

AFFIRMATIVE ACTION SUCCESS AS MEASURED BY JOB SATISFACTION

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ABSTRACT

Affirmative action represents a major goal for South African organisations since the initiation of the process of democratisation in 1994. Evaluating the success of affirmative action programmes is therefore considered a priority. The research objective was to investigate the association between affirmative action effectiveness and the job satisfaction of affirmative action beneficiaries.

A structured interview, gauging the congruency of organisations' affirmative action efforts with affirmative action effectiveness theory, and a job satisfaction questionnaire, measuring the job satisfaction experienced by affirmative action beneficiaries, were utilised. A sample of 121 affirmative action beneficiaries employed by five organisations was used.

An absolute, positive correlation was found between the level of effectiveness of the affirmative action strategies of the different target organisations and the average level of job satisfaction of the affirmative action beneficiaries in each target organisation.

1 INTRODUCTION

Throughout the brief history of the implementation of affirmative action in the organisational context in South Africa, a high premium has been placed on its success. One of the reasons is the strong emotional and political undertones associated with the process of affirmative action. The successful execution of affirmative action is considered proof that the discriminatory practices of the past have been corrected and that equality has been restored. It is therefore self-evident that governing bodies and the managements of organisations are obliged to attempt to evaluate the success of affirmative action interventions (Hofmeyr 1993).

Measures of affirmative action success range from input variables such as the organisation's demonstrated commitment to affirmative action, to throughput variables (among others, the nature of affirmative action strategies and the programmes implemented by organisations) to output variables, including the number of blacks appointed and the number of affirmative action beneficiaries in managerial positions (Charoux & Moerdyk 1997:36).

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A large number of research efforts, both overseas and in South Africa, have targeted affirmative action success as a research topic, but have, to a large extent concentrated on the evaluation of perceptions of an extensive range of respondents concerning the acceptability and fairness of the affirmative action process. Only a few studies involved affirmative action beneficiaries as the target of their research. No studies could be found that concentrated on the job satisfaction level experienced by affirmative action beneficiaries as an indication of affirmative action success (Kravitz et al 1996:51).

2 BACKGROUND, PROBLEM FORMULATION AND HYPOTHESIS

2.1 Affirmative action

The South African affirmative action drive only took off when it became part of the process of democratisation, focusing on the liberation of a historically disadvantaged black majority. After the initiation of the process of democratisation in the Republic of South Africa some years ago, affirmative action has been introduced and implemented on an increasing scale in the public and private sectors. The outcome of the first democratic election in 1994 served as a further impetus for the acceleration of affirmative action interventions.

Whereas the reasons for the implementation of organisational affirmative action programmes before 1994 were politically and economically based, the introduction of such programmes in the post-1994 era can be justified on six possible grounds (Charoux & Moerdyk 1997:33).

The first, and by far the strongest, reason for organisations' embarking on affirmative action interventions is the implications of legislation and impending legislation concerning employment equity. In this respect, the Labour Relations Act 66 of 1995 and the Employment Equity Act 55 of 1998 are very important.

The second reason why organisations implement affirmative action programmes is the surmise that organisations' business with Government and parastatals will be determined by their "track record" concerning employment equity.

A third consideration which prompts organisations to launch affirmative action programmes is the "client base rationale", which relates to the composition of the changing external customer profile and the concomitant pressure on organisations to change their internal workforce composition.

The skills shortage in South Africa, and the ensuing necessity to draw on and to develop all available talent, represents the fourth reason for organisations to participate in affirmative action projects.

A fifth reason is the increasing pressure organisations are experiencing from black trade unions and other stakeholders to participate in the process of reconstruction and development.

The final probable reason for organisations to take part in affirmative action is the moral imperative, constituting an ethical obligation on the part of organisations to take part in the abolition of the injustices of the apartheid era.

Affirmative action target groups in South Africa initially included the so-called ABC's, namely Asians, blacks and Coloureds, but lately, in the post-1994 era, the focus of affirmative action has been the black group, the group historically most disadvantaged by apartheid (Charoux & Moerdyk 1997:33).

Affirmative action is a multifaceted construct, which has been defined in a variety of ways by different authors. Owing to resistance to, or the failure of affirmative action, it is referred to in an assortment of terms ranging from employment equity, black upliftment, black advancement and black empowerment to black development and the management of diversity. Affirmative action strategies span a wide range of organisational practices, often representing quick-fix solutions and soft options. As regards the effectiveness of strategies, it has been found that each strategy has its positive aspects as well as its shortcomings. The ideal springboard if affirmative action is to be successful seems to be a strategy consisting of a combination of the effective elements of the different strategies (Marx 1998).

The implementation of affirmative action affects a wide assortment of role players, including people peripheral to the process. It also has an influence on a number of organisational processes. The influence is mostly negative and contributes to the resistance to affirmative action, surprisingly also among its beneficiaries (Marx 1998).

Taking into account the political, economic and moral pressure that has been applied to South African organisations to implement affirmative action since the first democratic election in 1994, it seems inevitable that almost every organisation will in the near future be compelled to take part in this process. This is underscored by the prohibition of unfair discrimination, the explicit duties of designated employers regarding an equity plan, the enforced monitoring of such plans and the legal proceedings in the case of noncompliance, contained in the Employment Equity Act 55 of 1998.

South African organisations find themselves in a predicament, however, as no clear guidelines exist concerning the strategy they should follow in their attempts at implementing affirmative action successfully. Apart from the confusing terminology contained in the literature on affirmative action, the actual interventions proposed are vague and often multifaceted. No real lessons can be learned from the course of affirmative action in South Africa, as the majority of efforts consisted of "soft options" or were aimed at "quick fix" solutions (Madi 1993:73).

2.2 Measuring the success of affirmative action

The existing indices used to measure the success of affirmative action interventions present an even greater dilemma, in view of the fact that in the past measurement mainly centred on output measures such as "head counting," ignoring the vast effect affirmative action has on the organisation, its processes, productivity, resources, incumbents, and more specifically on the beneficiaries of affirmative action (Innes 1993, Nkulu 1993).

Overseas and South African research efforts have similarly shed little light on the measurement of the success of affirmative action efforts, as they have mainly concentrated on the evaluation of perceptions pertaining to the justification of affirmative action and surprisingly have omitted affirmative action beneficiaries as respondents in these research efforts (Kravitz et al 1996:51).

Affirmative action beneficiaries are the main target of affirmative action efforts and therefore represent the population who are directly affected by the implementation of affirmative action endeavours. Affirmative action beneficiaries' experience of affirmative action interventions can therefore be deemed to be an indication of it's the success or failure of the policy. Job satisfaction represents a measure of this experience (Kravitz et al 1996:51). In contrast, the measures of affirmative action success generally applied focus mainly on the superficial outcomes of affirmative action interventions and seldom on the effect it has on its beneficiaries.

Affirmative action success is an elusive concept and is influenced by numerous different factors associated with the organisational environment as well as the internal subsystems of the organisation. The evaluation of affirmative action success can, however, be undertaken by means of a wide spectrum of measures associated with the input, throughput and output of affirmative action endeavours. These measures can be grouped into direct and indirect measures of affirmative action success, with job satisfaction representing an indirect measure (Marx 1998).

2.3 Job satisfaction

Job satisfaction is a topic that has been extensively researched over the years. There is nevertheless still confusion about the relationship between job satisfaction and performance, productivity, and motivation. Many definitions of job satisfaction can be found in as many articles and books written on the subject. Most authors agree that job satisfaction is the result of what the employee receives in the work environment compared to what he or she expects of it (Marx 1998).

A number of theories on job satisfaction exist, ranging from need satisfaction theories to the equity theory. According to these theories, job satisfaction can result from need satisfaction, meaningful social relations, the opportunity for self-actualisation, positive outcomes which measure up to employees' expectancies, adherence to the psychological contract, meaningful group relations, and favourable comparisons with others (Marx 1998).

The situations in which job satisfaction manifests vary and comprise a wide spectrum of work-related experiences. The three main environments in which job satisfaction manifests are the job content, the job context, and the external environment (Marx 1998).

The level of job satisfaction experienced by affirmative action beneficiaries, as manifested in the different elements of this framework, can be considered to be an indication of an indirect outcome of the effectiveness of affirmative action strategies implemented by the organisation concerned. Owing to the relationship between job satisfaction and affirmative action success, the measurement of the job satisfaction of affirmative action beneficiaries represents a viable approach to the evaluation of the affirmative action endeavours of an organisation.

2.4 Problem formulation and hypothesis

In view of the above, the following problem statements were formulated:

- Affirmative action seems to represent a multifaceted process, comprising a large variety of approaches and strategies with no clear guidelines regarding the strategy organisations should follow in order to be successful in implementing affirmative action.

- A need undoubtedly exists to find an effective means of measuring affirmative action success, as the present absence of effective measures of affirmative action success has a restricting influence on organisations' ability to identify successful strategies in their endeavours to implement affirmative action. It is also important not to lose sight of the fact that affirmative action beneficiaries represent the target of affirmative action interventions and their experience of affirmative action can be viewed as an indication of its success thereof. However, affirmative action beneficiaries have seldom been the target of efforts aimed at determining affirmative action success.
- The implementation of affirmative action by a particular organisation should have a direct influence on the job satisfaction of its affirmative action beneficiaries and should represent an indication of the success of the affirmative action strategy concerned. No research which used the job satisfaction of affirmative action beneficiaries as a measure of affirmative action success could be found.

The following hypothesis was formulated:

A direct relationship exists between, on the one hand, the extent to which an organisation's affirmative action interventions are congruent with effective affirmative action strategy and, on the other, the extent to which beneficiaries of affirmative action in that organisation experience job satisfaction.

3 RESEARCH METHODOLOGY

This research had the general objective of examining the relationship between affirmative action success and the job satisfaction of affirmative action beneficiaries. This was done by gauging the level of effectiveness of each target organisation's affirmative action interventions (dependent variable) by means of a structured interview and measuring the job satisfaction level of affirmative action beneficiaries in each target organisation (independent variable) by using a questionnaire.

The chosen job satisfaction questionnaire's reliability and validity were verified, respectively, by using the test-retest technique (linear regression) and a multivariate factor analysis to establish the reliability of the questionnaire, and an analysis of its content validity by linking its contents to the different theories relating to job satisfaction.

In order to examine the validity of the hypothesis, the correlation between the outcome of the measurement of affirmative action effectiveness and the level of job satisfaction of affirmative action beneficiaries was computed by means of a rank order correlation statistical technique, and the representativeness of the independent variable (job satisfaction) by means of descriptive statistics.

4 IDENTIFICATION AND DESCRIPTION OF THE TARGET ORGANISATIONS

In choosing potential target organisations, it was endeavoured to include organisations representing the spectrum (private as well as public) of the different organisational sectors. This was done in order to ensure that the results of the investigation could be generally applied.

In order to ensure that the results of the empirical study could be considered to be significant, it was decided to include only organisations with 20 or more affirmative action beneficiaries in their employ. It was also argued that organisations with fewer affirmative action employees do not actively strive to implement affirmative action and would therefore not have a clearly defined affirmative action strategy that could be evaluated for the purposes of the research.

The five organisations that agreed to participate can be described as follows:

- one organisation from the private manufacturing sector
- two organisations from the private service sector
- two organisations from the public (educational) sector

5 DEMARCATION AND DESCRIPTION OF THE SAMPLE OF AFFIRMATIVE ACTION BENEFICIARIES

In general terms, affirmative action is aimed at members of groups previously discriminated against. In the USA, these groups include women and minority groups (ie African Americans, American Indians, Hispanics, Asians and disabled persons). In the South African context, affirmative action can be seen as targeting women, the disabled, racial minority groups (ie Indians and Coloureds) and the majority group consisting of blacks. Taking into account the evolution of affirmative action in South Africa, especially with respect to its concomitance with the process of democratisation, the main focus of affirmative action seems to be the benefiting of African blacks, including black women.

It was argued that the inclusion in the current research of members of all the groups targeted by affirmative action would lead to a contamination of the variables, in that the level and nature of past discrimination in respect of the different groups differed considerably. The acceptability and incorporation in the organisational context of members of the different groups would also have a direct influence on the complexity of the variables and could prejudice the results. It was therefore decided to demarcate a sample of affirmative action beneficiaries consisting of blacks only.

It is, however, important to distinguish between blacks traditionally appointed by organisations in lower-level jobs and those employed or promoted as a result of affirmative action endeavours. Taking cognisance of the emphasis on the upliftment and development of affirmative action beneficiaries as described in the literature concerning effective affirmative action, the target population reflecting affirmative action success should consist of blacks on the different supervisory and managerial levels in a particular organisation. It was therefore decided to include the full complement of blacks on Peromnes job level 8 and higher, in the employ of the target organisations, as representing the sample.

6 AN INSTRUMENT TO MEASURE THE LEVEL OF CONGRUENCY OF AN ORGANISATION'S AFFIRMATIVE ACTION INTERVENTIONS WITH EFFECTIVE AFFIRMATIVE ACTION STRATEGY

6.1 Rationale and objective of the structured interview

A structured interview was developed to measure the congruency of target organisation's affirmative action programmes with effective affirmative action interventions as proposed by the literature. It consisted of 34 interview questions, representing the success factors as well as the aspects associated with the negative outcomes of each of the eight affirmative action strategies identified in the literature, ranging from equal employment opportunity to managing diversity.

6.2 Validity and reliability of the structured interview

The structured interview was compiled according to the prerequisites of effective affirmative action strategies as indicated in the relevant literature and is considered to be a valid measure of the effectiveness of affirmative action endeavours. It can therefore be assumed that the structured interview meets the psychometric requirements for content validity or *face validity* (Baker 1988:119-120). Owing to the practical nature of the research, the reliability of the structured interview was not established.

7 AN INSTRUMENT FOR MEASURING THE LEVEL OF JOB SATISFACTION EXPERIENCED BY THE AFFIRMATIVE ACTION BENEFICIARIES OF THE DIFFERENT TARGET ORGANISATIONS

7.1 Rationale and objective of the job satisfaction questionnaire

An existing job satisfaction questionnaire that was considered to be a suitable measure of facet job satisfaction was adapted for the purposes of this study; it included all the theories applicable to job satisfaction as identified in the literature (Marx 1998). The questionnaire consists of 112 statements to which the respondent has to respond by choosing and marking one of four possible responses which are supplied. The items represent a forced choice construction in that the possible answers (responses) range from very positive to very negative with no middle position. Two of the potential answers (responses) are of a positive nature and the other two are negative.

7.2 Validity of the job satisfaction questionnaire

All items having a high factor analysis loading in the original job satisfaction questionnaire were included in the adapted questionnaire used in this research. This adapted questionnaire represents an extensive measure, reflecting as many different facets of job satisfaction as possible, divided into the three main categories in which job satisfaction manifests, namely the job content, job context and external environments (Gerber, Nel & Van Dyk 1995:47-55). The construct representativeness (content validity) of the questionnaire was also proved.

7.3 Reliability of the job satisfaction questionnaire

The reliability of the adapted questionnaire (used in this study) was evaluated by using the test-

retest method. The responses to the questionnaire of 20 people (not part of the target population) were correlated (Pearson's product-moment correlation) with a second response by the same 20 people, eight weeks later. This evaluation resulted in a correlation of $r=0,89$ and can be interpreted as proof of compliance with the requirement of reliability.

As an additional measure of reliability, the Cronbach Alpha Coefficient measure was applied to the responses of the total sample of affirmative action beneficiaries. The results obtained are depicted in Table 1.

TABLE 1: THE INTERNAL CONSISTENCY (RELIABILITY) PER DIMENSION OF THE JOB SATISFACTION QUESTIONNAIRE ACCORDING TO THE CRONBACH ALPHA COEFFICIENT MEASURE

JOB SATISFACTION DIMENSIONS	CRONBACH ALPHA COEFFICIENT
Nature of the job	0,91
Job guidelines and goals	0,89
Utilisation	0,72
Status and recognition	0,73
Development	0,88
Leadership	0,86
Structures	0,83
Human resource policy	0,80
Working conditions	0,87
Interpersonal and group relations	0,89
External environment	0,80

The internal consistency of the dimensions of the job satisfaction questionnaire as measured by means of the Cronbach Alpha Correlation Coefficient ranged between $r=0,72$ and $r=0,91$ and can be considered to be an indication of reliability.

8 RESULTS AND DISCUSSION

Before examining the results of this investigation, it should be noted that the following limitations were identified:

- Probably as a result of the strong political and moral undertones associated with affirmative action, the criteria regarding its success are contradictory and not clearly delineated.

- The existing measures of job satisfaction seem to be superficial and contain dimensions of a general nature, with limited links to the basic theory concerning human behaviour.
- The five target organisations, all in geographical proximity, constitute a relatively small sample, not representative of the spectrum of organisational sectors and all the geographical areas in South Africa.
- The scores obtained by the five target organisations in the structured interview were clustered and did not differ substantially enough to represent a segregated distribution of the different affirmative action strategies. This resulted in a lack of differentiation between the range of possible affirmative action interventions and may therefore have had a contaminating effect on the conclusions drawn.
- The average job satisfaction levels experienced by the five target organisations' affirmative action beneficiaries were also clustered, resulting in a close distribution of job satisfaction scores, which in turn may have diminished the validity of research conclusions.

Two sets of data were collected for the purposes of the empirical study, namely, data related to the effectiveness of the affirmative action strategies of the target organisations, and data reflecting the job satisfaction of affirmative action beneficiaries in the different target organisations.

In the course of the empirical study, the following three statistical procedures were utilised in the processing of data:

- an analysis, using descriptive statistics, of the level of effectiveness of each target organisation's affirmative action strategy (as measured by the structured interview) and the level of job satisfaction (as measured by the job satisfaction questionnaire) of the affirmative action beneficiaries in each target organisation
- a calculation of the association (correlation) between each target organisation's affirmative action effectiveness as measured by the structured interview (dependent variable) and the level of job satisfaction of its affirmative action beneficiaries as reflected by their responses to the job satisfaction questionnaire (independent variable)
- a statistical investigation (using descriptive statistics) into the distribution of the job satisfaction scores obtained by each target organisation's affirmative action beneficiaries

8.1 The level of effectiveness of the affirmative action strategies of the target organisations

The results of the measurement of the level of effectiveness of the affirmative action strategies of the five target organisations are given in Table 2.

The five target organisations obtained scores ranging from 72 to 92. These reflect one score higher than the average (which is 85) of the score range (minimum=34 and maximum=136), one score equal to and three scores lower than the average.

The difference between the lowest and highest score was 20, which indicates that the different target organisations were relatively closely clustered and therefore reflects a limitation with regard to differentiation.

TABLE 2: THE EFFECTIVENESS OF THE TARGET ORGANISATIONS' AFFIRMATIVE ACTION STRATEGIES AS MEASURED BY THE STRUCTURED INTERVIEW

ORGANISATION	EFFECTIVENESS LEVEL OF AFFIRMATIVE ACTION STRATEGY (minimum 34 and maximum 136)
Organisation A	83
Organisation B	92
Organisation C	76
Organisation D	85
Organisation E	72

Two organisations (Organisation A and Organisation D) had almost identical scores in the middle score range, two organisations (Organisation C and Organisation E) almost identical scores in the lower score range, and one organisation (Organisation B) the highest score in the top score range. These results confirm the limitation with regard to differentiation among the target organisations in respect of the effectiveness of their affirmative action efforts.

8.2 The job satisfaction level of the sample of affirmative action beneficiaries in each target organisation

The results of the measurement of job satisfaction in the sample of affirmative action beneficiaries in each target organisation are depicted in Table 3.

TABLE 3: AVERAGE JOB SATISFACTION SCORE PER TARGET ORGANISATION

ORGANISATION	AVERAGE JOB SATISFACTION SCORE (minimum 112 and maximum 448)
Organisation A	327,21
Organisation B	335,65
Organisation C	316,96
Organisation D	329,67
Organisation E	305,20

The average job satisfaction scores for the five target organisations varied between 305 and 335 on the score range (minimum=112 and maximum=448). This reflects scores higher than the average level of the job satisfaction score range (which is 280) and therefore indicates that an above-average level of job satisfaction was experienced by all the target organisations' affirmative action beneficiaries.

The difference between the lowest and highest average job satisfaction scores per organisation was 22 points (in a score range of 112 minimum and 448 maximum), indicating that the averages of the job satisfaction scores of beneficiaries in the target organisations were clustered, representing a limitation with regard to differentiation. Two organisations (Organisation D and Organisation A) had almost identical scores and had the second and third highest average scores respectively. Organisation B had the highest average score, Organisation C the second lowest and Organisation E the lowest.

8.3 The correlation between the dependent and the independent variable

8.3.1 *The correlation between the level of effectiveness of affirmative action interventions and the average level of job satisfaction of the sample of affirmative action beneficiaries in the different target organisations*

A nonparametric measure of association was utilised for the calculation of the correlation between the dependent variable (affirmative action strategy effectiveness) and the independent variable (job satisfaction level of affirmative action beneficiaries). Spearman's rank order correlation coefficient measure was identified as suitable.

The data used to calculate the rank order correlation between the level of effectiveness of the affirmative action strategy implemented by each target organisation (the dependent variable) and the job satisfaction level of its affirmative action beneficiaries (the independent variable) are contained in Table 4.

TABLE 4: THE LEVEL OF EFFECTIVENESS OF AFFIRMATIVE ACTION STRATEGY AND THE AVERAGE JOB SATISFACTION LEVEL OF AFFIRMATIVE ACTION BENEFICIARIES PER TARGET ORGANISATION

ORGANISATION	n	EFFECTIVENESS LEVEL OF AFFIRMATIVE ACTION STRATEGY (Dependent variable) (minimum 34 and maximum 136)	AVERAGE JOB SATISFACTION LEVEL OF AFFIRMATIVE ACTION BENEFICIARIES (Independent variable) (minimum 112 and maximum 448)
Organisation A	29	83	327,21
Organisation B	17	92	335,65
Organisation C	47	76	316,96
Organisation D	18	85	329,67
Organisation E	10	72	305,20

The rank order correlation between the two variables resulted in an r_s -value of 1,000. A probability-value of $p=0,000$ confirmed this correlation.

This result reflects an absolute association in the sense that the ranking of the target organisations in terms of their scores on the structured interview was identical to the ranking of the average scores their affirmative action beneficiaries obtained in the job satisfaction questionnaire. An absolute, positive correlation therefore exists between the level of effectiveness of the affirmative action strategies of the different target organisations and the average level of job satisfaction of the affirmative action beneficiaries in each target organisation. This result was confirmed, in that the scores on the majority of the dimensions in the job satisfaction questionnaire also proved to have a high correlation with the affirmative action effectiveness of the different target organisations. This demonstrated that the hypothesis was valid.

It would appear that the affirmative action strategy of a particular organisation impacts directly on the level of job satisfaction of the affirmative action beneficiaries in that organisation. The implementation of an effective affirmative action strategy therefore results in affirmative action beneficiaries experiencing a high level of job satisfaction. The opposite also seems to be true, in that a less effective affirmative action strategy results in a lower level of job satisfaction among affirmative action beneficiaries.

This result confirms the assumption, contained in the theory relating to affirmative action, that strategies associated with equal employment opportunity, the upliftment and development of affirmative action beneficiaries, and proactive efforts to manage diversity, have a positive effect on affirmative action beneficiaries, in the sense that they (the beneficiaries) experience such strategies as being aimed at their assimilation and utilisation in the organisation. Similarly, strategies having a bearing on preferential treatment, window dressing, tokenism and favouritism, lead to negative experiences on the part of affirmative action beneficiaries.

The outcome of the above-mentioned measurement of the association between the dependent and independent variables serves as a confirmation of the assumption that affirmative action beneficiaries, being the target of affirmative action interventions, react to such interventions in a typically human manner and that their experience of the process is influenced by the way in which it is implemented, as well as by the reactions of other employees peripheral to the affirmative action endeavours. The job satisfaction of affirmative action beneficiaries can therefore be considered to represent a viable measure of affirmative action success.

8.3.2 The correlation between the level of effectiveness of affirmative action interventions and the level, per dimension, of the job satisfaction of the sample of affirmative action beneficiaries in the different target organisations

The results of the calculation of the rank order correlation between the level of effectiveness of the affirmative action strategy implemented by each target organisation and the job satisfaction level, per dimension, of its affirmative action beneficiaries, are contained in Table 5.

TABLE 5: RANK ORDER CORRELATION BETWEEN THE AFFIRMATIVE ACTION EFFECTIVENESS OF THE TARGET ORGANISATIONS AND THE JOB SATISFACTION (PER DIMENSION) OF THEIR AFFIRMATIVE ACTION BENEFICIARIES

JOB SATISFACTION DIMENSIONS	RANK ORDER COEFFICIENT (r_s)	PROBABILITY (p)
Nature of the job	0,65	0,24
Job guidelines and goals	0,74	0,15
Utilisation	0,96	0,009
Status and recognition	0,93	0,02
Development	0,93	0,02
Leadership	0,86	0,06
Structures	0,95	0,01
Human resource policy	0,46	0,43
Working conditions	0,55	0,33
Interpersonal and group relations	0,89	0,04
External environment	- 0,67	0,22

The results of the correlation between the dependent variable and the average score of respondents with regard to the different dimensions of the job satisfaction questionnaire (independent variable) as contained in Table 5 can be interpreted as follows:

- A significant positive relationship between the effectiveness of the target organisation's affirmative action efforts and the job satisfaction of affirmative action beneficiaries was confirmed with regard to the dimensions relating to utilisation, status and recognition, development, structures (including authority, empowerment and feedback), and interpersonal and group relations. The correlations ranged between $r_s=0,89$ and $r_s=0,96$ and were confirmed by probability values ranging from $p=0,009$ to $p=0,04$. This represents a significant association in that the correlation explains between 79 and 92 per cent of the variation in the two rankings.

These results coincide with the theory relating to the dimensions of organisational functioning and interactions, in which affirmative action endeavours, be they successful or unsuccessful, will impact on affirmative action beneficiaries. The results also confirm the underlying rationale of the strategy associated with the development of affirmative action beneficiaries and the important notion that development should be enhanced by the empowerment of beneficiaries to implement their acquired capabilities. The importance of positive interpersonal and group relations is emphasised by these results and relates to the management of diversity and the essential "sensitisation" of the organisation's incumbents to accept affirmative action beneficiaries and to facilitate their assimilation.

- The correlation between affirmative action success and job satisfaction regarding the leadership dimension ($r_s=0,86$ and $p=0,06$), and the "job guidelines and goals" dimension ($r_s=0,74$ and $p=0,15$) were relatively high and can be seen as proof of a relationship between these two dimensions and affirmative action effectiveness.

The importance of the correct leadership, and the concomitant provision of clear guidelines and setting of realistic goals, are emphasised in the theory regarding the effective implementation of affirmative action.

These results also have a bearing on the importance of the mentoring process, in that organisations should strive to actively assist affirmative action beneficiaries to "acclimatise" to the positions to which they were appointed or promoted, and to "escort" them as far as goal achievement is concerned.

- A medium-range correlation was obtained with regard to the dimension relating to the nature of the job ($r_s=0,65$ and $p=0,24$). A possible explanation of this result is that some affirmative action beneficiaries, because of their backlog with regard to education and experience, are not in a position to fully appreciate and utilise the challenges embedded in the intrinsic nature of the job to which they have been appointed, and may experience it as threatening. This may result in their not reacting as expected by their supervisors, who may incorrectly interpret this as a lack of initiative.

This also relates to need theory concerning job satisfaction, in that social and esteem needs must first be readily satisfied before the need for self-actualisation comes to the fore. The intrinsic nature of the job is generally associated with the fulfilment of the need for self-actualisation, and affirmative action beneficiaries, not being fully accepted by their peers and having a low self-esteem, will not be in a position to utilise the opportunities for the fulfilment of their need for self-actualisation which are embedded in the job content. This result also emphasises the fact that theories conceptualised according to research done in a First World environment should not summarily be applied to members of Third World cultures. This should be taken into account with respect to theories concerning job behaviour and work-related theories, such as theories regarding job satisfaction.

- Relatively low correlations were obtained with regard to the dimensions relating to human resource policy ($r_s=0,46$ and $p=0,43$), and working conditions ($r_s=0,55$ and $p=0,33$). It can, however, be argued that these dimensions are peripheral to the affirmative action process and include aspects such as fringe benefits and physical working conditions, the physical work environment, and work layout, which have little to do with the organisation's affirmative action initiatives. The aforementioned dimensions are not usually altered during affirmative action interventions and are similar for all employees, including affirmative action beneficiaries. In hindsight, it now seems logical not to have included items related to these dimensions in the job satisfaction questionnaire. It should be taken into account that the original questionnaire, which was adapted for this study, was constructed as a diagnostic tool aimed at organisational development and the inclusion of these dimensions, considering its original purpose, can be justified. For the purposes of the measuring of job satisfaction, it seems as if the items relating to these dimensions should be removed from the questionnaire to enhance its validity.

- An inverse medium range correlation was found between affirmative action success and the job satisfaction dimension relating to the external environment ($r_s = -0,67$ and $p = 0,22$). This represents an unexpected result, as the theories relating to the framework in which job satisfaction manifests identify the external environment as playing a part in an individual's job satisfaction, in that it provides an indication of the external values assigned to his or her affiliation to the organisation. The external environment also provides a framework for comparison regarding remuneration and other benefits.

This result can, however, be explained by analysing its underlying dynamics. Should an organisation embark on affirmative action efforts that include extravagant remuneration packages for affirmative action beneficiaries and the use of grand-sounding titles for jobs occupied by affirmative action beneficiaries, such an organisation will receive a negative score in the evaluation of its affirmative action effectiveness. The same actions will, however, result in persons in the affirmative action beneficiary's immediate external environment (*ie* family members and friends) experiencing it as positive, especially with respect to the economic benefit and status value it represents.

From another angle, it can be argued that the individual, being an affirmative action beneficiary, usually better his or her status and income, having been appointed or promoted as a result of the implementation of affirmative action. This improvement, compared to a previously disadvantaged state, may lead to a subjective (positive) evaluation by people in the affirmative action beneficiary's environment, external to the organisation.

This result again emphasises the danger of applying theoretical assumptions to a unique situation, such as the experiencing of job satisfaction by affirmative action beneficiaries. It seems as if the items referring to the external environment should be removed from the job satisfaction questionnaire. This will enhance the questionnaire's validity, should it be used in future research.

8.4 The distribution of job satisfaction scores in each target organisation

The distribution and the homogeneity of the individual job satisfaction scores in each target organisation were investigated to determine the homogeneity of the average job satisfaction score of each target organisation's affirmative action beneficiaries. A close distribution and a high homogeneity will confirm the relevance of the average job satisfaction score and therefore the validity of the conclusions concerning the correlation between the dependent and independent variables.

The distribution of the job satisfaction scores of the sample of affirmative action beneficiaries in each target organisation was analysed by using descriptive statistics to order the data that were obtained. The mean and standard deviations with regard to the job satisfaction scores for each target organisation were calculated and applied in determining what percentages of respondents' job satisfaction scores fall within one standard deviation below and one standard deviation above the mean. The higher the last-mentioned percentage, the more the job satisfaction scores tend to cluster around the mean, which serves as an indication of the homogeneity of the individual scores. A high homogeneity among the individual job satisfaction scores in a particular target organisation will confirm the relevance of the mean of job satisfaction scores (the independent variable) and in such a case enhance the validity of the conclusions in the instance of a high

correlation being found between the dependent and the independent variables.

The results concerning the distribution of the job satisfaction scores of the respondents in the five target organisations showed that the affirmative action beneficiaries in all five organisations were relatively homogeneous with respect to their responses on the job satisfaction questionnaire. The average job satisfaction score per target organisation can therefore be seen as being representative of the job satisfaction experienced by the majority of affirmative action beneficiaries in each target organisation. The validity of the results obtained in the process of the testing of the hypothesis was therefore confirmed.

These results substantiate the contention that the use of the average job satisfaction score and the average job satisfaction score for the different job satisfaction dimensions can be justified, in the sense that these average scores can be considered to be representative of the majority of the sample of affirmative action beneficiaries in each target organisation.

9 CONCLUSIONS AND RECOMMENDATIONS

9.1 Conclusions

The above-mentioned results substantiated the theoretical assumptions regarding the association between affirmative action effectiveness, as reflected in the different theories regarding affirmative action, and the job satisfaction of the employees targeted by such actions. It furthermore signifies that the assessment of the job satisfaction of affirmative action beneficiaries represents a viable and practicable measure of affirmative action success that can be categorised as being related to the indirect outcome of affirmative action endeavours. The assumption regarding the measurement of the job satisfaction of affirmative action beneficiaries, as an indication of the success of affirmative action interventions, is therefore confirmed.

9.2 Recommendations with respect to future research efforts aimed at the measurement of affirmative action success

Further research is deemed necessary to confirm the association that was found between affirmative action effectiveness and the job satisfaction of affirmative action beneficiaries. Future research on affirmative action success, focusing on black affirmative action beneficiaries, should aim to include a larger sample in order to obtain a more representative indication of the reaction of beneficiaries to the implementation of affirmative action interventions. This can probably be achieved at a later stage when affirmative action has been implemented for a longer period, resulting in a more representative presence of blacks on all organisational levels. Such research efforts, focusing on the determination of affirmative action success, should also aim to include a more representative sample of organisations (both geographically and per industrial sector).

The affirmative action strategies implemented by these organisations should also represent a wider distribution, ranging from ineffective to effective affirmative action strategy, so that a more distinct differentiation can be made with respect to the various affirmative action strategies.

If the structured interview used in this research should be utilised in other studies, it is important to realise that its validity and reliability were not ascertained. The structured interview was

customised for the purpose of the present research while its construction was solely based on a conceptualisation of the theory regarding effective affirmative action strategy. The validity of the structured interview is therefore limited to face validity. Additional research is needed to verify its construct validity and reliability. The scores on the structured interview, obtained by the five target organisations, were clustered and did not substantially differentiate between the different organisations. It should therefore be kept in mind that the results of these interviews should not be used as a norm in the evaluation of affirmative action effectiveness.

Future research on affirmative action success, using job satisfaction as an indirect measure of such success, should endeavour to compare the job satisfaction level experienced by blacks with that experienced by other racial groups on the same job level. This will enable future research to confirm the relevance of the job satisfaction of affirmative action beneficiaries in the evaluation of affirmative action success.

If future research efforts were to utilise the job satisfaction questionnaire used in the current research, consideration should be given to excluding the questionnaire items relating to human resource policy, working conditions, and the external environment, as these dimensions were found either to be non-related to affirmative action interventions, or to conflict with the rationale of the measurement of affirmative action success. The self-scoring mechanism provided at the end of the questionnaire possibly contributed to the high response rate and can be considered a useful feature to include in the job satisfaction questionnaire in future.

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