

SCHOOL OF INFORMATION TECHNOLOGY

MASTER OF INFORMATION TECHNOLOGY



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA
Faculty of Engineering, Built Environment and
Information Technology

INDIVIDUAL ASSIGNMENT

COVER PAGE

Name of Student	Leeto Modutoane
Student Number	16081928
Name of Module	Organisational Behaviour & Management
Module Code	MIT 841
Name of Lecturer	Meinhard Peters and Joan F. de Beer
Date of Submission	05-October-2016
Contact telephone number	071 984 6883/011 223 7106
E-mail address	Leeto.modutoane@gmail.com
Declaration:	<i>I declare that this assignment, submitted by me, is my own work and that I have referenced all the sources that I have used.</i>
Signature of Student	

Date received	
Signature of Administrator	

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1 Question 1 (requirements for effective teamwork as it may be applied in information technology projects)

1.1 Introduction

In the section below we discuss teamwork the way it may be applied in the ICT environment.

(PR Newswire, 2007) says that in big organisations many experts need to work together in teams in order to resolve encountered problems.

(Robert, Jr, Dennis, & Ahuja, 2008, p 314-315) says that organisations use teams to make decisions because team members's combined knowledge surpasses any individual manager acting alone, this belief however relies on team members exchanging and integrating all relevant information to get the work done. Team work integration can be more difficult in virtual teams than in face-to-face teams, and projects can be led to failure by the inability to integrate and collaborate all the available information.

(Wheelan & Burchill, 1999, p28) says teamwork and collaboration affects the quality of work that the team can provide. According to him the problem that most team managers face is to answer the following questions:

- What is the level of team work in my team?
- How does the level of my team compare to other teams?
- How can the teamwork in the team be improved?

To get the team to get results it is very important for the team manager to answer this questions in order to continuously improve the team's ability to deliver work of good quality and remain competitive. (Weinkauff, Hoegl, & Gemuenden, 2004, p38)

(Weinkauff, Hoegl, & Gemuenden, 2004, p38) says companies need teams to remain competitive and innovative.

1.2 Requirements for effective teamwork

(Werner, 2016, p169-p170) as cited from (PR Newswire, 2007) says that the **division of work** between teams need to be clearly stated and the **functional relationships** between them needs to be clearly defined for the teams to ensure effective team work.

This are the requirements for effective team work as stated by (PR Newswire, 2007), he says that in order to be an effective organisation each team must be accountable for and to carry-out its own separate specialist role crucial to the carrying out of the organisational task or goal.

The functional relationships refer to relationships between managers in the different teams, for example if managers from two teams work together, one serves as a specialty adviser and the other one is responsible. The responsible manager is fully responsible to his/her executive superior alone for reporting useful results to the executive and the prescribing specialist manager is also fully responsible to his/her executive alone for giving advice and the quality of his/her prescription.

This is especially true in the organisation I work for the 'South African Diamonds and Precious Metals Regulator', in the organization's ICT projects especially the software development projects the ICT manager will act as the prescribing specialist manager reporting directly to the ICT responsible executive. The Manager responsible for the division requiring a solution, for example the Precious Metals Inspections manager would be the responsible manager who is going to be the owner of the solution, and reports directly to his executive.

But this is not necessarily true in many ICT organizations, (PR Newswire, 2007)'s requirements are true mainly with regards to functional teams, but may not be necessarily true when it comes to cross-functional teams, project teams, self-directed teams and shared service teams.

The requirements to have the other types of teams to run effectively are different:

Cross-functional teams – people from different teams work together towards one goal for the duration of the project. (Werner, 2016, p169) There may be a project manager responsible for the project and reporting directly to the executives of the organisation.

Project teams - makes use of team leader who may not necessarily be a technical person but a project manager with good project leading abilities. (Werner, 2016, p170)

Self-directed teams – are independent from executives, have freedom and determine their own tasks, schedules, processes, quality controls and a reward structure. (Werner, 2016, p170-171) which sounds more like agile in ICT terms.

Shared service teams – plant managers may be assigned support roles like Finance and HR functions in addition to their technical roles (Werner, 2016, p171-172). This is not in line with clear functional responsibilities as outlined by (PR Newswire, 2007).

Virtual teams- have some similar requirements to those of (PR Newswire, 2007) as they require clear vision and goals, setting of clear boundaries and explicit work agreements, meaning clear division of work and functional relationships need to be clearly outlined for the project to function as stated by (PR Newswire, 2007).

Management teams – also have similar requirements to those of (PR Newswire, 2007) as it is about functional relationships where supervisors and team leaders are responsible for more job specific and operational issues, while senior executives handle more strategic issues.

(Werner, 2016, p169-p170) as cited from (PR Newswire, 2007) continues to say that when the two roles between the two managers are not clearly understood, then difficulties will arise.

(PR Newswire, 2007) says that in big organisations experts need to work effectively together for projects to be successful, if the project is to be completed within budget and within time. This may lead to a situation where the organisation of the company is not clear to employees, where they do not have clear responsibilities and do not know where their job starts and ends. They do not have a clear picture of their daily functions and the kind of decisions they are entitled to make.

One way to address this issue is to employ a coordinator(s) to coordinate and manage work done by the different teams. This is because the existing management failed to get effective team-work and thus outside consultants have been brought in in a form of coordinators to come and assist with managerial aspects that existing managers failed to deliver.

What is done in most cases is to hire a projects executive called a project engineer what is in most cases referred to as a Project Manager in ICT projects. The job of this particular employee will be to coordinate the work done by the different teams or the different project groups. Coordinators are normally appointed when it is noticed that there are internal defects in the organisation and that individuals, teams are not working together in a cooperative and collaborative manner as they should. This kind of organisational structure can be effective but it does have its own drawbacks, it kills contact between the different teams and the project manager will end up working like a post-office between the different teams and end up having to assume some technical responsibilities. Technical team members might end up having to report to both the project manager and their immediate superior. It leads to more paperwork, the two individuals worked together before, there is now a third person which is the coordinator. The coordinator relies on coordination of the work completed by individuals whose work he checks, if they were not working well together before his arrival, they are not likely to be cooperative with the coordinator's arrival. There are many other drawbacks of these setups and may lead to the organisation being less effective instead of increasing effectiveness.

The introduction of this Cross-Functional 'Coordinator' setup according to (PR Newswire, 2007) is not a solution to failing and inadequate management and may make things worse. What is needed is proper leadership and teamwork in an organisation for things to work.

(PR Newswire, 2007) continues to say that he has seen disastrous consequences as a result of introducing a separate coordinating or administrative setup with consequent separated responsibility and increased centralisation.

(PR Newswire, 2007) proposes the use of managers in a participative organisation instead of coordinators to improve teamwork effectiveness. This applies to both small

and large organisations, but large organisations require many experts to work together and be cooperative towards each other in order to succeed in getting the work done effectively in other words the need a participative environment for the organisation to be successful.

Collaborative environment means that:

- The manager need to involve his/her subordinates in decision making
- The manager delegates responsibility and the employee is responsible for the way in which he/she will do the work.
- The manager is responsible for protecting and clearing difficulties for his/her subordinates for the work to get done.
- He/She needs to coordinate the work done by subordinates as all levels and the work at the next high level in which he is a team member. He needs to coordinate work done by individuals and groups in order for targets to be met and ensure cooperation and team work amongst subordinates.
- He/She needs to understand that subordinates in a participative organisation need to be given the opportunity to work at a higher level, they seek greater responsibilities and seek to work at the highest possible level of which they are capable so as to derive maximum satisfaction and reward.
- The manager needs to create a satisfying work environment for employees in order for them to get to a point where they can do work voluntarily, willingly and well.
- He/She needs to know that people need to be rewarded according to their efforts and help them develop their capabilities further so that they can be further rewarded.

With all these expected from managers in a participative environment it is vital for managers to be trained accordingly in order for them to get the right skills to participate and get teamwork to be effective.

The manager need to manage in a way that is not only beneficial to the organisation but to the team, customers as well.

Other factors that support team work according to (Litch, 2006) includes focusing on one's behavior instead of the behavior of others, when team members know that they will face challenges now and again as a team but learning and growing through this difficulties, other basic factors contributing to effective teamwork include personality, expectations, accountability, environment, conflict resolution and expectations.

(Coleman & Pon, 2013,p132-134) adds to the list of factors that can contribute towards building an effective team, and the factors include communication, mutual respect, reliability, cooperation and creativity amongst the factors that appear the most, the article says in addition to these factors there are attributes that also contribute towards an effective team which include experience of team members, honesty, similarities, patience

and compassion. He says this factors and attributes need to be practiced in order for the to develop further and have a well performing team.

(Faraj & Sproull, 2000,p1554-1555) says that software development teams are just like any other knowledge teams, for them to be effective they need to aquire and manage critical resources. According to him the most critical resources or factors for a knowledge team to be effective are expertise or specialised skills and knowledge. This characteristics alone they are however not enough to produce high quality work. Expertise must be managed and coordinated, teams must learn to manage their skill and knowledge interdependencies effectively. Software teams are a perfect example of the challenges of managing team based knowledge work, this is because companies spend a lot of money on software projects but a quoter of them are never completed. These teams are normally project teams, formed specifically for a project depending on who is available and the project requirements.It is extremely rare for a team to move exactly as is from one project to another thus teams never get used to each other and working as a team. The article says that the improvement of social processes in software engineering may be fruitful in increasing software development processes.The article emphasises the importance of coordinating expertise in software development projects in order to get results.

(Banker, Bardhan, & Asdemir, 2006)'s focus in on developing a conceptual framework to study the impact on Interective product commerce (CPC) on the collaboration extent of development teams involved on the development of new products. The research found that CPC has a significant impact on the way product teams collaborate, it helps improve product quality , lower design cycle time, reduced product development costs. CPC is defined in the paper as a web based technology used to streamline system design and development process that are not well structured or that require significant manual intervention.

(Wheelan & Burchill, 1999)

(Weinkauff, Hoegl, & Gemuenden, 2004)

1.3 Conclusion

(PR Newswire, 2007) is not in support of crossfunctional teams led by project coordinators or project managers. Instead supports a more collaborative and participative culture led by managers in a more functional structure.'

According to the above teams are very important in organisations especially in Information Technology teams. All IT organisations with reference also to the above work with projects to deliver products and in this challenging time have to remain

innovative. Companies therefore rely on teams to remain competitive and innovative and remain relevant internationally. Information Technology also enables companies to collaborate through the use of virtual teams, and IT teams do this in many instances.

Communication, information sharing and collaboration is key in IT projects because there are always different expertise in one project. A project may need a network engineer, systems developers, business analysts, quality assurers, a project manager and it's important for all these people to work together in order to get the work done.

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2 Question 2 (A)

2.1 Introduction

The section below discusses different perspectives, aspects and views on workplace empowerment. Most of the perspectives but not all are based and relevant to the South African Context.

The different subjects or perspectives discussed include the following:

- Black Economic Empowerment
- Woman Empowerment in the Work Place
- Youth Empowerment and preparation for the workplace
- Empowerment in the Domestic Work industry
- Empowerment of the previously disadvantaged
- Looking at Unions as Empowerment tools

The section provides a description of the term Empowerment in the Workplace

2.2 What is empowerment in a workplace and what is it all about

(Thorlakson & Murray, 1996, p67) states that empowerment in the workplace dates back to the 1950's and 1960's. Developments in the new corporate such as lack of skills, globalisation, the need for innovation and increased productivity have added momentum to the need to search for new ways to survive. The article says that empowerment is a promising solution to enable organisations to survive. Workplace empowerment can be simply stated as encouraging employees to do what needs to be done instead of what they're told by their superiors.

Empowerment is widely used by social scientists to deal with issues of powerlessness of groups such as woman, blacks and the handicapped. (Thorlakson & Murray, 1996, p68)

(Thorlakson & Murray, 1996, p71) says Hollander and Offermann's view empowerment and powersharing as a change from leader dominant environment to a broader concept of follower involvement in expanding power.

Empowerment refers to a change in strategy with an aim of improving both organizational and employees' ability to act. (Werner, 2016, p316)

Empowerment means empowering people to have greater and better say in decisions that affect them in the workplace. (Werner, 2016, p311) as cited from (Mullins, 1999:p784) says that managers should give-up intense control and empower employees however top managers are still reluctant to weaken their power. Empowerment is about delegation, assigning more responsibility and decision making authority to subordinates in the organisation.

Organisations needing to establish a culture of empowerment need to develop systems and policies that strives not to restrict employees, by focusing on optimal employee behaviour, on what they can do well management can adopt and restructure the organisation accordingly in order to produce the sought after employee behaviour of dedication to learning , skilling, developing and emerging, less supervision and self

management, high levels of trust and employee organisational participation in decision making. (Werner, 2016, p316-317)

2.3 Different perspectives on empowerment in the workplace

(Werner, 2016, p312-319) looks at three models of empowerment. The Randolph's empowerment model is a three-pronged empowerment plan that suggests how empowerment can be achieved. The three prongs are Sharing information, Creating autonomy through structure and letting teams become the hierarchy that can be achieved.

The empowerment strategy grid is an assessment tool meant to help companies avoid empowerment implementation pitfalls. It maps team progress towards empowerment strategies.

"The activist model of empowerment is represented by a continuum bounded by one extreme by passive connotation of the empowerment concept and by active or activist connotations of the term at the other extreme." (Werner, 2016, p326)

- People should be coached to work together in workshops dealing with organizational issues that affect them.
- Organisations need to move from a controlling culture to an enabling culture in order for employees to contribute more and thus be more productive.
- A method that can be used to put empowerment to practice is by creating self-managed project teams that have the ability to make decisions regarding projects themselves which contributes to the organizational strategy.

To implement an effective empowerment strategy, (Werner, 2016, p318-319) as cited from (Erstadt, 1997) suggests a three staged training structure that can be used by managers to empower their employees. It says firstly an analysis of the current employee capabilities needs to be made and employees need to be empowered in order for them to reach their full potential. Secondly managers need to develop and coach employees in order for them to go beyond their current potential. Lastly employee commitment is achieved through sharing the vision and values of the organisation, at this point employee full empowerment is achieved.

(Werner, 2016, p318-319) states the following as key themes in the implementation and continued maintenance of an empowerment program in organisations namely: Communication, Commitment, Ownership, Skills and Competencies, Leadership and Sustainability

(MUSSELWHITE , 2007) Says that motivation in a work place is about the work you empower your employees to do and not about what you do for them. This means that

certain types of motivation approaches lead to employee empowerment. Examples of such approaches include the following as outlined by (Thorlakson & Murray, 1996, p70-71):

- Management by Objectives (MBO) – encourages employee participation in goal setting
- Quality of Working Life (QWL) - (Thorlakson & Murray, 1996, p70-71) as cited from (Appelbaum, Beckman, Boone and Kurtz, 1990) is a process in which all employees could through the right communication channels have a say about the work environment in general and their job design and specifications in particular.
- Job Enrichment and job enlargement – gives employees more authority to plan their work and decide on how to accomplish it. Involve employees in participative decision making sessions. Make employee's jobs more challenging and interesting

An empowerment culture can be made possible only by middle management when they know their own level of empowerment and the capabilities of their subordinates, when they request and provide appropriate and necessary training for their subordinates and when they are willing to delegate and share appropriate levels of empowerment to their employees.

2.4 The Black Economic Empowerment

(Murray, 2000, p183) says Black empowerment is about giving the black community access to roles to management and corporate internship. The article continues to say since 1994, BEE has made little impact in South Africa.

Black Economic Empowerment is about the growth strategy targeting the South African economy's weakest point inequality. It focusses on growth, development and not merely the redistribution of wealth. Its aim is to broaden the economic base and stimulating further economic growth and creating employment for the historically disadvantaged groups like the black people, woman, youth, the disabled and rural communities meaning that B.E.E is meant to empower this previously disadvantaged groups by improving their participation in the economy, by offering them training in order for them to find employment, to start their own business, to be involved in positions of leadership e.t.c

(Murray, 2000, p183) shows that big organisations in South Africa remain predominantly white in management and ownership. He says Black Empowerment will only happen if the black community gains access to corporate management and ownership roles that gives them access to the corporate world.

(Thorlakson & Murray, 1996, p82) says that the benefits of Empowerment must be tested, executives should not rely on testimonials as evidence of the empowerment

process as this would be imprecise, and should not assume that adopting empowerment as a technique will result in automatic implementation, it requires effort. (Thorlakson & Murray, 1996, p182-184) says that his study found no clear evidence of the predicted benefits of empowerment. The article says further research needs to be done to test the benefits of Empowerment, and this was in 1996.

The article serves as an example of an in-effective way to introduce empowerment to an organisation, it is difficult to implement empowerment when employees feel that their jobs are threatened. Downsizing is prevalent in today's corporate world and therefore empowerment approaches resistant to downsizing need to be adopted in order to get more participation from employees. Initiatives from government included giving parastatals such as the industrial development corporation money to support black empowerment. B.E.E has been adopted by some companies in calculated ways to combat their all white image, to increase the company's black network, to gain control of black workers pension fund monies.

Black empowerment is only addressed by a few black empowerment companies that have emerged though they also have small black stakes with one male black head operating in a white majority board whose members dominate decision making.

The article says that the new black empowerment companies have more black directors but surprisingly have less black directors than white directors on their boards. Black directors are not empowered enough to make decisions as the white board members still hold decision power.

According to black directors black empowerment has little impact on empowering the lives of poor black people. The only reason companies appoint black directors is to improve the organization's white only corporate outlook to expand their distribution networks. To get black directors to deal with problematic black workers, and gain control of black pension money.

With black man still struggling to penetrate big white business what about black woman. Black woman empowerment is discussed below

Black directors feel that the current government in South Africa can never gain capital control to make black empowerment to work because the government wouldn't want a boycott by capital. (Thorlakson & Murray, 1996, p182-203)

2.5 Woman Empowerment

(Mmbengwa, Ntuli, Haines, Groenewald, & van Schalkwyk, 2014, p 6436- 6437) says that the (Inter-American Development Bank, 2010) describes woman's empowerment as expanding the rights, resources, and the ability of woman to make decisions and act individualistically in social, political and economic domains.

The Mmbengwa, Ntuli, Haines, Groenewald, & van Schalkwyk report titled "Towards an enabling environment for women economic empowerment in South Africa: A status quo report", the South African Department of Industry (DIT) describes Woman Economic Empowerment as giving woman the ability to fully participate, contribute and benefit

from economic growth and development. The corporate plays a direct role in reaching this vision.

According to (Thorlakson & Murray, 1996, p197-199) woman of any colour are not featured in both black empowerment companies and white dominant companies. Black Woman face double disadvantage in the corporate world as they are both black and female. There are a few Black and white woman in South African big business but the general assumption is that white woman will get there first and eventually when the black woman gets there they will not be treated equally and will not be taken seriously as equal participants on the board.

Black woman when operating in big organisatin boards, they have to act as both faminine while also appearing aggressive against racism and patriachy. They also face unrealistic expectations from their communities

2.6 Domestic Worker Empowerment

(Marais & van Wyk, 2015, p64-66) says in South Africa considered as an abassador for domestic worker rights, Empowerment remains an elusive concept within the domestic sector. South Africa has the highest Domestic Worker employment rates in Africa with an estimated 924 0000 workers having only 40 000 of them being male. Employee voice doesn't matter because of the fear-based dis-empowermet existing between employee and employer in this industry.

The domestic worker's need to survive renders this sector silent. The article says that the Empowerment concept was unknown and nonexistent to participants. Domestic Workers lacked the confidence to approach their employers with matters of Empowerment. These employees are disadvantaged and dis-empowered in so many ways, in that it is very female, predominantly black, with limited access to formal education and characterized by low wages, long working hours and challenging working conditions.

The article says one of the ways to Empower domestic workers is through legislative awareness. Legislative empowerment can result in empowered engagements through informed workers voices.

Labor rights is the only tool that offers a sense of Empowerment in this sector though not guaranteeing compliance by employers of domestic workers as cited by (Marais & van Wyk, 2015, p66) from (Marais 2007, 2009; Moya, 2007)

Because domestic workers function in a private household characterised by individualised employment conditions, fear makes it impossible for this workers to communicate with their employers with regards to work conditions however Communication is a Key part of empowerment efforts. For generations this sector has been described as being silent. Because of the power differences between employee and employer and the need to retain employment the need for self protection is especially prevalent in this sector considering the choice between silence and voicing up. The South African Domestic Service and Allied Workers Union (SADSAWU) drives the legal education strategy in this sector to try and empower this workers as training, legislative awareness, information sharing and education play an important role in defining Empowerment efforts, enable domestic workers' resourcefulness within their

occupation context and enable this workers to use the judicial system to their advantage without fearing their employers.

2.7 The previously/Historically disadvantaged Empowerment

(TWA, 2013,p12-14) says that Ngululu a Transporters company established in the 1980s has been extremely successful in implementing BEE, it is a perfect example of how the historically disadvantaged groups moved from a minority shareholding to take control between 2003 to 2009. Lukas Potgieter the founder of the company tried different empowerment models with no success while trying to be more BEE compliant as demanded by his mining clients. Lukas Potgieter approached Chris Luvhani the current chairman of the organisation to buy shares and become an active partner in the business. Luvhani together with the current CEO Freddy Sinthumule bought a 26% stake in the company and by 2009 increasing their stake to 56% which allowed them to take control of the company.

To show the seriousness of the empowerment deal, the name of the company had to be changed to show the new ownership. To respect the founder of the organisation Lukas Potgieter and not to dent his image and the company he worked very hard to establish the name change to Ngululu Bulk Carriers was only effected once Potgieter resigned with his blessing.

2.8 Youth Empowerment

(Krajewski, Wiencek, Brady, Trapp, & Rice Jr, 2010,p167-168) discusses a pilot training program to empower adolescents with special needs. The program gives them skills through performing arts to make them employable, and this came about as it was realized the challenges faced by this youth to try and find employment after they have completed school. All youth came from low income households.

The findings revealed that the empowerment based approach helped educate youth with social, cultural, economic and intellectual challenges so they can become better and productive citizens. The program was offered seasonally to the youth, and was offered as paid employment.

The emphasis of the theoretical framework used was on youth empowerment and asset based approaches to youth development. Participants understood that their goal was to deliver a musical production through shorter term goals. The youth that took part in the program managed to learn complex job and life skills that helped them achieve the program's objectives. Many youth empowerment programs have been designed as preventative tools in reducing youth social problems instead of approaching youth as assets they look at them more as deficits. This program did the opposite by approaching youth as assets and believing that they will be able to gain something and be

developed. Most of the young participants took advantage of the program learning new skills that can help them be employable.

2.9 Union as an Empowerment Tool

(Thorlakson & Murray, 1996, p186-187) as cited from (Bramble, 1998) says that because of the poor wages and conditions for black workers, South Africa is one of the few countries in the world where unionisation is growing at a rate of 130 percent. In 1997 there were 2.95 million paid-up union members. Trade union funds are used as means to fund investments for black empowerment companies however the connection between business and unions compromises labor interests and principles as cited by (Thorlakson & Murray, 1996, p186-187) from (Ryan, 1996).

3 Question 2 (B)

3.1 My own interpretation of the different perspectives.

I work for an organisation called the South African Diamonds and Precious Metals regulator. It is a female dominated company having approximately 70% of employees being female. I have also worked for other companies like Statistics SA, SITA and in all this organizations black woman have a fair representation especially in lower to middle management positions.

I would say that in my level which is supervisory to junior management gender is not a challenge anymore, we all view each other as equals with equal capabilities.

We all know that we work hard for opportunities, and I would say that being black is not much of an issue in the IT industry, I believe that the demographics have changed drastically in recent years.

I paid R70 for school fees at a High School and went to Tertiary, used NSFAS to fund my first year and later got a bursary from the Industrial Development Corporation which is government State Owned Entity. After completing my studies I got an Internship with the State Information Technology Agency.

From where I come from this government initiatives have truly empowered me to be a confident person striving towards becoming part management in future. Empowered to make decisions independently and make an impact and contribute towards the strategy of our ICT divisions.

All this government initiatives really worked and empowered me to become a person I never expected to be, my parents would have never afforded higher education fees and it's all because of this initiatives that form part of the black economic empowerment.

There is still a lot to be done however to empower the historically disadvantaged groups, which are still leaving under the poverty line.

In most organisation I worked for, empowerment is reached expecially in recent years but I believe that the issue is still in high executives roles

Initiatives like bursaries, leanerships, internships, apprenticeships and graduate programs for the previously disadvantaged groups are all efforts by organisations to empower the previously disadvantaged groups.

In may government departments, they have modified their buildings to accommodate disabled people and they actually give the job and this I have seen from the organisation I work for.

Employee Wellness programs, SHE representatives, First Aiders, Fire fighters in organisations empower employees with aid that can be helpful to them even outside the work environment and this are also employee empowerment initiatives.

Unions are meant to protect black interests in companies and this give them some sense of empowerment

4 Conclusion

From above we have seen that Empowerment in the workplace is about giving employees a say and be able to think on their own. It empowers employees to participate in making organizational decisions but it doesn't only empower employees only but also enables organisations to strive in the changing world where globalisation and innovativeness are key for the survival of organisations.

Empowering employees is also about empowering groups that were previously excluded in the economy.

Through the above we can see some initiatives were very successful while other empowerment initiatives were not so successful.

For example the Ngululu a Transporters company is a perfect example of the implementation of Black Economic Empowerment . The youth empowerment framework discussed by (Krajewski, Wiencek, Brady, Trapp, & Rice Jr, 2010,p167-168) was also a good success.

(Murray, 2000, p183) also discusses inefficient ways to implement BEE and says that BEE has made little impact in South Africa. This shows that an Empowerment initiative can go good or bad depending on the implementation.

We also looked at circumstances that do not make it easy to implement empowerment initiatives like with domestic workers, and at these point legal education and unionization are the only hope for empowerment but not good enough to change this industry as woman in this fields have been dis-empowered and disadvantaged in so many ways for a very long time.

According to (Thorlakson & Murray, 1996, p197-199) woman of any colour are not close to being featured enough in both black empowerment companies and white dominant companies.

We have also realized that unions play a big role especially in the South African market in empowerment even with domestic workers who have the South African Domestic Service and Allied Workers Union (SADSAWU) as a union. Unions remain the only hope for lower level jobs to get empowered.

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