	0.252	0.485	0.219
Discrimination (gender/race)	0.889	0.982	0.291
Attitude towards female employees	0.000	0.185	0.010
Relationships among race groups	0.417	0.110	0.001
Equality of remuneration	0.898	0.620	0.121
General discrimination	0.348	0.851	0.130
Recognition of merit	0.798	0.005	0.702
Employment equity	0.182	0.880	0.906

A significant interaction effect was found between gender and qualifications (at the 0,05 level) for two of the factors. To assist in determining where the differences lie, the mean scores of men and women in each grading/position are graphically illustrated below in figure 6.11, while the actual descriptive data is given in table 6.13 above. Because of the two significant interaction effects, it was decided to calculate one-way ANOVA F–values with post hoc Scheffe tests between the grading groups for men and women separately. See appendix B for these results.

6.5.3.1 Interpretation of two-way ANOVA results between gender and qualifications and the employment equity factors

When analysing the figures, table 6.12, which presents the mean and standard deviation, must be read jointly with the figures presented in table 6.13, which presents two-way ANOVA results between gender and qualifications.

The results of the analysis of the figures yielded two significant interaction effects:

- Attitude towards female employees and
- Relationships among race groups

The analysis is as follows:

Attitude towards female employees

In the case of males, postgraduate males are the most positive towards female employees. In the case of females, the most positive are the two groups, standard 10 (N3+) and graduate/diplomate.

In the case of males, the next most positive category is standard 8 and below and standard 10, followed lastly by the graduate/diplomate grouping. A possible explanation for this is that the graduate/diplomate grouping is the biggest group within the males, and they possibly feel the greatest threat from the employment equity process.

In the case of the females, the next most positive group was standard 8 and below. The least positive group are the female postgraduate group.

The post hoc Scheffe results in appendix B produced no significant results for males or females.

Relationship among race groups

As far as males are concerned, the standard 8 and below group are the most negative about the relationships between race groups.

The opposite applies for females. The postgraduate grouping is the most negative and the standard 8 and below are the most positive. This could possibly be because there is a much larger grouping of women in the standard 8 category and below. The postgraduate females are a small grouping and they possibly could feel very isolated.

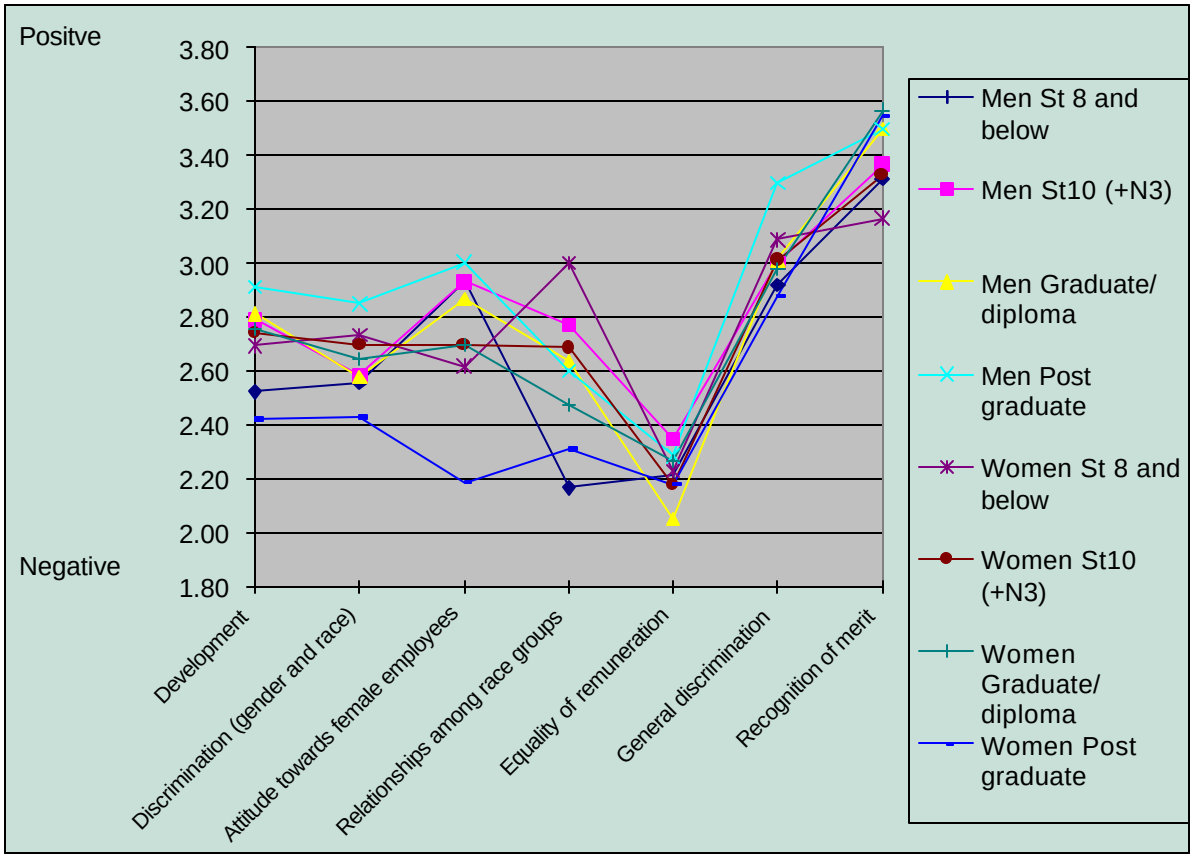

Figure 6.11 Mean scores of males and females in each qualification group

It appears that it is the women with postgraduate degrees who are the most unhappy with most of the factors. They feel especially negative about the "attitude towards women" factor.

All groupings were unhappy about "equality of remuneration", the most negative being the male graduate/diplomate level.

Men with a standard eight or lower qualification were the most negative with regard to " relationships among race groups".

All groups were positive about "recognition of merit".

6.5.4 Two-way ANOVA between gender and race and the employment equity factors

Other demographic variables which showed an interaction effect with gender are race and language. Tables 6.14 and 6.15 contain the results of the two-way analysis of variance and the descriptive information of each category. Figure 6.12 illustrates the mean scores of men and women of each race.

Table 6.14 Means and standard deviation of males and females in each race group

	Gender	Race	Mean	Std. Deviation	N
Development	Male	African	2.64	0.580	63
		Coloured	2.59	0.441	7
		Indian	2.54	0.513	5
		White	2.86	0.367	109
		Total	2.76	0.468	184
	Female	African	2.72	0.596	25
		Coloured	2.52	0.132	4
		Indian	2.19	0.512	4
		White	2.81	0.412	29
		Total	2.71	0.506	62
	Total	African	2.66	0.582	88
		Coloured	2.57	0.351	11
		Indian	2.38	0.513	9
		White	2.85	0.376	138
		Total	2.75	0.477	246
Discrimination based on gender and race	Male	African	2.57	0.585	63
		Coloured	2.59	0.514	7
		Indian	2.93	0.365	5
		White	2.58	0.489	109
		Total	2.59	0.521	184
	Female	African	2.68	0.684	25
		Coloured	2.81	0.190	4
		Indian	2.58	0.500	4
		White	2.65	0.480	29
		Total	2.67	0.553	62
	Total	African	2.60	0.613	88
		Coloured	2.67	0.426	11
		Indian	2.78	0.441	9
		White	2.60	0.486	138
		Total	2.61	0.530	246
Attitude towards female employees	Male	African	2.95	0.356	63
		Coloured	2.57	0.408	7
		Indian	3.04	0.389	5

	Gender	Race	Mean	Std. Deviation	N
		White	2.88	0.296	109
		Total	2.90	0.330	184
	Female	African	2.64	0.506	25
		Coloured	2.65	0.283	4
		Indian	2.41	0.352	4
		White	2.64	0.430	29
		Total	2.63	0.446	62
	Total	African	2.86	0.425	88
		Coloured	2.60	0.355	11
		Indian	2.76	0.481	9
		White	2.83	0.341	138
		Total	2.83	0.381	246
Relationships among race groups	Male	African	2.08	0.439	63
		Coloured	2.37	0.430	7
		Indian	2.60	0.522	5
		White	2.89	0.305	109
		Total	2.59	0.526	184
	Female	African	2.30	0.488	25
		Coloured	2.54	0.160	4
		Indian	2.25	0.319	4
		White	2.84	0.281	29
		Total	2.57	0.456	62
	Total	African	2.15	0.461	88
		Coloured	2.43	0.355	11
		Indian	2.44	0.456	9
		White	2.88	0.300	138
		Total	2.58	0.508	246
Equality of remuneration	Male	African	2.16	0.538	63
		Coloured	1.92	0.403	7
		Indian	1.66	0.424	5
		White	2.19	0.471	109
		Total	2.15	0.498	184
	Female	African	2.33	0.520	25
		Coloured	2.22	0.377	4
		Indian	2.21	0.589	4
		White	2.19	0.345	29
		Total	2.25	0.435	62
	Total	African	2.21	0.535	88
		Coloured	2.03	0.404	11
		Indian	1.90	0.553	9
		White	2.19	0.446	138
		Total	2.18	0.484	246
General discrimination	Male	African	2.93	0.468	63
		Coloured	2.81	0.329	7
		Indian	2.94	0.078	5
		White	3.06	0.342	109
		Total	3.00	0.390	184
	Female	African	3.08	0.514	25
		Coloured	2.96	0.071	4

	Gender	Race	Mean	Std. Deviation	N
		Indian	2.57	0.421	4
		White	2.98	0.280	29
		Total	2.99	0.405	62
	Total	African	2.97	0.483	88
		Coloured	2.87	0.269	11
		Indian	2.78	0.328	9
		White	3.04	0.330	138
		Total	3.00	0.393	246
Recognition of merit	Male	African	3.46	0.381	63
		Coloured	3.07	0.460	7
		Indian	3.60	0.384	5
		White	3.44	0.381	109
		Total	3.44	0.389	184
	Female	African	3.48	0.423	25
		Coloured	3.46	0.417	4
		Indian	3.46	0.786	4
		White	3.39	0.381	29
		Total	3.44	0.422	62
	Total	African	3.47	0.391	88
		Coloured	3.21	0.466	11
		Indian	3.54	0.558	9
		White	3.43	0.380	138
		Total	3.44	0.397	246
Employment equity	Male	African	2.68	0.448	63
		Coloured	2.51	0.317	7
		Indian	2.49	0.290	5
		White	2.66	0.402	109
		Total	2.66	0.412	184
	Female	African	2.82	0.335	25
		Coloured	2.92	0.106	4
		Indian	2.39	0.467	4
		White	2.80	0.351	29
		Total	2.79	0.352	62
	Total	African	2.72	0.422	88
		Coloured	2.66	0.325	11
		Indian	2.44	0.356	9
		White	2.69	0.395	138
		Total	2.69	0.402	246

Table 6.15 Two-way ANOVA results between gender and race

Factors	*p-value of main effect Gender*	*p-value of main effect Race*	*p-value of interaction effect*
Development	0.398	0.007	0.550
Discrimination (gender/race)	0.918	0.861	0.637
Attitude towards female employees	0.002	0.489	0.178
Relationships among race groups	0.989	0.000	0.043
Equality of remuneration	0.027	0.282	0.268
General discrimination	0.699	0.209	0.112
Recognition of merit	0.585	0.337	0.391
Employment equity	0.121	0.194	0.598

A significant interaction effect was found between gender and race (at the 0,05 level) for a single factor only ("relationship among race groups"). To assist in determining where the differences lie, the mean scores of men and women in each grading/position are graphically illustrated below in figure 6.12 while the actual data is given in table 6.15 above.

6.5.4.1 Interpretation of two-way ANOVA results between gender and race and the employment equity factors

When analysing the figures, table 6.14, which presents the mean and standard deviation, must be read jointly with the figures presented in table 6.15, which presents two-way ANOVA results between gender and race.

There was an interaction effect between gender and race with regard to the factor "relationships among race groups".

When analysing the results the following is apparent:

Relationships among race groups

With regard to the category males and females, the Whites are the most positive in both groupings. As regards males, African males are the least positive and Indian females are the least positive. This make sense in that African males are only now

slowly entering the organisation, and they possibly could feel that the process is moving too slowly.

As regards female Indian employees, they are by far the minority in the female grouping and could really feel that they are marginalised.

In interpreting the statistics presented in figure 6.12, the following is apparent:

- Indian men are the most negative with regard to “equality of remuneration”.
- African men are the most negative with regard to “relationships among races”.
- Coloured men are also negative with regard to “equality of remuneration”. It must be added here that the category of Coloured males is a very small grouping within the company.
- Once again, “recognition of merit" scored very positively for all groupings.
- Indian men, African men and White men are positive towards “female employees”.

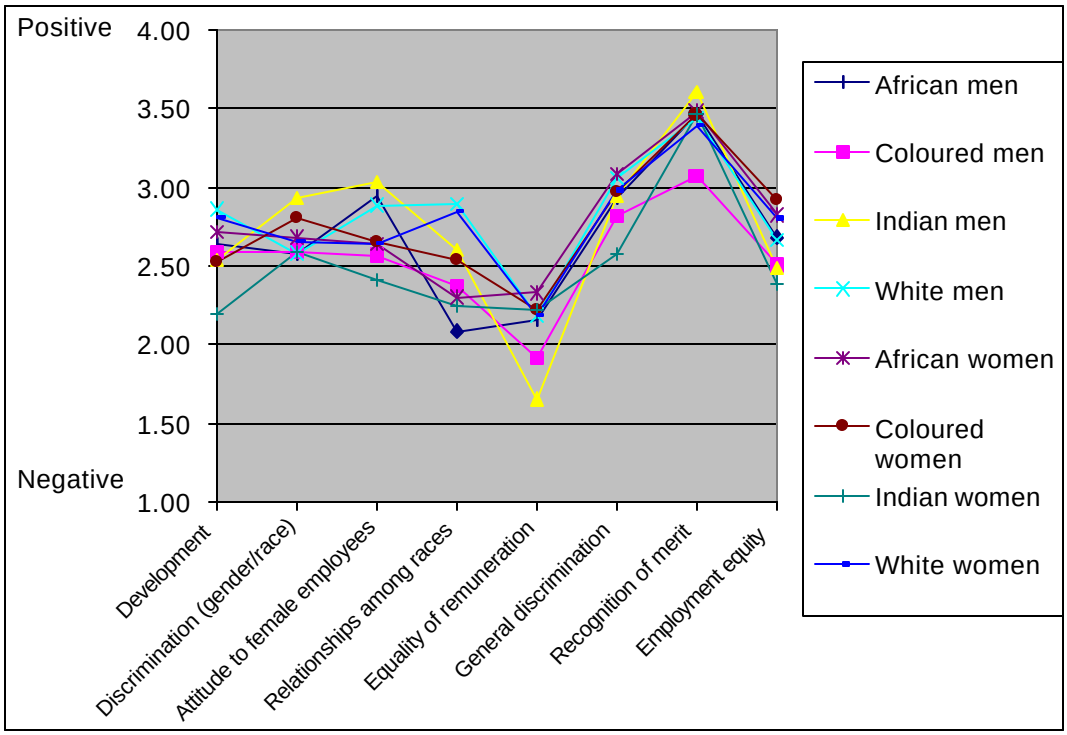

Figure 6.12 Mean scores of males and females in each race group

The descriptive information for the language groups is given below in table 6.16, and table 6.17 contains the p-values associated with the two-way analysis of variance test.

6.5.5 Two-way ANOVA results between gender, language and the employment equity factors

Table 6.16 Means and standard deviation of males and females in each language group

	Gender	Language groups	Mean	Std. Deviation	N
Development	Male	Afrikaans	2.81	0.402	75
		English	2.85	0.342	47
		Black	2.65	0.589	63
		Total	2.77	0.467	185
	Female	Afrikaans	2.95	0.242	20
		English	2.38	0.485	19
		Black	2.75	0.580	25
		Total	2.70	0.515	64
	Total	Afrikaans	2.84	0.377	95
		English	2.72	0.441	66
		Black	2.68	0.585	88
		Total	2.75	0.480	249
Discrimination based on gender and race	Male	Afrikaans	2.48	0.529	75
		English	2.75	0.283	47
		Black	2.59	0.612	63
		Total	2.59	0.520	185
	Female	Afrikaans	2.83	0.391	20
		English	2.47	0.483	19
		Black	2.69	0.663	25
		Total	2.67	0.549	64
	Total	Afrikaans	2.56	0.521	95
		English	2.67	0.372	66
		Black	2.62	0.625	88
		Total	2.61	0.528	249
Attitude towards female employees	Male	Afrikaans	2.82	0.292	75
		English	2.95	0.329	47
		Black	2.95	0.357	63
		Total	2.90	0.329	185
	Female	Afrikaans	2.78	0.379	20
		English	2.42	0.386	19
		Black	2.65	0.499	25
		Total	2.62	0.449	64
	Total	Afrikaans	2.81	0.310	95
		English	2.80	0.420	66

	Gender	Language groups	Mean	Std. Deviation	N
		Black	2.86	0.422	88
		Total	2.83	0.382	249
Relationships among race groups	Male	Afrikaans	2.85	0.350	75
		English	2.79	0.362	47
		Black	2.12	0.478	63
		Total	2.59	0.524	185
	Female	Afrikaans	2.89	0.249	20
		English	2.49	0.395	19
		Black	2.38	0.493	25
		Total	2.57	0.453	64
	Total	Afrikaans	2.86	0.331	95
		English	2.71	0.393	66
		Black	2.19	0.494	88
		Total	2.58	0.506	249
Equality of remuneration	Male	Afrikaans	2.13	0.461	75
		English	2.18	0.481	47
		Black	2.17	0.552	63
		Total	2.15	0.497	185
	Female	Afrikaans	2.20	0.386	20
		English	2.11	0.416	19
		Black	2.39	0.507	25
		Total	2.25	0.455	64
	Total	Afrikaans	2.14	0.446	95
		English	2.16	0.461	66
		Black	2.23	0.546	88
		Total	2.18	0.487	249
General discrimination	Male	Afrikaans	3.02	0.379	75
		English	3.05	0.261	47
		Black	2.94	0.471	63
		Total	3.00	0.389	185
	Female	Afrikaans	2.98	0.307	20
		English	2.92	0.295	19
		Black	3.07	0.515	25
		Total	3.00	0.398	64
	Total	Afrikaans	3.01	0.364	95
		English	3.01	0.276	66
		Black	2.98	0.484	88
		Total	3.00	0.391	249
Recognition of merit	Male	Afrikaans	3.40	0.404	75
		English	3.45	0.374	47
		Black	3.47	0.382	63
		Total	3.44	0.388	185
	Female	Afrikaans	3.47	0.451	20
		English	3.39	0.408	19
		Black	3.45	0.409	25
		Total	3.44	0.417	64
	Total	Afrikaans	3.41	0.412	95
		English	3.43	0.382	66

	Gender	Language groups	Mean	Std. Deviation	N
		Black	3.47	0.388	88
		Total	3.44	0.395	249
Employment equity	Male	Afrikaans	2.59	0.443	75
		English	2.73	0.304	47
		Black	2.68	0.437	63
		Total	2.66	0.412	185
	Female	Afrikaans	2.86	0.167	20
		English	2.67	0.474	19
		Black	2.84	0.329	25
		Total	2.79	0.348	64
	Total	Afrikaans	2.65	0.416	95
		English	2.71	0.358	66
		Black	2.72	0.414	88
		Total	2.69	0.401	249

Table 6.17 Two-way ANOVA results between gender, language and the employment equity factors

Factors	***p-value of main effect Gender***	***p-value of main effect Language***	***p-value of interaction effect***
Development	0.262	0.006	0.000
Discrimination (Gender/race)	0.463	0.880	0.004
Attitude towards female employees	0.000	0.150	0.001
Relationships among race groups	0.992	0.000	0.001
Equality of remuneration	0.276	0.270	0.200
General discrimination	0.753	0.951	0.169
Recognition of merit	0.873	0.797	0.628
Employment equity	0.030	0.766	0.064

A significant interaction effect was found between gender and language (at the 0.05 level) for the first four factors. To assist in determining where the differences lie, the mean scores of men and women in each grading/position are graphically illustrated below in figure 6.13 while the actual data is given in table 6.17 above. Because of the many significant interaction effects, it was decided to calculate one-way ANOVA F–values with post hoc Scheffe tests between the language groups for men and women separately. See appendix B for these results.

6.5.5.1 Interpretation of the two-way ANOVA results between gender, language and the employment equity factors

Table 6.16, which shows the mean and standard deviation, must be presented and read jointly with the figures presented in table 6.17. Table 6.17, presents the two-way ANOVA results between gender, language and the employment equity factors.

Analysis of two-way ANOVA results between gender, language and the Employment Equity factors

The analysis of the figures produced results that yielded four significant interaction effects:

- Development
- Discrimination (Gender/race)
- Attitude towards female employees
- Relationships among race groups

The analysis is as follows:

Development

English males are the most positive, followed by Afrikaans males and then only Black males. Post hoc Scheffe results contained in appendix B did not find any significant differences.

As far as females are concerned, Afrikaans females, followed by Black females and then only English females are the most positive. Post hoc Scheffe results, contained in appendix B, showed that the difference between English and Afrikaans within the female grouping was significant.

Discrimination based on gender and race

English males (2,75), followed by Black males, (2,59) and then Afrikaans males (2,48) are the most positive. Post hoc Scheffe results, contained in appendix B, found that English males were significantly (p=0,019) more positive than the Afrikaans males.

Afrikaans females (2,83) were the most positive towards discrimination based on gender and race. This was followed by Black females (2,96) and then English females (2,47). The difference was not found to be significant when post hoc Scheffe tests were performed.

Attitude towards female employees

Males are more positive towards females than females are towards females.

As far as males are concerned, English and Black males are the most positive towards females followed by Afrikaans males.

As far as females are concerned, Afrikaans females are the most positive, followed by Black females and then English females. This profile is also thus opposite to the male profile.

These differences were found to be significant when post hoc Scheffe tests were conducted. See the results in appendix B.

Relationships among race groups

With regard to relationships among race groups, the two groups, male and female, feel exactly the same. The Afrikaans group were the most positive, followed by the English group and then the Black group, is the most positive towards the relationships among race groups.

The differences between the Black male and other male groups appears to be more pronounced than in the case of the Black female group.

Looking at the post hoc Scheffe tests, the following interpretation can be made:

In the case of the males, the differences between Afrikaans, English and Black were found to be highly significant when post hoc Scheffe tests were conducted. In the case of females, the differences were found not to be significant. Differences are more pronounced with the males.

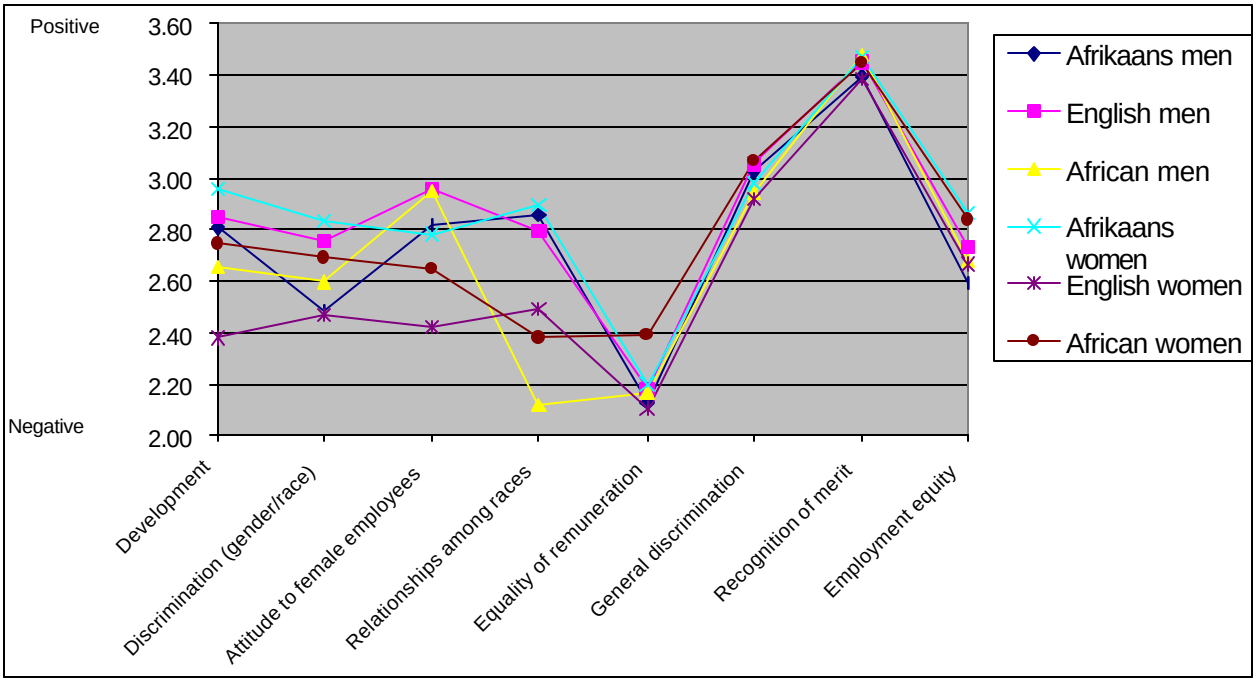

Figure 6.13 Mean scores of males and females in each language group

Men who speak an African language feel particularly negative about the relationships among race groups, while English and Afrikaans-speaking men are the most positive of all groups about this factor.

English women are generally more negative than the rest with the exception of “recognition of merit" and "general discrimination”. There is widespread feeling on the factors “development", "discrimination", "attitude towards female employees" and "relationships among races”.

African men are the most negative on “relationships among races”.

6.5.6 Differences between age groups on the employment equity factors

The age groups were compared by means of a one-way ANOVA as no interaction effects were found (not reported here) between age and gender.

Table 6.18 below gives the results of the ANOVA between the age groups and figure 6.14 plots the mean scores of each age group.

Table 6.18 One-way ANOVA results between age groups on the employment equity factors

Factors		*N*	*Mean*	*Std. Deviation*	*F-value*	*p-value*
Development	30 years and younger	56	2.73	0.583	0.431	0.731
	31 - 40 years	69	2.73	0.509		
	41 - 50 years	74	2.72	0.447		
	51 years and older	59	2.81	0.398		
Discrimination based on gender and race	30 years and younger	56	2.60	0.600	2.552	0.056
	31 - 40 years	69	2.63	0.577		
	41 - 50 years	74	2.48	0.516		
	51 years and older	59	2.73	0.401		
Attitude towards female employees	30 years and younger	56	2.84	0.358	1.867	0.136
	31 - 40 years	69	2.78	0.444		
	41 - 50 years	74	2.79	0.324		
	51 years and older	59	2.92	0.375		
Relationships among race groups	30 years and younger	56	2.31	0.512	8.447	0.000
	31 - 40 years	69	2.57	0.495		
	41 - 50 years	74	2.68	0.424		
	51 years and older	59	2.71	0.513		
Equality of remuneration	30 years and younger	56	2.03	0.540	3.548	0.015
	31 - 40 years	69	2.21	0.488		
	41 - 50 years	74	2.15	0.488		
	51 years and older	59	2.32	0.446		
General discrimination	30 years and younger	55	2.90	0.430	1.745	0.158
	31 - 40 years	69	3.04	0.425		
	41 - 50 years	74	3.00	0.384		
	51 years and older	59	3.05	0.301		
Recognition of merit	30 years and younger	56	3.46	0.423	1.411	0.240
	31 - 40 years	69	3.44	0.405		
	41 - 50 years	74	3.36	0.385		
	51 years and older	59	3.49	0.362		
Employment equity	30 years and younger	56	2.63	0.448	3.501	0.016
	31 - 40 years	69	2.73	0.372		
	41 - 50 years	74	2.59	0.462		
	51 years and older	59	2.80	0.318		

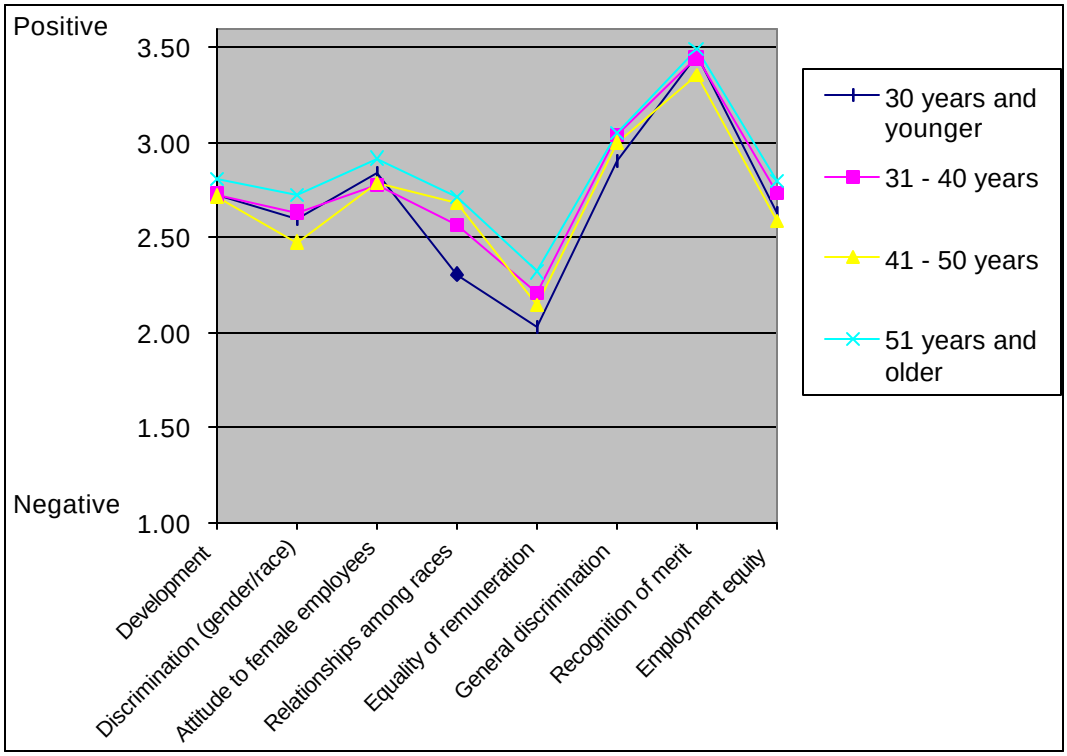

Figure 6.14 Mean scores of the age groups on the employment equity factors

6.5.6.1 Interpretation of one-way ANOVA results of age groups on the employment equity factors

Table 6.18, which presents the mean and standard deviation, must be for a significant "p-value". Interpretations are then made comparing the means in each age category on the employment equity factors.

In table 6.18, the age groups are compared with respect to the scores on the employment equity factors. Significant differences were found between the age groups on the following employment equity factors:

- Relationships among race groups
- Equality of remuneration
- Employment equity

The interpretation is as follows:

Relationships among race groups

It appears that as the age group increases, so does the mean score. The youngest group, 30 years and younger, has a score of 2,31. This is followed by the second age group, 31-40 years, which has a score of 2,57, and the third age group, 41-50 years, with a score of 2,68. The mature group has a score of 2,71. Thus the older the staff, the more positive they are towards other racial groupings.

Equality of remuneration

A similar pattern was found with regard to equality of remuneration. The older category of staff, 51 and older, are the most positive about quality of remuneration. This was followed by the age groupings 31-40 years and then 41-50 years. The grouping that was most negative about equality of remuneration was the 30 years and younger grouping.

Employment equity

A very similar profile exists here. The 51 years and older group is the most positive about employment equity. The 31-40 years category is the next most positive about employment Equity. This is followed by the 30 years and younger category. The least positive category about employment equity is the 41-50 yeas category. This is possibly because this age group has the most to lose as far as promotional opportunities are concerned with the advent of employment equity practices.

The following interpretation can be made from an analysis of figure 6.14: Relationships among race groups in the 30 years and younger grouping differ from other groups (post hoc). The shape of the graph is identical to all the other graphs and the differences between the various groups are minor and not at all statistically significant. The spread among the relationships among employees aged 30 and less differs from the other age groupings and they seem to be the most negative.

6.6 SUMMARY OF RESULTS

The following summary of results is made:

6.6.1 Employment equity factors

The most positive factor among the employment equity factors was that of recognition of merit. The least positive factor was that of equality of remuneration.

Females are less positive about attitude towards female employees. The mean for females was 2,62 as compared with a mean of 2,90 for males.

Females are more positive about employment equity, with a mean score of 2,79 as compared with a mean score of 2,65 for males.

6.6.2 Development

The following findings were made with regard to development:

- The opposite profiles exist for males and females on development. The middle management band of males are the most positive on development, followed by senior management.
- The least positive for males on development is male staff.
- For females, women senior management are the least positive on development.
- Female staff are the most positive on development.
- English males are the most positive on development.
- Black males are the least positive on development.
- Afrikaans females are the most positive on development.
- English females are the least positive on development.

6.6.3 Discrimination based on race and gender

The following findings were made with regard to gender and race:

- The profiles of males and females are the exact opposite of each other.

- Male senior management is the most positive towards discrimination based on race and gender.
- Male staff are the most negative towards discrimination based on gender and race.
- Female staff are the most positive towards discrimination based on gender and race.
- Female senior management are the least positive towards discrimination based on gender and race.
- Afrikaans females were the most positive towards discrimination based on gender and race.
- English females were the least positive towards discrimination based on gender and race.

6.6.4 General discrimination

The following findings were made with regard to general discrimination:

- The profile of males and females was once again the exact opposite of each other.
- Male senior management is the most positive about general discrimination.
- Male staff are the least positive about general discrimination.
- Female staff are the most positive about general discrimination.
- Female senior management are the most negative about general discrimination.
- English males are the most positive towards discrimination based on gender and race.
- Afrikaans males are the least positive towards discrimination based on gender and race.
- The opposite profile exists for the females.

6.6.5 Attitude towards female employees

The following findings were made with regard to attitude towards female employees:

- Males are much more positive on attitude towards female employees than females.
- Male senior management is the most positive on attitude towards female employees.
- Male junior management is the least positive on attitude towards female employees.
- Female staff are the most positive on attitude towards female employees.
- Female senior management is by far the least positive on attitude towards female employees.
- Male postgraduate employees are the most positive on attitude towards female employees.
- Male graduate/diplomate employees are the least positive on attitude towards female employees.
- Female standards 10s and graduate/diplomate employees are equally most positive on attitude towards female employees.
- Postgraduate female employees are the most negative in attitude towards female employees. This is once again the exact opposite to how the men feel about attitude towards female employees.
- Males are more positive towards female employees than female employees are towards female employees.
- English and Black males are equally the most positive on attitude towards female employees.
- Afrikaans males are the least positive on attitude towards female employees.
- The opposite profile holds true again: Afrikaans females are the most positive on attitude towards female employees.
- English females are only marginally the least positive on attitude towards female employees.

6.6.6 Relationships among race groups

The following findings were made with regard to relationships among race groups:

- Both male and female middle management groups are the most positive towards relationships among race groups.
- Male staff were the least positive towards relationships among race groups. They are significantly the most negative towards relationships among race groups.
- Female senior management is the least positive towards relationships among race groups.
- In the qualifications category the male and female profiles are again inverted.
- Male standard 8 and below are the most negative towards relationships among race groups.
- Male standard 10 (+N3) are the most positive towards relationships among race groups.
- The female postgraduate grouping is the most negative towards relationships among race groups.
- Female standard 8 and below were the most positive towards relationships among race groups.
- White males and females are equally the most positive towards relationships among race groups.
- African males are the least positive towards relationships among race groups.
- Female Indian employees are the least positive towards relationships among race groups.
- The Afrikaans group is the most positive for males and females.
- The Black male and female group is the least positive towards relationships among race groups.
- The older the staff members, the more positive they are about relationships among race groups.

6.6.7 Equality of remuneration

The following findings were made with regard to equality of remuneration:

- Females are more positive than males on their feelings towards equality of remuneration.
- Male senior management is the most positive towards equality of remuneration.
- Male staff is the least positive towards equality of remuneration.
- Female middle management is the most positive towards equality of remuneration.
- Female senior management is the least positive towards equality of remuneration.
- Older staff are more positive about equality of remuneration.
- The most negative grouping about equality of remuneration is the 30 years and younger grouping.

6.6.8 Employment equity

The pattern for this category is similar to that for equality of remuneration. The older employees are more positive towards employment equity. The least positive age grouping on employment equity is the 41 to 50 age grouping.

6.7 CHAPTER SUMMARY

The most positive factor of the dimensions measured was recognition of merit. The least positive factor was equality of remuneration. These findings are supported by a study by Hesse (1984) in which he reports that women's pay is on average 60% to 80% of men's pay. They are also supported by research done by Blau and Ferber (1985) that shows that in 1978 women's average wages relative to men's were 63%.

The overall results indicate that females at general staff level are more positive about employment equity than males.

Males in senior positions are more positive about development, discrimination based on race and gender and general discrimination. The opposite is true of males at general levels within the organisation.

Females within the senior managerial levels are the least positive on development, discrimination based on race and gender and general discrimination. Women, occupying general staff positions within the organisation are the most positive on development, discrimination based on race and gender and general discrimination.