

**IMPLEMENTATION OF CHANGE MANAGEMENT WITH REFERENCE TO
AFRIKAANS AT MNET AND SABC**

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ABSTRACT

The study deals with the extent to which change should be implemented by institutions. It is of paramount importance that staff be at the centre of the change throughout the entire process. It is worth noting that in the absence of this serious phenomenon, there seems to be little hope of raising employee confidence, as is notable from the responses of the employees of MNet and SABC.

The sociopolitical history of South Africa has played a major role in language used in the country's media: television, newspapers and radio. English is by far the most widely used language in the media, followed by Afrikaans and the African languages in that order. Except for multilingual programmes, it was relatively easy to determine the amount of airtime allocated to each individual language. A previous study shows that the distribution of airtime on South African television is strikingly uneven, with English taking up 91,95% of the total weekly airtime, Afrikaans 5,66% and all nine African languages sharing a mere 2.39% of airtime collectively.

The study further deals with the origin and development of the Afrikaans language in South Africa. For many years Afrikaans took centre stage in South Africa. Especially during the apartheid years the use and power of Afrikaans increased dramatically on the SABC. Since 1994 English has gained more territorial political clout than Afrikaans in virtually all the country's institutions, including the media. The SABC took a political decision to cut vigorously on Afrikaans programming. That triggered MNet's decision to embark on a business decision to establish a dedicated Afrikaans channel. This study shows that employees at the SABC are generally unsatisfied with the broadcaster's decision and staff at MNet are in agreement with the fact that Afrikaans has lost most of its privileges and political prestige it had during the apartheid era, it could still present a challenge to the hegemony of English in all the higher domains, except diplomacy.

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CHAPTER ONE

INTRODUCTION, PROBLEM STATEMENT AND METHOD OF STUDY

KEYWORDS: Perceptions, Afrikaans, attitudes, relationships, change management, kykNET, MNet, SABC.

1.1 ORIENTATION AND PROBLEM STATEMENT

Seeley (2000:24) defined change management as a set of tools to increase the odds of shaping the direction and intensity of change in order for a strategic intent to be realized. This involves thinking and planning for the future, whilst giving a realistic assessment of the present. In essence, change management is an approach for planning, guiding and executing the process of change from where organizations are currently, to where they want to be. This means that strategies, formal structures, organizational culture and management styles may have to be adapted or totally changed (Van Der Waldt & Du Toit 1999:254).

Within the next twenty years, our society will undergo as many changes as it did in the past one hundred years. There will be tremendous change in the way we live and deal with others. Stevens (1997:44) believes that the acceptance of change can be improved when certain conditions are present that minimize the potential threat or discomfort of the proposed change.

Carnall (1999:158) argued that it is of paramount importance that organizations get staff to recognize that changes are needed. The danger is that staff become locked into patterns of behaviour, systems and procedures which may not be totally effective anymore and to question why, how and what may be done instead. Carnall (1999:159) further suggested that organizations should monitor

and compare performance with competitors regularly. This should inform the organization of the areas that need to be changed or adjusted. Kotter (1996:166) is of the opinion that the minds and hearts of the entire workforce need to cope with the realities of the business climate and that without sufficient empowerment, critical information about quality is unused in the workers' minds.

According to the United Nations World Languages Survey (2000:13) Afrikaans (Dutch between 1910 and 1925) was for 84 years one of the official languages of South Africa. All government business was bilingual. Afrikaans and English were compulsory subjects in all schools. The public service became predominantly Afrikaans during the rule of the National Party Government. It was obligatory for speakers of the African languages to speak Afrikaans in government business.

Today, as a result of the demise of apartheid in 1994, Afrikaans has lost some of the privileges it had during the apartheid era. For instance, Afrikaans is no longer required for matriculation at all high schools in the country and is gradually being replaced by English as the language of the army (de Klerk and Barkhuizen, 1998). It shares television airtime not only with English but also with nine African languages (Kamwangamalu, 2001:370). Du Plooy and Grobler (2002:9) argued that to satisfy the needs of Afrikaans viewers during the post-apartheid era it is of paramount importance to establish what role the Afrikaans language plays and what social and cultural lessons viewers learn from watching television.

The South African Broadcasting Corporation (SABC) is the state-owned broadcaster in South Africa, and for many years the monopoly, controlled by the white minority National Party government (Wikipedia, 2005:4). Reporters such as Jooste (2005:1) reckon that per capita, Afrikaans speakers are still the country's biggest spenders even though they no longer have political power. Their language can no longer be dominating a public broadcaster that is for all South Africans. The SABC faced a lot of criticism over the decline in Afrikaans when it argued for greater language and culture diversity on television. In

contrast to the SABC's careful positioning of Afrikaans, kykNET invites their viewers to "just be Afrikaans" and argues that Afrikaans is "forced down anybody's throat" (Jooste, 2005:2).

MNet (Electronic Media Network) is a subscription-funded television channel in South Africa, established in 1986 by a consortium of newspaper companies. It offers a mix of general entertainment, children's programmes, sports and movies, most of which are acquired from overseas. With the introduction of Multichoice's multi-channel digital satellite television service, DStv, several different channels have been created in 1995 to complement the original MNet terrestrial channel: Supersport; MNet Movies 1 and 2; MNet Series (comedy, reality shows and dramas); ActionX (mostly action B movies and SciFi); K-World (for children); Channel O (a music channel); Go (aimed at 14-23 year olds) and kykNET, for Afrikaans speakers (Wikipedia, 2005:1). KykNET was launched by M-Net in November 1999 to be one of the commercially driven channels on DStv (Digital Satellite Television). This channel is exclusively an Afrikaans medium channel and is specifically created to provide television entertainment of a high quality, to all present and future DStv subscribers who understand Afrikaans.

According to Harbinger (2004:1) kykNET offers 98% local content, draws excellent profits and approximately 50% of the content comes from its share of DStv subscriptions and the balance from advertising. In the beginning the channel got off to a good start through a very good deal with the SABC, giving them access to Afrikaans programming from their archives. The deal had since expired and the channel is now functionary fully independently and profitably. Harbinger (2004:2) is of the opinion that the SABC blundered, or someone had the wisdom to see that this would lessen language lobby. The channel provided a home for those fleeing the SABC during its difficult transition.

Commenting on the Afrikaans language, De Jager (2004: 1) remarks that Afrikaans, spoken only in South Africa and Namibia, was recognized as an

official language equal to English during the apartheid years. After 1994, it lost its privileged status and became one of the country's 11 official languages along with other indigenous tongues like Zulu and Xhosa. As the SABC cut Afrikaans programming in favour of the indigenous languages, kykNET stepped in to target the 804,000 Afrikaans speakers who subscribe to DStv, all of whom are in the upper income range. Maybe the numbers are not huge, but advertisers love the upmarket niche audience with its strong channel loyalty.

The SABC's management decision to massively reduce Afrikaans programming means that the broadcaster does not have a fully-fledged Afrikaans channel anymore. A few slots per day have been made available for Afrikaans programming. This might cause unhappiness amongst a number of employees at the SABC whose morale and perceptions might be affected negatively. Staff perception could be that the broadcaster loses viewers and large amounts of revenue to MNet.

Similarly, not all members of the M-Net staff could be satisfied with the Afrikaans channel and are of the opinion that the company moves backwards by practising the language of the old regime. Furthermore, they could be of the opinion that the company favours the Afrikaans sector of the population with special programmes.

These changes probably resulted in growing conflict of interest between M-Net and its staff as a result of kykNET. Similarly, employees at SABC could generally feel that many decisions are based on politics and that their management favour English predominantly. Hence, the need for a study of this nature.

This study examined the effects of implementation of change management practices in the broadcasting system, both public and private. A preliminary survey indicates that some of the possible problems that the South African Broadcasting Corporation (SABC) and MNet experience were as follows:

- Employees were not well prepared for the change in languages, which caused lack of understanding of change management with reference to the introduction of kykNET;
- Employees had mixed feelings about Afrikaans;
- The roles of employees were not clarified, which questioned the degree of readiness at different levels within the organizations; and
- Change was forced on staff, which resulted in resistance.

1.2 RESEARCH QUESTIONS

The following questions flow from the above background and are applicable to both MNet and SABC:

- What is change management?
- What are the attitudes and perceptions of the staff of M-Net regarding the launch of kykNET and the reduction of Afrikaans programming at the SABC? and
- Did management prepare their personnel and was change introduced procedurally?

1.3 OBJECTIVES

Flowing from the problem statement outlined above, the study aims at the following objectives:

- To provide a theoretical exposition of change management as a concept;

- To assess to what extent management prepared staff for the change. This is necessary because for change to be effective it needs to pass through different stages; and
- To make recommendations for management's attention.

1.4 HYPOTHESIS

The following preliminary statement can be made from observed phenomena:

- The perceived low employee morale at SABC is a direct result of insufficient employee preparation for change management.

1.5 RESEARCH METHODOLOGY

Literature study and two questionnaires were utilised in conducting the research for this dissertation. A different questionnaire was directed to each Broadcaster.

1.5.1 Literature Study

Data were collected from textbooks, newspapers, business journals, magazines and various other external sources of secondary data from archives, libraries and government departments. Searches on the Internet for information that is directly connected with the subject were undertaken. A literature study which formed the theoretical basis of this study was undertaken to determine what change management is and how M-Net and SABC implemented the tenets of Change Management.

1.5.1.1 Databases

The following data bases were consulted to ascertain the availability of study material for the purposes of this study:

- Catalogue of books: University of South Africa (UNISA) Library;
- Catalogue of theses and dissertations of Southern African Universities;
and
- Public Administration journals. A preliminary study conducted showed that there was available material on Change Management.

1.5.2 Empirical research

Primary data, which is described by Leedeey (1989:86) as the data nearest to the truth, were collected by means of questionnaires. Structured questionnaires, for the purpose of testing attitudes of employees on Change Management were distributed amongst the staff at the two Broadcasters for completion. A total of sixty respondents at different levels at these institutions were selected. They answered the questions at leisure and data were looked up in records to ensure accuracy. The questionnaire did not create the impression of being overly long and its layout allowed for sufficient space to record the required information.

Questionnaires were handed out to respondents for completion. These were selected randomly from top management, middle management and employees.

1.5.2.1 Instrumentation

Questionnaires were utilized which determined the attitudes, perceptions and relationships amongst staff members. A pilot study was done with five respondents of each organization once the literature study had been finalized. These respondents did not form part of the selected sample after the questionnaire had been updated.

Questionnaires were processed statistically.

1.5.2.2 Processing

The relevant data were extracted from the responses obtained and the results interpreted and presented. Recommendations and findings with regard to employee attitudes towards Change Management processes would be made based on the research.

1.6 OUTLINE OF CHAPTERS

The structure of the dissertation to be undertaken is as follows:

- Chapter one: Introduction; problem statement and method of study;
- Chapter two: Theoretical exposition of Change and Change management;
- Chapter three: Afrikaans, and its value at MNet and SABC;
- Chapter four: Empirical study of effects of Afrikaans at MNet and SABC;
- Chapter five: Findings, recommendations and conclusions.

CHAPTER 2

THEORETICAL EXPOSITION OF CHANGE AND CHANGE MANAGEMENT

2.1 INTRODUCTION

This chapter reflects the far-reaching implications on the way many South African institutions usually reinforce the “change” and many others the “don’t change” mentality. It also highlights the importance why people should be encouraged to adapt and adjust quickly to change situations. The chapter describes some of the changes in technology which have been associated with advanced systems and which have led to greater flexibility, product information and so on. It also looks at the human resources management implications of such changes in the resources, management implications of such changes in the workplace, and amongst others covers the impact on the occupational structure, the level and the mix of skills.

Imagine the following scenario. A patient arrives in his doctor’s room for an appointment, for the reason that he is very ill. As he greets his doctor he is waved to take a seat on the chair facing him. His doctor opens a drawer and gives him four small little plastic bags with tablets, and then asks him to bare his shoulder for an injection. What should his reaction be? Obviously, to be extremely furious. How could his doctor give him an injection and medication without diagnosing his condition first?

Against this background the author attempts to investigate and understand the various facets in the management of change. This chapter also explains why it is crucial for public management to first diagnose and understand organisational obstacles and their causes before solutions can be proposed.

2.2 SURVIVAL OF FREQUENT RESTRUCTURING

Gone are the days when an organizational chart was just an array of boxes. Once it was drawn, it became a fixed part of the organization's rulebook, remaining in use for years. Lately, lines are drawn so frequently that a chart older than one year is often considered antiquated. Organizations change their internal structures with dizzying frequency. Titles change from year to year; jobs are transformed; reporting lines are erased and redrawn; responsibilities shift; divisions disappear only to reappear in new guises.

Downsizing, right sizing, merging, unbundling, retrenching and restructuring are amongst the most common buzz words in use in South African institutions of late. "We are busy 'restructuring'". This has become a "dangerous" term and it often looks as if organisations are exaggerating when using this term.

Belasco and Stayer (1993:200) reported that the biggest obstacles are within organizations, like systems and structures, while most of us are drawn to the mindset obstacles of motivation, communication and teamwork issues. They are also of the opinion that if an organizational structure does not meet a certain standard, structural obstacles will prevent that organization achieving optimal performance.

The world may have noticed that the management of change is a crucial theme that recurs time and time again in newspapers, management journals, various books and even on television in talk show debates. Dawson (1992:126) pointed out that organizations are never static: something about it is always changing. For example, there is turnover in the membership, new administrative procedures are introduced, or a new customer arrives on the scene. None of these events is completely self-contained; each has implications for other aspects of organizational life. Some of them obviously result from decisions outside, and others just seem to happen. The common factor is that when something

changes, whether or not it has been planned or divided by organizational members, it will have repercussive effects, which will be variously welcomed, discarded or ignored by people within and outside the organization. Their reactions will in turn, affect other things.

In respect of how deeply people's lives have been altered since September 11, Usher (2001:74) argued "When change comes not with the river's quiet grace, but explosively fast, we talk about the world being turned upside down. September 11, 2001 was one of those seismic moments, a day when the plane seemed to shudder and shift on its axis. The pilots from hell who obliterated the World Trade Center and part of the Pentagon in the United States of America left a sense of before and after cataclysm. What followed – war, anthrax in the mail, a near airline tragedy in still-reeling New York – made overwhelming the sense that the world is now forever changed".

Individuals, if they are to survive, need to adjust to circumstances and events around them. To go beyond mere survival, to grow and to develop, they need to make major adjustments to overcome challenges. Groups on the other hand also need to develop, mature and adjust to both internal and external changes. For organizations it is much the same: unless they adapt to changed circumstances and take on new directions, they are likely to fail and fade away. The survival of today's institutions relies heavily on nimble management that can respond to and ideally keep ahead of change better than their competitors.

In the same way, Kanter et al (1992:26) believed that institutions survive due to the fact that they can adapt to change in the environment that exists at a given time. It is of paramount importance that an institution reflects the values and norms of society.

There can be no question that change has already occupied center stage, and that the pace of change is quickening. In Druckers book, "Managing in turbulent

times” (1980:41) he argued that: “The future is not what it once was. All institutions live and perform in two time periods, namely that of today and that of tomorrow. Tomorrow is being made today, irrevocable in most cases. Managers therefore have to manage both today – the fundamentals – and tomorrow. In turbulent times, managers cannot assume that tomorrow will be an extension of today. On the contrary, they must manage for change; change both as an opportunity and a threat”.

2.3 UNDERSTANDING STRUCTURES AND CULTURES

Laurie Mullins (1993:86) describes organizational structure like this: Structure is the pattern of relationships among positions in the organization and among members of the organization. The purpose of structure is the division of work among members of the organization, and the co-ordination of their activities so they are directed towards achieving goals and objectives of the organization. The structure defines tasks and responsibilities, work roles and relationships, and channels of communication. Mullins is also of the opinion that structure makes the application of management possible and creates a framework of order and command through which the activities of the organization can be planned, organized, directed and controlled.

In a study with regard to unemployment and the importance of an effective welfare system in Europe, Wallace (2001:20) expressed the opinion that governments do not know what their goals are. He emphasized that they are in the middle of structural change and governments should inform bosses of institutions to hire people.

2.4 FUNCTIONS AND ROLES OF ORGANIZATIONAL CULTURE

One of the persistent obstacles confronting managers, politicians, accountants, researchers and consultants as we struggle to develop measurements and management techniques appropriate to the dynamics of the knowing intensive public sector is the lack of proper understanding of the organization's culture.

Lindbergh (1993:540) went a step further and described the roles and functions of an organization's culture as follows:

- It provides the organization with answers (or part of answers) to issues such as:
 - Surviving in the external environment.
 - Managing internal affairs.
 - The handling of crises.
 - In calculating new members.
 - Dealing with growth or decline.
 - Maintaining morale.
 - Measuring performance.
 - Renewing products or services.
- It incorporates those ideas or actions, which have been found to work consistently over this.
- Culture is symbolically expressed and maintained through patterned behaviors and devices and serves as guidelines for handling various things in future.
- Culture is what is thought and reinforced, usually unconsciously, to people as the proper way to perceive, think and feel, all in relation to the organization's ongoing and recurring issues and fundamental tools.
- It could be seen as the foundation of an organization's identity and also the basis for order and direction as well as the understanding of the goals and behavior.

- Human energy is controlled, mobilized and directed by cultural meanings. Employees learn what is expected of them.
- Organizational culture also provides a meaningful paradigm for answering questions fundamental to human existence. Typical questions are: who are we?; why are we here?; and how should we behave?.

2.5 CHANGE: NO REASON TO FEAR

Change is central to one's philosophy, which stresses that it should be embraced rather than feared. It is not only change in itself which fills people with anxiety, but the rate at which technologically-driven change is happening, leaving them precious little time to assimilate and reflect before having to contend with the next big thing. If a person feels he or she is a victim of change, it will cause a lot of stress. It is important to understand to context of the future, if one does understand one can choose what one wants and what one does not want and one can simply ignore. No one can keep pace with everything anymore.

Wilson and Tozzi (2002:13) believed that the great constant in the universe is change; and that it will happen whether we want it or not. Therefore, we must manage change, or it will manage us. The Army Material Command, of which both authors were lieutenant colonels, made invaluable recommendations that continuous change management in this organization is a systems approach to change management. It used industry-standard tools and techniques to help organizations identify where they want to go, and how to get there.

Anyone who does not spend time understanding the future cannot act on that knowledge and (in a fast-changing world) will soon become irrelevant. Institutions spend so much time on getting to be more efficient. They should rather spend more time to become more relevant to their customers and the same goes for individuals. Sometimes politics drives change, and so do other forces. Very often it happens to be technology that is the culprit. Whatever is

true: Master change or it will master you. One has a choice and doing nothing is also a conscious decision.

2.6 THE MANAGEMENT OF CONFLICT

Conflict between employees themselves and management occurs frequently in institutions and should be observed at an early stage by the leader and restricted if possible. His task should not be to suppress conflict, but to manage it effectively so that its constructive nature can be increased to the benefit of the organization.

Schermerhorn et al (1991:416) suggested three techniques that are useful:

- An appeal that staff members should work towards a common objective such as the achievement of the goals of the institution;
- When institutions function in isolation of each other; there is often conflict in the coordination of activities. Techniques such as grouping and buffering can be used in such circumstances; and
- By using organizational arrangements such as lines of command, the manager can refer conflict to higher levels in the hierarchy to be resolved.

Negotiation may be necessary particularly as a result of conflict. Pienaar & Spoelstra (1991:38) are of the view that there are three basic approaches in a negotiation process that leaders may follow, namely, the win-lose approach; the lose-lose approach; and the win-win option. The latter contains the compromise which is recommended since both employer and employee can benefit from the arrangement that is reached.

2.7 PARTICIPATIVE OR DEMOCRATIC MANAGEMENT

Employees in modern institutions are increasingly insisting to be involved and consulted in the institution's decision-making process. Van der Walddt & du Toit (1999:71) are of the opinion that managers can no longer make decisions in isolation without involving employees. There is a significant shift away from a manager-subordinate relationship to a team relationship.

Similarly, Kroon (1995:13) describes participative management as a process whereby employees are directly involved in planning, decision-making and change in the institution. There is no doubt that participation in the activities of the institution increases employees' commitment, satisfaction, performance, as well as motivation through personal contact.

2.8 CHANGES IN TECHNOLOGIES AND SKILLS IN PERIODS OF SLOW GROWTH

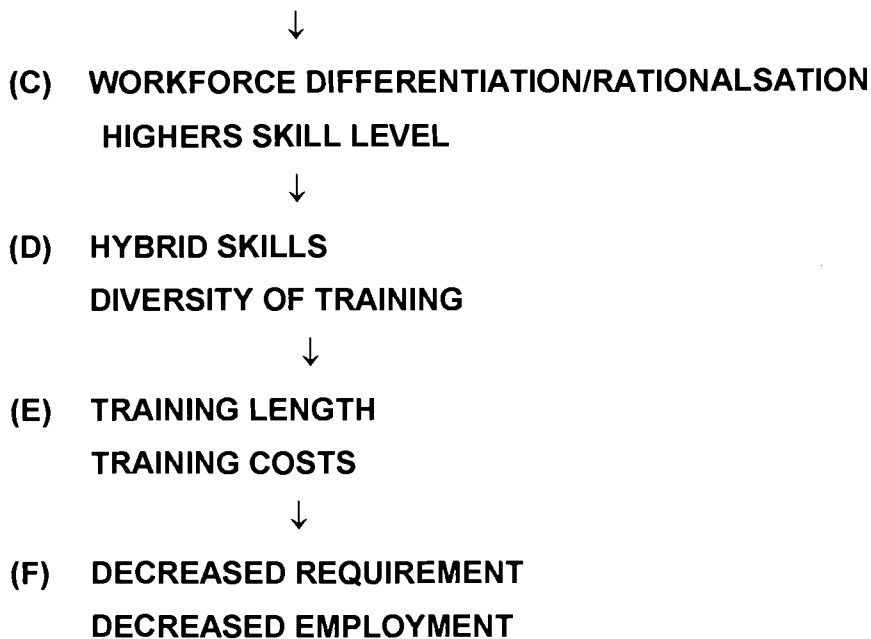
It is important to know whether technological changes enhance managerial control considerably. In figure 2.1 Campbell and Warner (1992:28) attempted to conceptualize the causal process. One can notice that trends are grouped in pairs which coincide and are set out schematically.

Figure 2.1 CHANGES IN MARKETS, TECHNOLOGIES AND SKILLS

**(A) MARKET DIFFERENTIATION
TECHNOLOGICAL FLEXIBILITY**



**(B) PRODUCT CUSTOMISATION
TECHNOLOGICAL FLEXIBILITY**



(Source: Campbell and Warner, 1992: 29)

The authors discussed the model as follows:

A – The availability of flexible technology, based on microelectronics, coincided with a crisis of mass production and a trend to diversity in the market from the mid-1970's onwards.

B – Customer needs/demands started to increase as a result of flexibility of technology.

C – The workforce is rationalized. The removal of many of the production steps associated with electro-mechanical assembly leads to a decline in the number of semi-skilled jobs. At the same time, more professionalisms are recruited to cover the increasing lead placed on design and management.

D – This involves the bringing of skills and training policies into line with the perceived needs of the market technology.

E – The above should lead to the expansion of the training function, with a larger amount of investment for more days per year to be allocated to train each employee. This entails greater cost per head as well as greater administrative effort.

It is undoubtedly true that technological change has resulted in a large number of retrenchments in the private sector and that this trend is starting to develop seriously in the public sector.

2.9 LEVELS OF CHANGE

Change can take place at different levels, i.e. individual, group and organisational. One can probably list several major changes in one's life at the individual level. These will include births, marriages and deaths as well as job changes, moving house and so on. Changes can also happen at a group level in the workplace; departments may be reorganised when new work systems come into place and project teams are re-formed to tackle new projects which may not be similar to any they have worked on before. Change at the organisational level is often inevitable if an organisational level is to survive in an increasingly competitive world. One can expect, for example, that a change at work which only affects a single individual should be simpler to manage and take less time than one which affects a group of people or the whole organisation. However, there is a danger in classifying change as being at a certain level, unless one is absolutely sure that this is actually the case. For example, a manager and his secretary might decide that he or she could henceforth carry out their duties from home. On the surface, this might appear to be a change at the individual level, since only one person's job would change, and only at the level of simple relocation. One could argue about who would be responsible for providing the necessary word-processing hardware and software, and servicing this. Who would take over responsibility for telephone calls in her absence? What would be

done with the vacant office space, and how would other secretarial and clerical staff react? Buckholder (2002:6).

Buckholder (2002:7) further presented a scale which can help managers determine the level of change management required for each functional area being addressed. He suggested that a change affecting fewer than 10 people falls on the “low change “ scale, while one affecting more than 50 earns the “high change” designation. Similarly, incentive plans generally fail not “because of poor plan design, but because they are poorly implemented”.

2.10 ATTITUDES AND ROLES OF EMPLOYEES

Some people speak of change with great enthusiasm while others see it as a threat. Many of us are ambivalent – we see change as confusing, good and bad at the same time. We may favour change in principle but become anxious about where it is all leading. Change usually seems to involve risk, uncertainty and upheaval. Processes of organisational change can be messy. In our attitudes and understanding of change, so much seems to depend on the degree of control we have over particular changes. If we are – or perceive ourselves as – the passive recipient of change, a pawn in someone else’s game, then we are hardly likely to share any sense of excitement; the talk of challenge, opportunity and innovation will ring very hollow. On the hand, if we feel in charge of our own destiny and enjoy the feeling of movement and advancement, we may be less than charitable towards those who seem to be dragging their heels, stuck in their ways or lacking commitment Coram and Barnes (2001:96).

Coram and Barnes (2001:97) further argued that management of change can sound rather like the process of converting doubters and backsliders to the glories of the cause, but it also highlights the difficulties and uncertainties involved and the many ways it can go wrong. There is no doubt that upheavals at work can bring high levels of stress to people’s lives. It is worth reflecting on

one's own general attitude towards change as this will determine how comfortable one really is in taking up particular roles in relation to change. People who feel in charge of their lives can usually tolerate uncertainty and are generally optimistic in outlook. They tend to assume that change is a good thing and consider managing change to be among the most stimulating and worth. For them, change is an opportunity. Other people tend to be sceptical about the benefits and less tolerant of uncertainty. They are more likely to see change as a distraction or a necessary evil, a period to endure before everything settles down again as soon as possible. For them, change is more problematic.

Organisations need both these sorts of people – or at any rate, people or departments able and willing to take on both sorts of roles, because they are complementary. Enthusiasts are vital in stimulating and supporting change and making it happen. Sceptics are effective in resisting misconceived proposals and scrutinising and improving basically sound ideas, all of which allows continuity in the organisation. These two way appear to be opponents, but each needs the other to avoid instability or stagnation.

K Blanchard (2003:1) a well-known management consultant, has decribed the following seven dynamics of change to help managers better address employee relations to change:

- People will feel awkward, ill at ease and self-conscious;
- People initially focus on what they have to give up;
- People will feel alone even if everyone else is going through the same change;
- People can handle only so much change;
- People are at different levels of readiness for change;
- People will be concerned that they do not have enough resources; and
- If you take the pressure off, people will revert to their old behaviour.

The authors, Coram and Burnes (2001:97) argued that change is a multi-level, cross-organisation process that unfolds in an iterative and messy fashion over a period of years and comprises a series of interlocking projects. The role of managers is not to plan or implement change *per se*, but to create or foster an organisational structure and climate which encourages and sustains experimentation, learning and risk-taking, and to develop a workforce that will take responsibility for identifying the need for change and implementing it. This is why the roles we play in organisational change depend a lot on attitudes to change. Being an effective manager of change is not simply a matter of being a positive, entrepreneurial type. It also requires the manager to find a balance between strategies for change on the one hand and the human factor in the institution on the other hand.

2.11 ROLES OF LEADERS IN CHANGE

To understand the role of leaders in organisational change, it is essential to understand organisational culture, how it originates, what functions it serves, how culture changes and why it is so difficult to change the culture of an organisation. Warrick (1995:15) defines leadership as the process of providing vision, direction and inspiration. Following on the description of leadership, it is appropriate to look at the role of a leader in cultural change in more detail.

According to a study by Schein (1989:171): “Organisational cultures are created by leaders and one of the most decisive functions of leadership may well be the creation, the management and if and when that may become necessary – the destruction of culture.”

Schein (1989:310) suggested that the leader’s central function of culture management is what distinguishes him from management or administration, and went on to explain that organisations are:

“.....always working actively on both the external survival and the internal integration issues. How effectively these issues are addressed is ultimately a function of leadership, in that it is leaders who must, in the end, make the complex calculations of how best to ensure that both sets of issues are addressed”. With regard to new institutional strategies, only those that are in line with the organisation’s prior assumptions, values and ways of working stand a chance of successful implementation, hence the need for leaders to understand the culture in order to run and improve their organisations (Schein, 1989:310).

Schein (1989:223) made the valid points that leaders or founders use two types of mechanisms to get their proposed ideas implemented. Firstly through primary embedding mechanisms, which include:

- What leaders pay attention to, measure and control;
- Leader reactions to critical incidents or organisational crises;
- Deliberate role modelling, teaching and coaching;
- Criteria for allocation of rewards and status;
- Criteria for recruitment, selection, promotion, retirement and excommunication

Secondly, through secondary articulation and reinforcement mechanisms, including:

- Organisation design and structure;
- Organisational systems and procedures;
- Design of physical space, facades and buildings;
- Stories, legends, myths and parables about important events and people;
- Formal statements of organisational philosophy creeds and charters.

McHugh (1997:358) is of the opinion that incorporating stress management initiatives within organisation change programmes reflects an acknowledgement at senior management levels of organisational responsibility regarding the

management of stress and an enhanced awareness of its associated costs as an issue which adversely affects organisational functioning. Such initiatives also signal managerial awareness that the activities performed by organization members as an outcome of their strategic direction may be stressful.

In a similar study Cummings (1995:68) introduced a strategy for organisational change, (called self-design), aimed at enabling organisations to learn how to change and improve themselves continually in a valued direction. Self-design is aimed at involving organisational members in the design and implementation of their own new improvements. In summing up, Cummings (1995:72) found that self-design required strong leadership that involves the following roles played by leaders:

- Provide a clear vision of the change process;
- Provide guidance and support as members learn how to change themselves and improve the organisation;
- Model the learning behaviours needed to implement change.
- Provide the protection and encouragement that members need if they were to try new things and learn from their mistakes.
- Leaders must aggressively promote self-design while showing patience and empathy for personal difficulties inherent in trying to change the organisation fundamentally and continuously.

2.12 THE 'POLITICS' OF MIDDLE MANAGERS IN CHANGE

For middle managers (junior managers and supervisors), some significant new pressures are also visible. Changing times and new environments create a new set of pressures that need new insights, new skills, new orientations and new roles. The traditional struggle for power in the middle ranks of the organisation concerned individuals vis-à-vis each other and sets of tasks. For managers it used to take the form of career competition, succeeding in winning over their

peers in the competition to take on ever-more-important sets of responsibilities. For professionals, it used to take the form of struggles over job control. Kantor (1992:53) is of the opinion that the middle level power struggle is in part ownership of new ideas, which by definition cannot be fitted into existing functional boxes and which knows the meaning of functional distinctions wide open to be renegotiated.

Staff-line conflicts are classic and well-known. A larger proportion of middle managers may find themselves, during some part of their career, needing to act in staff capacities. Their mastery of political skills is absolutely essential.

New and more appropriate organisational structures also tend to make power issues more salient at the middle and put pressure on middle managers to adapt to new styles. The freedom of managers in innovating institutions to experiment and invent does not automatically extend to the people at the bottom. The foot soldiers of the organisation are more likely to occupy humdrum turn-it-out-on-schedule jobs that stress reliability, not creativity. It is not hard to see how segmental could develop around the production and support ranks of the organisation, even if there is a free-flowing integrative atmosphere at the top and middle. For efficiency reasons, some jobs have a high component of routine, repetitive, do-it-as-ordered action. The problem for innovation and change is not the existence of such tasks but the confinement of some people with them. Segmentation sets in when people are never given the chance to think beyond the limits of their job, to see it in a larger context, to contribute what they know from doing it to the search for even better ways. The hardening of organisational arteries represented by segmentation occurs when job definitions become prison walls and when the people in the more constrained jobs become viewed as a different and lesser breed (Kantor 1992:54).

2.13 WHY PEOPLE RESIST CHANGE

Power turns people into petty dictator and makes them resist change. An anonymous author of the Financial Times (1989:12) cited ten reasons why people resist change, and provided plenty of advice on what leaders can do about it.

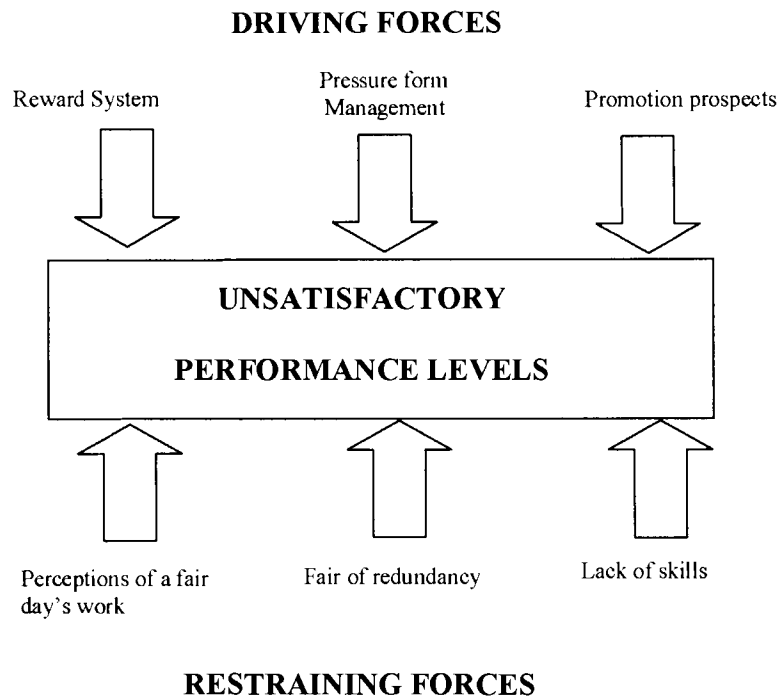
- Loss of control or the ratio of 'done to me' versus 'done by me'. This is the problem being experienced so bitterly in many institutions. The obvious answer is to involve people in decision-making, or even to get them to take the decisions themselves. One must be honest from the very beginning about the limited choices that may be available. One must build coalitions, one must anticipate who one's opponents are going to be, and describe how to win them over. Even if the situation is so dire that it demands unilateral action, one must leave one's subordinates to decide, even if it is only how to wield the axe.
- Excessive personal uncertainty. The first question people ask when confronted by change is 'what's it going to mean for my job?' The response should be to provide more information and especially to explain the personal implications of the change, including how long uncertainty is likely to last. One should not only explain what is happening, but why. One should create credibility by being honest.
- Avoid surprises, even when the change is positive. Springing bright new ideas on people creates scepticism, if not downright negativity – people want a change to think things through. One way to overcome this hurdle is to make information plans. Another is to hold a series of one-to-one meetings before an announcement is made.
- The difference effect. People build identities round certain aspects of an institution round corporate names, even round buildings. Therefore it is best to only change what you have to, and honour tradition by keeping familiar symbols.

- Loss of face. One of the biggest sources of resistance, this can be at least partly overcome by acknowledging people's competence under the old regime, and-again-by letting them participate in deciding the change.
- Concerns about competence. People worry that 'all I know is that old style of management' or 'I do not know how to type and now they have taken away my secretary.' The solution is to train, coach and rehearse people.
- Ripples. The unexpected effect of action in one area upon another. The solution is catastrophe planning – 'think the unthinkable.'
- More work. Change sometimes means more work. One should be open about this, and challenge people to do it: 'acknowledge that it is a reality and reward.'
- Past resentments. People will resist change if its source is a person or an organisation about whom they have a grievance. Irrespective of how hidden resentments may be, one should discover them and remove or repair them.
- Real threats. Sometimes people are right to resist change, because it really threatens them. The response to it should be, don't hide it, be honest, make it short, do it first and fast and yet again involve people.

2.14 FORCE-FIELD ANALYSIS AS CHANGE TECHNIQUE

Force-field analysis, as described by Lewin (1952:226) is based on the idea that any situation, at any given time, is not static but is a dynamic equilibrium produced by two sets of interaction and opposing factors which may be external or internal. Figure one is an example of force-field analysis in action, where the forces for change are mainly internally generated. In this case, the current situation is represented as an unsatisfactory level of performance in a fictional department.

FIGURE 2.2 A FORCE-FIELD ANALYSIS APPLIED TO UNSATISFACTORY PERFORMANCE LEVELS



Source: Lewin, 1952:226

In this example, the forces maintaining the current situation and restraining change – and which may even act to make it worse – are the perceptions of the people working in that department; they feel that they already do a fair day's work for a fair day's pay. They also fear that if they become more productive, some staff may suffer redundancy; if the change includes new methods of working, they are worried that they lack the appropriate skills. On the other hand, forces that drive the situation to change in reward systems might include high performance bonuses, pressure from management to raise the performance image of the department and individual desires for promotion.

In figure 2.2, the arrows represented the driving and restraining forces have been drawn with different widths to indicate the strengths of each force. Even if there appeared to be more driving forces than restraining forces, it is not the number

which has an effect, but their relative strengths. They may also be hidden 'assets for change' which can be called upon to support the driving forces, although they are currently part of the situation. For example, trade union intervention might be sought to support proposed changes.

While the two sets of forces are apparently equal in strength, the current situation is unlikely to change. A shift will only occur if either of the following take place:

- The forces driving change are strengthened or added to (assets for change).
- The forces restraining change are reduced or removed.

'Assets for change' are factors or people which might provide support for the driving forces and, thus, add to their strength; for example, the active support of senior management, increased participation in decision-making or the introduction of an appraisal system linked to promotion might act as assets for change in this case. It is obviously more difficult to find assets for change when the driving forces are externally generated, although you may be able to fall back on legal or regulatory requirement. However strengthening the driving forces alone can have the effect of increasing the restraining forces to balance them. A tactic of reducing the restraining forces is usually preferable or the organisation may become damaged by the overwhelming forces.

From the diagram (Figure 2.2) there would seem to be a strong case here for increasing communication and participation within the department and redesigning jobs. Clearly force-field analysis can be something of a blunt instrument. It needs to be used with some caution if one has to avoid aggravating the situation by polarizing people into implacably hostile camps. Nevertheless, force-field analysis can be a useful, preliminary tool which managers can use to focus on and bring together a variety of factors affecting

their current situation and the issues they need to take into account when considering how it may be changed.

Provided one is alert to its limitations, force-field analysis can be a useful way of beginning to think about the factors involved in particular changes. Indeed, it can help to begin to make sense not just of the change situations and choices one faces as a manager but also the pros and cons of other changes one has to tackle in one's private, domestic or social life.

2.15 CHOOSING A CHANGE STRATEGY

Thurley and Wirdenius (1973:55) are of the opinion that there is no one best strategy for planning and implementing change. We may hear success stories of aggressive managers imposing changes rapidly and with little regard for the views, expertise and even jobs of the workforce. This may only be successful in the short term, and yet, given a desperately urgent situation, it may be the only possible approach. However, in most cases, one may be able to choose the best alternative strategy. Why and when one should choose one strategy over another? Each may be appropriate under different circumstances, but there are a number of factors which can affect one's choice. These can include:

- The pace of change;
- The amount and kind of resistance anticipated;
- The power base of the initiator;
- The amount of information required; and

- The stakes involved.

One classification of strategies for change is summarised in table 2.1. In the table, Thurley and Wirdenius (1973:56) identified five strategies for planning and implementing change. Alongside each strategy is a summary of the approach used and examples of the kinds of ways in which it might be carried out.

TABLE 2.1 CHANGE STRATEGIES

Change strategy	Approach	Examples
Directive	Imposition of change by management which could bypass recognised procedures	Imposition of pay settlement. Changes in work practice
Negotiating	Recognises legitimacy of other interests Concessions possible on implementation	Productivity bargaining Agreements with suppliers on quality
Normative (hearts and minds)	Seeks overall change in attitudes and/or values	Quality commitment Team working New culture Employee commitment
Analytical	Based on clear definition of problem Collection and study of new data Use of experts	Project work, for example on: <ul style="list-style-type: none"> • New pay systems • Machine utilisation • New information systems
Action-centred	Start with general idea of problem Try out solutions and modify in light of effects More involvement of those affected than in analytical strategy	Absence reduction programme Some quality approaches

Source: Thurley and Wirdenius, 1973:56

Another way to make a dramatic change in an institutions's focus is to develop a Balanced Scorecard (BSC). Siefert (2003:4) suggested in the Pay for Performance Report that the BSC process would:

- Clarify goals in an environment of intense change;
- Focus leadership in a highly complex environment;
- Establish single-voice communication around priorities;
- Demonstrate value to an organization as something beyond the sum of its parts;
- Allow the organization to understand, embrace and own the BSC concept before embarking on a wider approach.

2.16 CONCLUSION

It is tempting to reiterate the relatively dismal record of South African organizations on restructuring, and the extent to which a few organizations have evolved a system better equipped to evolve change management in order to cope with rapid technological changes in products and processes, increased customer expectations and tighter competition on areas such as quality and delivery.

The starting point in the process of competition often derives from the understanding an institution develops of its environment. The assessment of the competitive environment does not remain the preserve of a single function and neither the sole responsibility of one senior manager. Nor does it occur via isolated levels, acquires, interprets and processes information about its environment.

Few people have anything encouraging saying about middle management and employees: past, present or future. The picture that comes from many articles is predominantly a gloomy one. Most writers portray them as frustrated, disillusioned individuals caught in the middle of a hierarchy, impotent and with no real hope of career progression.

On the other hand, successful leaders in the organisations act logically and incrementally to improve the personal and political pressures resisting change; to deal with the varying lead times and sequencing problems in critical decisions; and to build the organisational awareness, understanding and psychological commitment essential to effective strategies.

By the time the strategies began to crystallize, pieces of them were already being implemented. Through the very processes they used to formulate their strategies, they have built sufficient organisational momentum and identify with the strategies to make them flow toward flexible and successful implementation.

In the following chapter much emphasis will be placed on the degree of acceptance of Afrikaans programmes by the MNet staff and the SABC by its workforce. The use of Afrikaans will also be discussed at length to determine whether the two broadcasters are placed to be successful in South Africa.

CHAPTER 3

AFRIKAANS, AND ITS VALUE AT MNET AND SABC

3.1 INTRODUCTION

The aim of this chapter is to examine the use of the Afrikaans language in broadcasting in South Africa, particularly by the South African Broadcasting Corporation (SABC) and Electronic Media Network (MNet). It also presents the history and origin of the Afrikaans language and the current changes in their language policies. Furthermore, the language profile of South Africa, with a strong emphasis on the Afrikaans language spread and use across all provinces are researched.

Radio and television have undergone significant changes since the democratic elections in 1994. There is strong evidence with regard to language practices in the media and other higher domains that, in South Africa, the diffusion-of-English paradigm is gaining momentum in virtually all the country's institutions. Despite this, Afrikaans is the only language that could present a challenge to the hegemony of English.

The implications of the two broadcaster's language policies will be discussed to determine whether the Afrikaans language could add any value to their current operations. The extent to which the increased or reduced airtime by the broadcasters have an impact on the lives of many Afrikaans speakers will be established.

3.2 LOCATION OF SOUTH AFRICA

In a study Kamwangamalu (2001:361) confirms that as its name suggests, the Republic of South Africa is located at the southernmost tip of the African

continent. The country covers a total area of 470,689square miles – slightly smaller than Alaska, Peru, and Niger; slightly larger than Colombia or the Province of Ontario, Canada. It shares borders with six African countries: Namibia in the north-west; Botswana in the north; Zimbabwe, Mozambique and Swaziland in the north-east; and Lesotho in the east.

3.3 HISTORY AND ORIGIN OF AFRIKAANS

According to Grobler et al. (1990:9), Afrikaans, as it is known today, originated from various 17th and 18th century Germanic languages that came into contact in the Cape. Combrink (1978:70) disputes this view, for its proponents consider Afrikaans as a spontaneous development from the interaction of Germanic languages only. Drawing on research into the evolution of various aspect of Afrikaans, Combrink attributed the origin of Afrikaans to several sources, among them the Dutch dialects, which constitute more than 90% of the structure of Afrikaans; and several foreign influences (e.g. Khoi (also spelt as Khoe) and Southern Bantu languages, French, German, Portuguese, Malay, and English). Against this background, Combrink (1978:70) argued convincingly that 'we are now in a position to declare that Afrikaans was born of a polygamous shotgun marriage involving several Dutch dialects, albeit under pressure of various foreign influences.

Ponelis (1993:60) reported that in a leading article, published on 19 September 1857, an advocate for Dutch (which was then the official language of the Cape) describes Afrikaans as follows:

“The poverty of expression in this jargon is such, that we defy any man to express thoughts in it above the merest common-place. People can hardly be expected to act up to sentiments which the tongue they use fail entirely to express. There can be no literature with such a language, for poor as it is, it is hardly a written one”.

According to the United Nations World Languages Survey (2000:13) Afrikaans (Dutch between 1910 and 1925) was for 84 years one of the official languages of South Africa. All government business was bilingual. Afrikaans and English were compulsory subjects in all schools. During the rule of the National Party the public service became predominantly Afrikaans. In government business, it was often obligatory for speakers of the African languages to speak Afrikaans. The Afrikaans language also played an important role in the economic life of South Africa. It was common for employees to use Afrikaans with their Afrikaans employers.

The major unifying factor in the Afrikaners' struggle against British domination was the Afrikaans language itself. Before the war, and indeed for some time afterwards, Afrikaans was regarded as inappropriate for educated discourse (Moodie, 1975:40). Rather, Afrikaans was described derogatorily as 'a kitchen language' or kombuistaal (Attwell, 1986; Watermeyer, 1996); as 'a bastard jargon, ...the present atrocious vernacular of the Cape'.

The Afrikaans Language Movement therefore involved elevating the status of the language beyond a kombuistaal (i.e. kitchen language), using the intellectual base of the movement as a method of giving the Boers a sense of their own unique identity and of rallying them politically (Attwell, 1986:66). For the Afrikaners, as Hexham (1981:132) put it, maintaining their language, Afrikaans, was essential to preserve their national identity. To them, the future depended upon which language and culture would triumph in South Africa. Also, it was felt in some sections of the Afrikaans-speaking white community that Afrikaans was a gift from God to its white speakers, a view which van Rensburg (1999:86) says 'is abundantly clear in Afrikaans dictionaries'; and that God had not allowed them (the Afrikaners) to become Anglicised (Watermeyer, 1996:63).

3.4 AFRIKAANS AS LANGUAGE ACROSS PROVINCES

Report number 03-01-11 of Census in brief (1996) confirmed that the total number of inhabitants of South Africa is 40 583 573. The total number of inhabitants of those provinces, with the highest concentrations of Afrikaans speakers, is as follows:

Western Cape	3 956 875
Gauteng	7 348 423
Eastern Cape	6 302 525
Northern Cape	840 321

According to the United Nations World Languages Survey (2000:8) the percentage spread of Afrikaans across the 9 provinces are as follows:

Afrikaans is spoken throughout South Africa, with the largest concentration in the provinces of the Western Cape, Eastern Cape, Northern Cape and Gauteng. The percentages of Afrikaans speakers across the 9 provinces are as follows:

Western Cape	39,8%
Gauteng	20,95
Eastern Cape	10,3%
Northern Cape	9,9%
Free State	6,5%
North West	4,3%
Mpumalanga	4%
KwaZulu Natal	2,3%
Northern Province	1,9%

69,3% of the population of the Northern Cape, the least densely populated of the 9 provinces, has Afrikaans as home language. 59% of the Western Cape population has Afrikaans as home language. Apart from South Africa, Afrikaans is also spoken widely in Namibia, and by the small Afrikaans communities in Botswana and Zimbabwe.

Furthermore, 5 811 547 (14,4%) South Africans have Afrikaans as their home language and would therefore be able to understand and speak it. The breakdown across all provinces is as follows:

Afrikaans home language	Number	Percentage
Eastern Cape	600 253	9,6
Free State	379 994	14,5
Gauteng	1 213 352	16,7
KwaZulu-Natal	136 223	1,6
Mpumalanga	230 348	8,3
Northern Cape	577 585	69,3
Northern Province	109 224	2,2
North West Province	249 502	7,5
Western Cape	2 315 067	59,2
South Africa (entire country)	5 811 548	14,4

1 101 420 South Africans (310 153 Africans/Blacks, 336 691 Coloureds, 44 871 Indians/Asians, 375 947 Whites and 33 758 Unspecified) have indicated that they have Afrikaans as their second home language.

According to the SABC Study, Reaching Critical Mass (1993:15), 59% of the total adult population (persons 15 years and older), which is plus-minus 15 822 106 have an understanding of Afrikaans. Furthermore, 40% of the adult Black population has some understanding of Afrikaans, according to the same study.

Knowledge and use of Afrikaans and English do not necessarily overlap in the case of the African population, Although the exact extent has not been researched, it is common knowledge that Afrikaans is fluently spoken by a large percentage of the rural African population in the Northern Province, Northern Cape, Free State or Western Cape. These populations might have very little knowledge of English and very seldom speak it. Literacy figures are based on a variety of methodologies and refer to a variety of levels of competencies. Some are calculated on the basis of education levels, others such as AMPS (All Media and Product Study) have tested literacy by means of what is called a 'literacy card'.

90% of Coloured people and 99% whites have received at least some primary education and can therefore be regarded as not totally illiterate. The average would be plus-minus 94,5%. The Afrikaans speaking community is predominantly Coloured and White. One could therefore assume that between 90% and 94% of Afrikaans home language speakers can read and write their home language (United Nations World Languages Survey 2000:10). In addition, it is estimated that plus-minus 95% of Afrikaans home language speakers can also speak English. Very low percentages of Whites and Coloured have a competency in any of the African languages though. According to Van Vuuren & Maree (1994:35) 98% on average of Whites and Coloureds have no understanding of an African language.

One view of Steyn (1995:105) is that: "Census figures show that the percentage of Afrikaans speakers is decreasing, while the percentage of English speakers is staying the same, which means growth for the latter. A process of language shifting to English, especially in the Cape Afrikaans speaking community, could not be checked, and the attitude of many Coloured Afrikaans speakers towards Afrikaans is negative. In 1990 it was reported that some Afrikaners are, to an increasing degree, again, as in the 19th and early 20th centuries, sending their

children to English schools. A decrease in language loyalty is also evident from the adoption of more and more untranslated words out of English”.

3.5 THE DIFFERENT LANGUAGES IN SOUTH AFRICA

The population of South Africa is not only multiracial but it is also multilingual. It is estimated that about 25 languages are spoken within South Africa's borders. Of these languages, 11 have been accorded official status, including English and Afrikaans – formerly the only two official languages of the state and nine African languages, Sepedi, Sesotho, Setswana, siSwati, Tshivenda, Xitsonga, isiNdebele, isiXhosa and isiZulu, all of them newcomers to the new South Africa's official languages map. These were chosen because the majority of South Africans, probably more than 98%, use one of these languages as their home language or first language (Department of Education, South Africa's New Language Policy: The Facts, 1994:4).

Grobler et al (1990:17) further pointed out that the European languages spoken in South Africa include two of the country's 11 official languages, English, Afrikaans, and six immigrant languages, namely Dutch (7,89%), French (4,26%), German (27,05%), Greek (11,28%), Italian (11,15%) and Portuguese (38,36%). English came to South Africa via the British occupation of the Cape of Good Hope, now Cape Town, in 1795, to the detriment of Holland, to control the strategic Cape sea-route between Europe and Asia (Lass, 1995:38).

Two provinces, Gauteng and KwaZulu Natal, each has more than a million English speakers; these are followed by the Western Cape province with more than half a million speakers. In post-apartheid South Africa, English enjoys far more prestige than any other official language, including Afrikaans.

3.6 EMIGRATIONS TO FOREIGN COUNTRIES

Mention has been made of current external migration as a result of a variety of factors, such as the high crime rate, affirmative action, and the unstable situation in Zimbabwe. Although the exact number of Afrikaans emigrants is not known, the quote below gives an indication of the number of South Africans, including Afrikaans speaking South Africans, who have emigrated or that are living abroad.

“An article in Rapport in October 1998 stated that in 1996 there were more than 170 000 South African emigrants in Australia, Canada, New Zealand, and the United Kingdom. According to British statistics, in 1997 there were about 91 000 people residing in England, Wales, and Scotland who had been born in South Africa. In a 1996 census Australia counted 55 755 South African immigrants, while in the same year 14 075 South African immigrants were counted in Canada. According to a study by Massey University, Palmerston North, New Zealand, there were more than 20 000 South Africans in that country in 1997”.

It is evident from current debates in the Afrikaans media that there is no agreement amongst speakers that the language is indeed threatened. Some prominent Afrikaans linguists and opinion formers would refer to emigration figures and loss of function to argue that the language is threatened; others would point to new markets, such as the internet, new language movements, and the current boom in literacy publications and Afrikaans cultural events to prove that Afrikaans is alive and well.

3.7 AFRIKAANS IN BUSINESS

Today, as a result of the demise of apartheid in 1994, Afrikaans has lost some of the privileges it had during the apartheid era. For instance, Afrikaans is no longer required for matriculation at all high schools in the country and is gradually being replaced by English as the language of the army (De Klerk & Barhuizen,

1998:42). It shares television air time not only with English but also with nine African languages. Despite these changes, Afrikaans remains both 'a prominent transactional language in South Africa' (Ponelis, 1993:58), and the only language that competes for territory against English in most of the higher domains of language use. In the public sector, for instance, forms, identity cards, letterheads, public signs and road signs are written in Afrikaans and English, much as they were in the apartheid era. Similarly, written business transactions are conducted exclusively in Afrikaans and English; the text on the country's bank notes is written in English and Afrikaans. Afrikaans is no longer used in passports alongside English as it was in the apartheid era. Rather, the language has been replaced by French. In spite of this, the transactional use of Afrikaans is very well established in the workplace as well as in all the higher domains of language use. In this respect, it is not surprising, as Van Rensburg (1999:90-91) puts it, that more than any other language in South Africa, Afrikaans has taken on the functions of a lingua franca. It is noted further that, in many parts of South Africa, Afrikaans is widely used on factory floors and farms, in construction work, shops, and other places. These remarks suggest that, despite what some call 'the fall of Afrikaans' (Maartens 1998:32) as a result of the demise of apartheid, Afrikaans remains a vibrant language.

3.8 AFRIKAANS SPEAKER'S BUYING POWER AND HABITS

Analysis of Afrikaans done by Nasnet (1994:4-60) on various important economic aspects in the lives of South Africans are analysed. This includes aspects such as what the respective language groups own, what they buy, where and from whom they buy and the media they are exposed to. Some of the findings of that Research are as follows:

- "Coloureds are the biggest group of Afrikaans speakers in the Eastern and Western Cape;

- The largest group of Afrikaans speakers is found in the Western Cape;
- Afrikaans speakers are evenly spread across all four age group;
- Afrikaans speakers have a relatively low illiteracy rate;
- Afrikaans speakers have the biggest group of golden nests;
- Afrikaans speakers earned 35% of the total household income in 1998;
- Afrikaans speakers own more sewing machines and video recorders than any other group;
- Afrikaans speakers show a high ownership rate of electrical appliances;
- Afrikaans speakers were the biggest spenders on home improvements during 1998;
- Afrikaans speakers are the biggest group showing an active interest in gardening in the Western Cape;
- Afrikaans speakers are the biggest users of exterior household paint;
- Afrikaans speakers are heavy users of paint, tiles and carpets;
- Afrikaans speakers form the biggest group of stock exchange investors;
- Afrikaans speakers hold the largest number of mortgage bonds;
- Afrikaans speakers are the biggest group of cheque account holders;

- Afrikaans speakers in the Western Cape have more saving accounts than those in Gauteng;
- Afrikaans speakers support insurance policies the most;
- Gauteng, followed by the Western Cape are the biggest markets for insurance;
- Afrikaans speakers are the biggest users of vehicle finance;
- Gauteng followed by the Western Cape are the biggest markets for vehicle finance;
- Afrikaans speakers show growth in the ownership of kombi's, station wagons and hatchbacks between 1995 and 1998;
- Afrikaans speakers are a large market for motor vehicles in all provinces except Kwazulu-Natal;
- Afrikaans speakers are a large market for children's sport shoes;
- Afrikaans speakers are a large market for children's clothing and shoes;
- Afrikaans speakers purchased the most men's shoes and sport shoes;
- Afrikaans men are a large market for clothing and shoes in all provinces except Kwazulu-Natal;
- Afrikaans women purchased the most shoes and sport shoes during 1998;

- Afrikaans women are the biggest purchasers of clothing and shoes in the Western Cape and Gauteng;
- In 1998 Afrikaans formed 22,2% of the medium/heavy ice-cream buyers;
- Afrikaans speakers accounted for 27.8 % of all cheese purchased during 1998;
- Afrikaans speakers are the biggest group of cheese purchasers in the Western Cape;
- Afrikaans speakers are the biggest consumer group of rum, whiskey and table wine;
- Afrikaans speakers are the biggest consumers of whiskey in the Western Cape, Limpopo, North-West and Mpumalanga provinces;
- Afrikaans speakers consume the most liqueurs;
- In the Western Cape Afrikaans speakers are the biggest consumers of Beer, Cider, Liqueurs and Vodka;
- Afrikaans speakers form 17.9% of the fruit juice consumption market;
- In the Western Cape Afrikaans Speakers are the biggest consumers of cold drinks and fruit juice beverages;
- More Afrikaans speakers move house/flat than any other group;
- Afrikaans speakers in the Western Cape and Gauteng are the biggest of users of slimming preparations;

- Afrikaans speakers show a growing liking for video's and hot take-away food;
- Afrikaans speakers showed a strong growth in air travel both nationally and internationally;
- Business scheduled flights are high amongst Afrikaans speakers in Gauteng;
- Afrikaans speakers are the highest holiday-makers to the coast and game parks;
- Afrikaans speakers from all provinces with the exception of Kwazulu-Natal are the highest on caravanning and coastal holidays;
- The readership of the three Afrikaans dailies was equivalent to 25,8% of that of the 14 English dailies in South Africa during 1998;
- Readership of Afrikaans dailies is highest in the Western Cape followed by Gauteng;
- Afrikaans speakers show an increase in newspapers readership and radio listenership but a decline in television viewership;
- Afrikaans speakers are the largest media audience in the Western Cape;
- Afrikaans speakers form 26,4 of the 10.6 million people that use a financial institution;
- Afrikaans speakers form 43,6% of the 4.4 million people that personally own a vehicle;

- Afrikaans speakers represent 10,4% and English speakers 7.2 % of the 13.4 million bulk and fill-up shoppers;
- Afrikaans speakers represent 26,3% of the four million appliance shoppers in 1998; and
- Afrikaans speakers represent 16.6% of the 24 million people that personally shop for toiletries.”

The above must have given MNet a very good idea of their proposed target market and that the venture could be a profitable one.

3.9 MEDIA TRANSFORMATION

The discourse of ‘transformation’ dates back to the first democratic elections in South Africa in 1994 which marked the birth of a ‘new’ South Africa. The philosophical foundation of the ‘old’ South Africa was racialism: the premise that ‘race’ is a possible means of categorizing human beings (Appiah 1992:19).

Three terms marked the discourse of the Mandela presidency: the *rainbow nation* (coined by the then Archbishop, Desmond Tutu), reconciliation and nation-building. This discourse was expressed in various ways, such as through the work of the Truth and Reconciliation Commission (TRC), and the South African Broadcasting Corporation (SABC) ‘Simunye ... we are one’ jingle (Steenveld and Strelitz 1998:610).

Duncan Innes, in an article in the Sunday Independent (2 June 1996) is of the opinion that the discourses of the ‘rainbow nation’ and ‘reconciliation’ acknowledged racial divisions and antagonisms, but they foregrounded a politics

of pragmatism that said 'we need to understand our past in order to get on with the job of building a new nation'. But its weakness' was that it was unable to contain and shape the experiences of many South Africans in their quest for a new sense of national identity.

With regard to post-apartheid changes in the South African media, the debate has surfaced with regard to economic/structural, versus other changes in the media. Barnett (1999:653) confirmed that the authors, Tomaselli (1997) and Berger (1999) have both outlined the changing ownership of the South African media, indicating the advent of 'black' ownership into the media market since 1996. Tomaselli's main contention is that this change is in terms of the colour of the ownership, and thus has not made a major impact on the media's role *vis-à-vis* the inequalities produced by capitalism. This position is contested by Berger who argues that the colour of ownership does have a symbolic social impact, as well as providing a possible space for changes in media management, staffing and thus content. This is conceded by Tomaselli ('what this interpenetration did herald, however, was the possibility of new management styles, which mobilize African practices and beliefs in a meshing of capitalist imperatives with the cultural habits and values of black employees') (1997:65). His last word is still that this represents an inclusion of the working class into capitalist structures, as investors (via union pension and provident funds) – it does not lead to a new social order (1997:66). Duncan Innes challenged both positions, arguing that 'Both arguments miss the point that labour itself is being restructured and stratified; so workers inside the productive economy probably will be able to, in time, make the media serve their interests more faithfully, a process that will be enabled by recent ownership changes. Changes will probably trickle down to management and editorial levels, as they must.

The questions about media transformation focus on the extent to which the media also promote that same sense of belonging and inclusion in those without spending power – but who are (or should be) valued as citizens. In Keane's

words, 'communications media should be for the public use and enjoyment of all citizens and not for the private gain or profit of political rulers and business' (1989:49).

The main English language radio service became SAfm, with many black presenters, to the chagrin of many white listeners accustomed to 'proper' English. The new service, after some initial faltering, soon developed a respectable listenership and was regarded as a flagship for the new democracy. However government interference in the state broadcaster in 2003 saw further changes to SAfm which reversed the growth and put it in rapid decline once more. Today it attracts a minuscule 0.6% of the total population to its broadcasts and has little hope of recovery. The main Afrikaans radio service was renamed Radio Sonder Grense (literally 'Radio without Frontiers') in 1995 and has enjoyed greater success with the transition. The United Nations World Languages Study (2000:15) also indicated that there is one national radio station (Radio Sonder Grense), but several Afrikaans (e.g. Punt, Radio Pretoria) and dual medium regional and community radio stations. The major Afrikaans newspapers are Beeld, Die Volksblad and Rapport. The Afrikaans family magazine Huisgenoot has one of the highest circulations in the country. The same study proceeded further by confirming that the SABC broadcasts Afrikaans news and other television programmes on its Channel 2 and that Afrikaans shares this channel with English and the Sotho languages.

3.10 SIGNIFICANT CHANGES IN RESPECT OF AFRIKAANS AT MNET AND SABC

Fourie (2003:18) argued that in the new South African media environment, audiences are more fragmented. Two of the three SABC television channels cater for the language needs and preferences of ten of the country's official language groups (English aside), leaving each with a minimum number of 90 minutes per day, including a 30-minute news bulletin. In the case of, for

example, Afrikaans speaking audiences, those who can afford private subscription and satellite television, can switch to a channel such as kykNET on the DStv platform to continue viewing Afrikaans programmes after they have watched 90 minutes of daily Afrikaans programming on SABC 2. By so-doing they miss programming (the remainder of SABC2 and SABC1's programming) in African languages, even though they may have English subtitles. The opportunity of addressing a national audience with programming of national interest is thus lost. The same applies to African and English language audiences. SABC3 (the public commercial channel) focuses mainly on series, situation comedies and films, most of them imported or based on imported recipes and is in direct competition with the private e.tv channel. To address the language issues, the Broadcasting Amendment Act provides for the creation of two regional television services. However, although these services were supposed to be up and running by March 2004, the process of investigating their feasibility, financial viability (which is increasingly questioned), and whether they at all would be able to address the language issues, is far from being resolved. In short, in terms of content, new policy and competitive strategies caused the SABC to lose its distinctiveness as a public broadcaster. The SABC offers little, if anything, that could not be offered by the private sector.

African and Afrikaans language groups and their representatives frequently gather to accuse the SABC that it has and is doing too little to promote their languages and cultures. In South Africa, the case of DStv uses advanced digital and satellite technology and offering a wide range of national and international services. This subscription service is available to a DStv minority of the population that can afford it. The paradox is that while MultiChoice shows that South Africa as a developing country is capable of competing with the best in the world, it, at the same time, increases the divide between rich and poor, and as such contributes to rising conflict and tension (Fourie 2003:25).

The most significant changes to broadcasting, were the beginnings of the SABC's transformation from a state propaganda machine to a public broadcaster. The changes were preceded by government plans to privatize various parastatals (or state-owned companies). With the government's attempt to reform apartheid in the 1980s, privatizing the parastatals became a method of entrenching the advantageous position of white South Africans, particularly Afrikaners, within the institutions in anticipation of a more equitable political dispensation. However, the SABC, also a parastatal, was left untouched as it was seen as 'too important to the government's Total Strategy against black insurrection' (Horwitz 2001:117). After De Klerk's landmark speech of February 2, 1990, however, the National Party quickly moved to alter the SABC before political transformation could occur.

Radio and television have undergone significant changes since the democratic elections in 1994. It has also emerged as the only mass media in South Africa. Most South Africans have access and most cite it in surveys as their main source of news. 90% of South Africans get their news from radio, as opposed to 60% for TV and even less for print (Mattes et al 2000).

Under a new law, the Broadcasting Act of 1999, the SABC is to become a limited liability company with the state as 100% shareholder, and will be restructured into two arms: commercial and public services.

In a recent article, Wikipedia (2005:1) describes the South African Broadcasting Corporation (SABC) as the state owned broadcaster in South Africa, that was for many years the monopoly, and controlled by the white minority National Party government. Most of its senior management were members of the Broederbond, the Afrikaner secret society. Today it is accused of favouring the ruling African National Congress party in its broadcasts, while privately owned broadcasters such as eTV are reputedly more objective in their news coverage. It is still a dominant player in the country's broadcast media.

In the same article, Wikipedia (2005:2) remarks that in 1971, after years of controversy over the introduction of television (TV), the SABC was finally allowed to introduce a colour TV service, which began experimental broadcasts in the main cities in mid-1975, before the service went nationwide on January 6, 1976. Initially, the TV service was funded entirely through a licence fee, as in the UK, but advertising began in 1978. The SABC is still partly funded by the licence fee (currently R255 per annum). The service only broadcast in English and Afrikaans, with an emphasis on religious programming on Sundays. A local soap opera, *The Dingleys* was produced, but was panned as amateurish. Owing to South Africa's apartheid policies, the British actors' union Equity stated a boycott of programme sales to South Africa, meaning that most acquired programming came from the United States of America. However, the Thames Television police drama series *The Sweeney* was briefly shown on SABC TV, dubbed in Afrikaans as *Blitspatrolie*. Later on, when other programmes were dubbed, the original soundtrack was simulcast on FM radio.

In 1982, a second channel was introduced, broadcasting in African languages. The main channel, then called TV1, was divided evenly between English and Afrikaans, as before. Subtitling on TV in South Africa used to be almost non-existent, although now many non-English language soap operas have started to display English subtitles. The second channel, known either as TV2, TV3 or TV4 depending on the time of day, was later rebranded as CCV (Contemporary Community Values). A third channel was introduced known as TSS, or *Topsport Surplus*, *Topsport* being the brand name for the SABC's sport coverage, but this was renamed NNTV (National Network TV).

In 1986, the SABC's monopoly on TV was challenged by the launch of a subscription-based service known as M-Net, backed by a consortium of newspaper publishers. However, it could not broadcast its own news and current affairs programmes, which were still the preserve of the SABC. As the state

controlled broadcaster, the SABC was accused of bias towards the apartheid regime.

SABC television became widely available in neighbouring Botswana, Lesotho and Swaziland. The SABC also helped to establish a television service in Namibia in 1981 with most programming being videotapes flown in from South Africa.

In 1996, almost two years after the ANC came to power, the SABC reorganized its three TV channels, so as to be more representative of different language groups. These new channels were called SABC 1, SABC 2 and SABC 3. The reorganization resulted in the downgrading of Afrikaans, which now had its airtime reduced, a move that angered many whites. The SABC also later absorbed the Bop TV station, of the former Bophuthatswana Bantustan (Wikipedia 2005:2).

3.11 PRODUCTIVITY AT MNET AND SABC

kykNET, the Afrikaans channel on the DStv satellite bouquet is the only one channel that offers 98 percent local content in South Africa, draws excellent audiences, and is profitable. The channel provides is just four years old and provides an interesting model for the Afrikaans-language medium. At first it provided a digital ghetto for disgruntled viewers of the SABC, as the national broadcaster decided to treat Afrikaans more equally with other indigenous languages (Harber 2005:1). kykNET has to generate huge amounts of local content, with only 2 percent being dubbed (mostly from German action series) or re-versioned (like Ripley's Believe it or Not) or musical material licensed from overseas (like classical music).

The channel does not have huge numbers of viewers, but it is lucrative, well-targeted for advertisers, a tight-knit, wealthy audience with a strong loyalty and

affection for the channel. It has the power of a good niche, as opposed to the mass base of free-to-air channels. De Jager 2004:1 puts it that as the SABC cut Afrikaans programming in favour of other indigenous languages, kykNET stepped in to target the 804 000 Afrikaans speakers who subscribe to DStv, all of whom are in the upper income range.

Furthermore, kykNET speaks volumes about changes in the Afrikaans community: diverse, dispersed, disorganized, politically incoherent, but with a cultural core and relying more on entrepreneurialism and wealth than old-style institutional control. Harber (2005:2) commented that the channel may no longer provide a closed digital ghetto, but it is the heart of a loose digital community.

De Jager (2004:1) commented that as the SABC grapples with the problem of fulfilling its public broadcasting language mandate in a country with 11 official languages, a tyro Afrikaans-lingo digital channel is showing that local plus indigenous equals to profitable. The channel which was launched four years ago as part of Mutlichoice's DStv satellite bouquet, has surprised observers with its quick uptake, and has become DStv's third-most-watched channel after M-Net and BBC Prime.

Today SABC TV channels are even worse. They broadcast 75% in English (or Afrikaans with SABC 2) and SABC 3 is wholly English, even though only 5% of South Africans have English as their sole language. These channels generate 75% of their entertainment programme from overseas. SABC2 has only Afrikaans during prime time and starts to broadcast in the Sotho languages at 9pm. Some of their programming is in English or sub-titles in English (Craven 2005:27).

3.12 CONCLUSION

Much emphasis was placed on Afrikaans in business, in the broadcasting environment and in South Africa in general. It is quite evident that the language was prominent across a number of provinces for many decades. However, since the start of the “new” South Africa Afrikaans lost its dominance to the English.

The Public Broadcaster, SABC embarked on a vicious drive to reduce Afrikaans programming. This was not necessarily the right thing, because MNet established a dedicated channel that broadcast in Afrikaans. The channel seems to be very productive due to the fact that it broadcast almost one hundred percent local content, and is in the top five in terms of advertising revenue on the DStv bouquet.

In the following chapter, there will be exploration in greater detail of how management approached and led these changes, and what the views of the workforce are in the broadcasters.

CHAPTER 4

EMPIRICAL STUDY OF EFFECTS OF AFRIKAANS AT MNET AND SABC

4.1 INTRODUCTION

In order to find solutions to the research questions as highlighted in chapter 1, a research approach and method had to be selected, and a research instrument designed and applied to a sample of elements from the population. The relevant theory with regard to the collection of primary data from the broadcasters will be discussed.

4.2 COMPILING A DATA PLAN

It is important to consider the internal and external data first, since these represent data, which is ready to be gathered (Luck & Rubin, 1987:100). Primary data is of cardinal importance and entails the collection of proper information, Leedy (1989:86) describes primary data as the data which is the nearest to the source of the truth. This provides a better reflection of the true facts than any other source. Primary data also refers to data which has never been collected before. It can be obtained from individuals, families, and representatives of public institutions through observation, interviews and structured questionnaires.

Primary data can be collected in a structured and unstructured way. A formal questionnaire could be used, with formal questions, which are addressed to all respondents. On the other hand the interview is guided by answers to the questions. The researcher is also allowed to ask direct instead of indirect questions with reference to feelings and attitudes (Kotler & Amstrong, 1985:100).

Luck & Rubin (1987:100) made the valid point that the planning and collecting of primary data can be classified in four phases:

- Firstly, the data should allow the researcher to reach his objectives;
- Secondly, the researcher should decide which type of data be needed to support his research successfully;
- Therefore he needs to decide from whom the primary data will be collected; and
- Finally, which methods of communication should be applied.

According to Luck & Rubin (1987:117), the gathering of secondary data on the other hand is far easier and less time-consuming, mainly because it has been gathered and made available by others, but can hardly be understood.

Knowledge of secondary data sources and availability is essential, for this is constantly needed in planning and conducting studies.

4.3 CHOICE OF METHODOLOGY

Kotler and Armstrong (1987:101) stated that data could be collected by telephone, personal interviews and questionnaires by mail. It should be noted that data and methodology are inextricably interdependent (Leedy, 1989:91). This is mainly the reason why the research methodology and approach to be adopted for a particular problem should always take into account the nature of the data which will be amassed in the resolution of the problem. With emphasis on meaning rather than members, the author believes that the qualitative approach is more useful in producing data which would result in insight, understanding, better explanation and depth of information when processed.

The nature of research, the unit analysis, the data sources and the academic field in which a specific study is undertaken, are instrumental in selecting the appropriate research methods (Brynard & Hanekom, 1997:129). In the social sciences there are mainly two categories of data sources, namely human

behaviour and human characteristics on the one hand, and products of human behaviour (like records, documents, reports and legislation) and human characteristics on the other hand (Mouton, 1996:142). Quantitative and qualitative research methods seem to be prominent in the social sciences in general as a means of making a study of human behaviour and characteristics of human behaviour (Wessels, 1999:384).

Qualitative research methods aim to provide an understanding on the basis of rich contextual and detailed data (Mason 1996:4). It uses data-sets, diagrams, pictures, drawings, charts, as well as people's memories, notes and tape recording of the spoken words (Wessels 1999:402). Qualitative methods enable the researcher to see the world from the point of view of the participant. Qualitative research methods lead to exact quantities of which generalizations can be based (Guy, Edglea, Aragat and Allen, 1987:256). These methods are designed to produce data-sets appropriate for statistical analysis (Babbie 1992:261) in order to exactly describe the phenomenon that assist the studies.

4.4 INTERVIEWS

Wessels (1999:404) is of the opinion that one of the most frequently used techniques of data are interviews and questionnaires. Interviews can be done by telephone or personal visits to the respondents.

4.4.1 Interviews by telephone

Luck and Rubin (1987:106) feel that the telephone is definitely the most convenient means of reaching survey respondents. Nel, Radel and Loubser (1988:168) agreed and assured that this method is important for the interviewer to gain and maintain the confidence and cooperation of the respondent. In order to establish support, a pleasant and friendly telephone voice and a short introduction are essential. Questions could be listed in a semi-structured

questionnaire (Nel, et al., 1988:144) or the interview could be unstructured. Luck and Rubin (1987:104) further stated that this was the traditional medium where interviewer engaged in face-to-face conversation with the respondent which could take place in various types of locations.

4.4.2 Personal interviews

The interview (telephone or personal) is a well-known method of collecting data (Babbie, 1998:264). Interviews can either be formal or informal. In formal or structured interviews, prepared or standardized scheduled questionnaires are used to collect quantitative data. Informal or unstructured interviews on the other hand are used to probe in-depth questions in order to gather qualitative data. Unstructured interviews can for instance serve to clarify certain quantitative data obtained by self-administered questions. Personal interviews may be time-consuming with time not only taken up by the interviewee itself but also used in arranging the appointment that suit both the interviewer and the respondent. The restriction placed on the researcher that employees should not be disturbed while performing their duties, rendered interviews impossible in this study.

In a study, Bell (1993:91) stated:

"A major advantage of the interview is its adaptability. A skilful interview can follow up ideas, probes response and investigates motives and feelings, which the questionnaire can never do. The way in which response is made (the tone of voice, facial expression, hesitation etc.) can provide information that a written response would conceal. Questionnaire responses have to be taken at face value, but a response in an interview can be developed and clarified".

Finally, the interview serves a useful function that all questions are answered and that the respondent understands the instructions and questions. However, the interviewer can also cause errors. He or she may misunderstand the

respondent's answer, but makes a clerical error in recording it; or may simply record an answer even when the respondent failed to reply. To avoid this situation interviews can be recorded with permission of the interviewer.

In summing up, Patton (1991:349) found that the researcher's full attentions must be focused upon the interviewer. He must be thinking about probing for further explanation or clarification of what he is now saying, formulating probes, relating current discussion with what he has already said; thinking ahead to add a new question that has now arisen and was not taken account of in the standing guide (plus making a note at that moment in order not to forget the question), and attending to the interviewer in a manner that communicate to him that the researcher is indeed listening. All of this is hard simply in itself, In addition, there is the problem of taking notes even if shorthand is used in the process, which decreases a researcher's interviewing capacity. Therefore, if conceivably possible, the discussion should be taped.

4.5 QUESTIONNAIRES

This technique is arguably the most common in data collection. It has a distinct advantage in relation to other methods due to the fact that it is more cost effective and that nothing can be learned about a respondent and situation except what he or she writes on the questionnaire.

4.5.1 Questionnaires by mail

Research done by Luck and Rubin (1997:102) pointed out that the probability of receiving a questionnaire which was dispatched by mail is high, because the postal service will deliver questionnaires to any location that has an address. They further stated that the respondent may answer the questions at leisure and data may be locked up in records to ensure accuracy.

The self-administered questionnaire, as a quantitative of data collecting is generally acknowledged to be the most popular technique for surveying the opinions and perceptions of individuals (Dalton 1991:121). A questionnaire comprises a written set of questions to be personally completed by respondents. It is usually accompanied by general information on what is expected from respondents as well as instructions to respondents on how to complete the questions.

The use of questionnaires in survey research has both advantages and disadvantages. One advantage of a questionnaire is that respondent has time to think about the answers to the questions in the questionnaire. Another advantage is that a researcher can send questionnaires to a large number of respondent distributed over a large geographical area. On the whole, the completion rate seems higher than for straightforward mail surveys when a researcher either delivers the questionnaire, picks up, or both (Babbie 1998:258).

On the other hand, a researcher needs to take some disadvantages into account when considering the implementation of a questionnaire. Firstly, the researcher is not at hand to explain uncertainties which may result in biased or distorted answers given by the respondent. Secondly, the accuracy and completeness of responses to the questions are often inadequate. Thirdly, researcher cannot visually observe the respondent's reactions, physical characteristics or setting (in case of mail questionnaire) (Babbie 1998:258).

The survey instrument to be used in this study is a written questionnaire which was delivered personally to the sample population by the researcher and then collected after eight days. The construction and administering of the questionnaire is described more fully in section 4.5 and 4.6 of this dissertation.

4.6 DATA COLLECTION TECHNIQUES

Researchers may collect data for the purpose of the research projects using various techniques, for example interviews, questionnaires, literature reviews and direct observations. In this study, the first step that was taken to collect data was the literature review technique (chapter 2). In the second step, a questionnaire was used to collect data. In the following sections the emphasis will be placed on the development and design of a questionnaire.

4.6.1 QUESTIONNAIRE DESIGN

A structured self-administered questionnaire was designed for the purpose of this study.

4.6.1.1 Purpose of the questionnaire

The purpose of the questionnaire was to collect data from the respondents' answers given in the questionnaire.

4.6.1.2 Length

The questionnaire for this study was divided into two sections and comprised fifteen questions.

4.6.1.3 Types of questions

There are two types of questions in survey research, namely open-ended (unstructured) questions and closed-ended (structured) questions (Babbie 1998:260; Neumann 2000:148). In open-ended questions the respondent is asked to provide his/her own answer to the question. In closed-ended questions, which Walkman and Kruger (2001:172) also refer to as the multiple-choice

variety, the respondent is asked to select an answer from a list of answers provided by the researcher. The latter type of questions facilitates easy quantification of the answers because coding space is built into the questionnaire format at the time of its design.

The close-ended type of questions were used predominantly in the questionnaire used in this study with a list of alternatives from which to select.

4.6.1.4 Instructions

It is useful to begin every self-administered questionnaire with basic instructions for completing it (Babbie 1998:158). Since the survey research followed in this study was a structured self-administered questionnaire, it was important to ensure that the instructions were clear and unambiguous. Bold typeface was used to clarify instructions in each section.

4.6.1.5 Selection of subjects

Neuman (2000:250) stated that a researcher should pretest a questionnaire with a small set of respondents similar to those in the final survey. The researcher should ask the respondents whether the questions were clear and explore their interpretation to see whether his/her intended meaning was clear. A preliminary draft of the questionnaire was handed to 10 members of the staff at MNet and SABC for their input.

4.6.1.6 Response

Of the thirty distributed questionnaires, all were returned fully completed. It seems that the respondents understood all the questions in the questionnaire.

4.7 SPECIFIC DATA TO BE OBTAINED

Data collection is concerned with the design of the questionnaire, while the data collection technique, which is the focus of this section, explains the administering of the questionnaire and to gather the survey data (Dalton 1991:136). Pauley and Riordian (1990:102) derived five methods for effective research:

- "To interview, you ask individuals for information about the topic. You must prepare question, including proofs that will cause you to ask more questions;
- To survey, you ask a group of people to respond to a written question. You must prepare questions and an answer form that is easy to evaluate;
- To observe, you watch the situation in action, looking for respond actions and basic facts and their significance;
- To test , you compare two items of some criterion or set of criteria; and
- To use the library, which is a method of finding information?"

In a recent study Mouton (1998:119) reported that it was important for the researcher first to do a thorough literature search of precious theoretical and empirical work in the relevant field and then to relate his work to the existing literature. The author calls the process by means of which a measuring instrument such as a questionnaire or scale is developed, operationalization. This instrument should constitute a valid measure of the key concepts in the research question. In other words, the process should involve compiling for purpose of measurement a list of characteristics devoted by the concept.

In the same study with regard to the measuring instrument, Mouton (1996:127)

expressed the opinion that the nature of such an instrument should be determined by a range of factors including formulation of the problem, the nature of the phenomenon and the methodological preferences of the researcher.

4.8 DEVELOPMENT OF THE QUESTIONNAIRE

Questionnaires are constructed and used to obtain the primary data in a logical and efficient manner, with a lot of emphasis on the appearance and layout. It does not create the impression of being overly long and its layout allows sufficient space for recording the required information.

Pauley and Riordian (1990:82) stated that the basic skill of research was to know how to ask questions, because the facts you need can be deduced from the answers to the questions. The authors suggested that in order to formulate questions one needs to:

- Ask basic questions;
- Ask questions about significance; and
- Consult the right sources.

According to Pauley and Riordan (1990:83), basically two kinds of questions are essential, namely closed and open ones. They identified closed questions as those which generated specific, often restricted and sometimes predetermined answers. On the other hand, open questions allowed for longer, more involved answers.

As indicated by Nel, et al., (1990:231) questions as well as responses can be completely answered. They pointed out that unstructured questions are used in in-depth interview and group discussions and that structured questions on the other hand include:

Dichotomous questions;
Multiple-choice questions with single answers;
Multiple-choice questions with multiple replies;
Check lists;
Rankings;
Grids; and
Social questions.

According to Neuman (2000:25) the researcher should arrange questions in the questionnaire so that they flow smoothly. Furthermore, Welman and Kruger (2001:107) pointed out that researchers should preferably group their questions that are related to the same aspect so that respondents do not repeatedly have to switch their focus. The organization of the questions in the questionnaire used as a measurement instrument in this study is briefly described below.

Neuman (2000:265) stated that researchers should sequence questions to minimize the discomfort and confusion of respondents. Requests for less important, demographic data should generally be placed at the end of a self-administered questionnaire. Placing these items at the beginning gives the questionnaire the initial appearance of a routine form, and the person receiving it may not be motivated to complete it (Babbie 1998:158). These two principles were adhered to as closely as possible in this study which comprised two sections, namely A and B.

To obtain the required information, the questionnaire (see Addendum 1) was divided into the following two parts:

- Demographic profile

Mainly describe the type of profession in order to establish the legal form for operating the business.

- Management

In this section information was gathered regarding the popularity of kykNET amongst MNet employees and SABC2 amongst SABC employees to establish whether the changes were seen as good for their business. The information was used to judge the channels in terms of some critical factors applicable to the sector. This required information pertained to employee's preferences and perceptions of amongst other, whether management's approach to these changes was indeed the best approach.

Luck and Rubin (1987:184) described free-response questions as one of the three sub-types of open-ended questions which may vary in the amount of freedom they allow the respondent. Questions are called free-response questions since the person will express her or himself in individual term. Nel, et al., (1988:237) defined ranking as a method where the respondent is asked to rank a set or term according to criterion. Luck and Rubin (1987:188) go further and describe ranking as a process where the respondent comparatively ranks the items listed.

4.9 PILOT STUDY

According to Babbie (1998:159) there is always a possibility of error no matter how carefully a researcher may design the questionnaire. The surest protection against such errors is to pretest the questionnaire on a limited number of subjects from the same population as that for which the eventual project is intended (Welman & Kruger 1999:146). Three weeks before the final draft of the questionnaire was distributed, a preliminary draft questionnaire was administered as a pretest on a small group of ten respondents with the aim of refining the final survey instrument. The pretesting was done at MNet and SABC where the draft questionnaire was randomly given to the respondents. The respondents were

5. Write instructions for identifying and selecting actual members of sample

Source: Luck & Rubin, 1987:212

The research population comprised employees of MNet and SABC are represented at all levels, namely top management, middle management and other staff/workers. Given the limited resources available for the study, and the exploratory nature thereof, the research sample was restricted to thirty employees that were selected at random. In describing the sampling procedure further in the following paragraphs, various technical terms will more often be referred to, and they are defined below.

4.10.1 POPULATION

For the purpose of sampling, "population" does not refer to the population of a country but to objects, subjects, phenomena or activities which the researcher wishes to research in order to establish new knowledge (Brynard & Hanekom 1997:43). Welman and Kruger (1999:18) stated that the population encompasses the entire collection of cases or units about which the researcher wishes to make a conclusion. On the other hand population is defined as the theoretically specified aggregation of study elements (Babbie 1998:201). It is the purpose of a survey research to collect data from parts of the population in order to interpret the relationship between the variables that are being measured. It should further be noted that a population will also consist of sub-groups which is an important consideration and sampling stage in a research. In this study, all the MNet and SABC employees constitute a population. A number of sub-groups characterize the population (MNet and SABC employees) namely directors, general managers, producers and presenters.

4.10.2 SURVEY POPULATION

Babbie (1998:201) defines a survey population as the aggregation of elements from which the sample is actually selected. In this study members of MNet in the Randburg area as well as members of SABC in the Auckland Park area of the Gauteng Province are the survey population. Most of the employees above the rank of General Manager are also included for instance heads of business units, and for that reason their responses to the question in a questionnaire may be biased.

4.10.3 POPULATION ELEMENT

An element is the unit about which information is collected and which provides the basis of analysis (Babbie 1998:200). Each member in each sub-group forms a population element in this study. A distinction is usually made between “elements” and “unit of analysis” whereby the former concept is applicable at the sample selection stage, whilst the latter concept is used in data analysis (Babbie 1986:142). Furthermore, Mouton (2001:15) believes that what the researcher is interested in investigating is referred to as a unit of analysis.

4.10.4 SAMPLE

According to Line (1982:31) a sample is “a limited number of items or people from whom a generalization can be made about the whole number”. The subject of the whole population which is actually investigated by research and whose characteristics will be generalized to the whole population is called sample (Bless and Higson-Smith 1995:86). On the other hand, Brynard and Hanekom (1997:43) stated that a sample is the small group or portion selected from the population. A sample not representative of the population is inadequate for testing because the findings cannot be generalized to the population.

4.10.5 SAMPLING UNIT

A sampling unit is that element or set of elements considered for selection in some stage of sampling. In more complex samples, different levels of sampling units may be employed (Babbie 1998:201). For example each member of MNet in the Randburg area of the Gauteng Province who has been included in the survey population represents a sampling unit in this study.

4.10.6 SAMPLING FRAMES

Bless and Higson-Smith (1995:96) stated that a very important issue in sampling is to determine the most adequate size of the sample. The major criterion to use when deciding on sample size is the extent to which the sample is representative of the population. Among others, Welman and Kruger (2001:64) identified four principles which guide the determination of a sample size. Firstly, the desired sample size does not only depend on the size of the population but also on the variance of the required. Secondly, when the size of the sample is determined, the size of the population should also be kept in mind. In general, it means that the smaller the total population, the relatively larger the sample should be to ensure satisfactory results. Thirdly, if each stratum of a highly heterogeneous population is relatively homogeneous, a relatively smaller stratified sample that required for a random sample may be sufficient. Fourthly, in determining a sample size, the researcher should also bear in mind that the number of units of analysis from whom he/she eventually obtain usable data may be much smaller than the number which he/she drew originally.

All sampling procedures involve some degree of error because the measurements of the units selected for the sample will differ from those which would have been obtained from a survey of the survey population. The accuracy of the sample statistics is expressed in terms of the sampling error and must be taken into account in survey research, because it reflects the degree of accuracy

of the study (Dalton 1991:125). There are two types of sampling errors, namely change factors and bias in selection (Bless & Higson-Smith 1995:97).

Change factors imply that it may happen that in a particular sample one element and not the other has been included. Bias in selection comes about when an element of the sample does not respond to a measurement instrument for no reasons. According to Bless & Higson-Smith (1995:97) such elements are excluded from the group, a move which changes the constitution, and thus the representativeness of the sample. However, according to Babbie (1992:216) and Neuman (1991:224) the sampling error may be reduced by two factors in the sampling design, namely a larger sample produces a smaller sampling error than a small sample, and a homogeneous population produces samples with smaller sampling errors than does a heterogeneous population.

It was impossible to have a sampling frame. Therefore, a conclusion was reached and it was decided to use a sample of 30 in each of the two broadcasters. A 100% response rate was achieved.

4.11 SAMPLING METHODS

Sampling theory distinguishes between two types of sampling methods, namely probability sampling and non-probability sampling (Bless & Higson-Smith 1995:88). Probability sampling occurs when the probability of including each element of the population can be determined. Non-probability sampling refers to the case where the probability of including each element of the population in a sample is unknown. The probability sample method will be followed in this study.

4.12 CONCLUSION

This chapter outlined the research methodology and sampling for the empirical study carried out to determine the preferences and behaviour of staff members of both institutions. Survey research and the use of questionnaires formed the framework of the research methodology to answer the research questions as stated in Chapter 1. An in-depth analysis and interpretation will follow in the next chapter.

CHAPTER 5

RESEARCH FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.1 INTRODUCTION

The purpose of this chapter is to give a description of the respondents' preferences with regard, to change management, and more specifically the Afrikaans language at MNet and SABC. It also aims to provide remedies to the management of both broadcasters. Also arising from the recommendations made in this dissertation opportunities for future research in the subject will be identified.

The intention of this survey was not to obtain sets of statistical data. But rather to gather qualitative information. The results of the questionnaire were analysed in terms of aggregated categories. The data is reported in these categories, as of in a frequency count of individual responses.

A sample of 30 MNet, as well as 30 SABC staff members was selected at random. A 100% response rate was achieved over a period of three weeks when all questionnaires were collected from their offices.

5.2 RESEARCH FINDINGS

5.2.1 Gender	MNet	SABC
Males	53.3%	43.3%
Females	46.7%	56.7%
5.2.2 Race Groups		
Indian/Asian	16.7%	16.7%

Black	40%	46.7%
Coloured	20%	13.4%
White	23.3%	23.3%
5.2.3 Position/Grade		
Top Management	10%	20%
Middle Management	33.3%	26.7%
Other Staff/workers	56.7%	53.3%
5.2.4 Home language		
Afrikaans	20%	20%
English	40%	33.3%
IsiSwati	3.3%	3.3%
IsiXhosa	3.3%	6.7%
IsiZulu	6.7%	3.3%
Ndebele	3.3%	3.3%
Northern Sotho	3.3%	3.3%
Southern Sotho	0%	6.7%
Tshivenda	3.3%	6.7%
Tswana	13.3%	13.3%
Xitsonga	3.3%	0%
Other (specify)	0%	0%

None of the respondents speaks any language other than the eleven official South African languages at home.

5.2.5 kykNET made MNet worthwhile

A number of respondents (40%) indicated that the addition of kykNET to the DSTV bouquet has made MNet very worthwhile; 20% are of the opinion that the change made MNet extremely worthwhile. On the contrary which is of concern is

that nearly a quarter of the respondents (23.3%) thought it was not a good idea in other words it is not really worthwhile to make this addition. Five respondents indicated that the addition of kykNET to the bouquet does not make MNet more worthwhile at all.

5.2.6 Reduction in Afrikaans made SABC worthwhile.

30% of the respondents are of the opinion that it was very worthwhile for the broadcaster to embark on the decrease in Afrikaans programming. 16.7% thought it was extremely worthwhile for the SABC to cut on Afrikaans, whereas a slightly higher percentage (20%) confirmed that it is not really worthwhile. One-third (33.3%) which is the highest percentage of the respondents were not satisfied with the decision at all, arguing that it was not worthwhile at all to reduce Afrikaans on SABC.

5.2.7 Feelings about the creation of kykNET

There were mixed feelings about the creation of the channel. Although 46.7% responded that they felt loyal to MNet and that they had no reason to leave for another employer, exactly 50% were not in favour of the channel, responded that they have a few good reasons to continue working for MNet and many good reasons to change to another employer. Almost one-third of the respondents are of the opinion that they have many good reasons for continuing to work at MNet, but there were also many good reasons to change to another employer.

5.2.8 Feelings about reduction in Afrikaans by SABC

Only 23.3% of the respondents were of the opinion that they may have good reasons for continuing to work at SABC, and no good reason for changing to another employer. One-third were somewhat undecided by indicating that they

have a lot of good reasons for continuing to work at SABC, but on the other hand they also have plenty good reasons to change to another employer.

5.2.9 Description and performance of kykNET

Table 5.1 Performance and description of kykNET

Item	Scaled responses	Number	%
kykNET as a productive channel	Very good	9	30
	Good	12	40
	Average	0	0
	Not at all good	9	30
	Did not know	0	0
Description of kykNET	Aggressive	4	13.4
	Ambitious	11	36.7
	Caring	13	43.3
	Established	4	13.4
	Friendly	12	40
	Honest	10	33.3
	Innovative	13	43.3
	Insecure	6	20
	Kind	11	36.7
	Lazy	2	6.7
	Likeable	13	43.3
	Lively	8	26.7
	Predictable	2	6.7
	Racist	5	16.7
	Disrespectful	3	10

	Rude	0	0
	Unassertive	8	26.7
	Uncaring	5	16.7
	Unfriendly	4	13.4

Nearly half of the sample (40%) stated that the level of productivity at kykNET is good. This means that, amongst others the channel generates massive amounts of advertisement and sponsorship revenue. Interestingly, 30% confirmed the channel as productively very good and the same percentage of respondents (30%) argued it as not at all good.

When asked to describe the channel more than 35% of the sample expressed the channel as ambitious (36.7%), caring (43.3%), friendly (40%), innovative (43.3%), kind (36.7%) and likeable (43.3%). Amongst the highest percentages of responses that describe the channel as less gripping are insecure (20%), racist (16.7%), unassertive (26.7%), uncaring (16.7%) and unfriendly (13.4%).

5.2.10 Description and performance of SABC

Table 5.2 Performance and description of SABC

Item	Scaled responses	Number	%
SABC2 as a productive channel	Very good	5	16.7
	Good	8	26.7
	Average	0	0
	Not at all good	17	56.7
	Did not know	0	0
Description of SABC2	Aggressive	3	10
	Ambitious	7	23.3

	Caring	7	23.3
	Established	12	40
	Friendly	4	13.4
	Honest	1	3.3
	Innovative	5	16.7
	Insecure	15	50
	Kind	6	20
	Lazy	1	3.3
	Likeable	3	10
	Lively	2	6.7
	Predictable	8	26.7
	Racist	9	30
	Disrespectful	3	10
	Rude	1	3.3
	Unassertive	8	26.7
	Uncaring	2	6.7
	Unfriendly	3	10

More than 50% of the respondents (56.7%) are of the opinion that productivity whining the channel is not good at all. 26.7% argued that the channel is good and surprisingly, only 16.7% pointed out that the channel is very good.

When describing the channel more than 35% of the sample expressed that the channel as established (40%), with the second highest percentages of 23.3% on respect of ambitious and caring.

Amongst the highest percentages of responses that describe the channel as less gripping are insecure (which has the highest response of 50%), racist (30%), predictable and unassertive, both with responses of 26.7%.

5.2.11 More responses regarding change at MNET

Table 5.3 More responses regarding change at MNet

Item	Scaled Responses	Number	%
It is encouraged in my department to watch kykNET	Strongly disagree	5	16.7
	Disagree	10	33.3
	Neither agree or disagree	0	0
	Agree	10	33.3
	Agree strongly	5	5
	Don't know	0	0
There is growing conflict of interest between MNet and its staff as a result of kykNET	Strongly disagree	1	3.3
	Disagree	14	46.7
	Neither agree or disagree	0	0
	Agree	13	43.3
	Agree strongly	2	6.7
	Don't know	0	0
kykNET is a successful and production-driven channel	Strongly disagree	1	3.3
	Disagree	6	20
	Neither agree or disagree	0	0
	Agree	17	56.7

	Agree strongly	6	20
	Don't know	0	0
A settlement between all stakeholders to accept kykNET as a productive channel will not be difficult to reach	Strongly disagree	0	0
	Disagree	9	30
	Neither agree or disagree	0	0
	Agree	17	56.7
	Agree strongly	4	13.3
	Don't know	0	0
People at MNet are continuously striving to assist in improving the performance of kykNET	Strongly disagree	0	0
	Disagree	11	36.7
	Neither agree or disagree	0	0
	Agree	10	33.3
	Agree strongly	9	30
	Don't know	0	0
The introduction of kykNET was forced on staff	Strongly disagree	1	3.3
	Disagree	11	36.7
	Neither agree or disagree	0	0
	Agree	18	60
	Agree strongly	0	0

	Don't know	0	0
Apart from the current volume of programming on kykNET, MNet should make provision for more Afrikaans	Strongly disagree	3	10
	Disagree	11	36.7
	Neither agree or disagree	0	0
	Agree	6	20
	Agree strongly	10	33.3
	Don't know	0	0
Many South Africans understand Afrikaans, even though some cannot speak the language very well. There is undoubtedly a future for Afrikaans	Strongly disagree	2	6.7
	Disagree	10	33.3
	Neither agree or disagree	0	0
	Agree	7	23.3
	Agree strongly	11	36.7
	Don't know	0	0
Employees have the perception that their needs can be satisfied by Afrikaans on television. If not, they will simply switch to another medium	Strongly disagree	1	3.3
	Disagree	10	33.3
	Neither agree or disagree	0	0

	Agree	14	46.7
	Agree strongly	5	16.7
	Don't know	0	0
Many above-averaged income earners in South Africa speak Afrikaans, and that should be an acceptable reason to expand Afrikaans on television	Strongly disagree	1	3.3
	Disagree	12	40
	Neither agree or disagree	0	0
	Agree	10	33.3
	Agree strongly	7	23.3
	Don't know	0	0
Afrikaans does not sound good enough on television and should not be allowed	Strongly disagree	7	23.3
	Disagree	15	50
	Neither agree or disagree	0	0
	Agree	8	26.7
	Agree strongly	0	0
	Don't know	0	0
The standard and quality of Afrikaans programming are lower than English	Strongly disagree	5	16.7
	Disagree	16	53.3
	Neither agree or disagree	0	0
	Agree	9	30

	Agree strongly	0	0
	Don't know	0	0
Afrikaans programming is old and applicable to the older people	Strongly disagree	8	26.7
	Disagree	13	43.3
	Neither agree or disagree	0	0
	Agree	9	30
	Agree strongly	0	0
	Don't know	0	0
MNet move backwards by practising the language of the old regime	Strongly disagree	8	26.7
	Disagree	11	43.3
	Neither agree or disagree	0	0
	Agree	10	33.3
	Agree strongly	1	3.3
	Don't know	0	0
MNet favour the Afrikaans sector of the population with more superior programming, reduced advertising and sponsorship rates	Strongly disagree	4	13.4
	Disagree	14	46.7
	Neither agree or disagree	0	0
	Agree	11	36.7
	Agree strongly	1	33.3

	Don't know	0	0
Top management did not prepare the staff well enough for the change by creating kykNET	Disagree	8	26.7
	Neither agree or disagree	0	0
	Agree	22	73.3
	Don't know	0	0
Top management is not aware of negative perceptions of members of the staff regarding kykNET	Disagree	15	50
	Neither agree or disagree	0	0
	Agree	15	50
	Don't know	0	0
The change has a negative influence on productivity	Disagree	19	63.3
	Neither agree or disagree	0	0
	Agree	11	36.7
	Don't know	0	0
The decision to embark on kykNET was purely in the public interest and not political	Disagree	13	43.3
	Neither agree or disagree	0	0

	Agree	17	56.7
	Don't know	0	0

Apart from the following areas the results are evenly spread across the sample.

At least 50% of the responses were obtained in the following areas:

- 56.7% agreed that kykNET is a successful and prediction driven channel;
- The same percentage of respondents (56.7%) are of the opinion that settlement between all stakeholders to accept kykNET as a productive channel will not be difficult to reach;
- 60% argued that the introduction of kykNET was forced on staff;
- Half the sample (50%) did not agree with the statement that Afrikaans does not sound good enough on television,
- 53.3% disagreed with the fact that the standard and quality of Afrikaans programmes are lower than English;
- A large number of respondents (73.3%) pointed out that top management did not prepare the staff well enough for change;
- Half of the sample (50%) believed that top management is not aware of the negative perceptions of members of the staff regarding kykNET.
- A massive 63.3% expressed that they disagreed with the fact that the change has a negative influence on productivity, and
- 56.7% believed that the decision to embark on kykNET was purely in the public's interest;

5.2.12 More responses regarding change at SABC

Table 5.4 More responses regarding change at SABC

Item	Scaled Responses	Number	%
It is encouraged in my department to watch SABC	Strongly disagree	7	23.3
	Disagree	10	33.3
	Neither agree or disagree	0	0
	Agree	6	20
	Agree strongly	7	23.3
	Don't know	0	0
There is growing conflict of interest between SABC and its staff as a result of the reduction in Afrikaans	Strongly disagree	2	6.7
	Disagree	14	46.7
	Neither agree or disagree	0	0
	Agree	8	26.8
	Agree strongly	6	20
	Don't know	0	0
SABC2 is a successful and production-driven channel	Strongly disagree	0	0
	Disagree	14	46.7
	Neither agree or disagree	0	0
	Agree	14	46.7

	Agree strongly	2	6.7
	Don't know	0	0
A settlement between all stakeholders to accept SABC2 as a productive channel will not be difficult to reach	Strongly disagree	0	0
	Disagree	14	46.7
	Neither agree or disagree	0	0
	Agree	14	46.7
	Agree strongly	2	6.7
	Don't know	0	0
People at SABC are continuously striving to assist in improving the performance of the broadcaster	Strongly disagree	1	3.3
	Neither agree or disagree	16	53.3
	Agree	0	0
	Agree strongly	9	30
	Don't know	4	13.4
		0	0
The decision to cut Afrikaans programming was forced on staff	Strongly disagree	3	10
	Disagree	11	36.7
	Neither agree or disagree	0	0
	Agree	14	46.7
	Agree strongly	1	3.3

	Don't know	0	0
Apart from the current volume of programming, SABC should make provision for more Afrikaans	Strongly disagree	0	0
	Disagree	3	10
	Neither agree or disagree	0	0
	Agree	24	80
	Agree strongly	3	10
	Don't know	0	0
Many South Africans understand Afrikaans, even though some cannot speak the language very well. There is undoubtedly a future for Afrikaans	Strongly disagree	0	0
	Disagree	3	10
	Neither agree or disagree	0	0
	Agree	20	66.7
	Agree strongly	7	23.3
	Don't know	0	0
Employees have the perception that their needs can be satisfied by Afrikaans on television. If not, they will simply switch to another medium	Strongly disagree	0	0
	Disagree	12	40
	Neither agree or disagree	0	0

	Agree	16	53.3
	Agree strongly	2	6.7
	Don't know	0	0
Many above-averaged income earners in South Africa speak Afrikaans, and that should be an acceptable reason to expand Afrikaans on television	Strongly disagree	0	0
	Disagree	8	26.7
	Neither agree or disagree	0	0
	Agree	17	56.7
	Agree strongly	5	16.7
	Don't know	0	0
Afrikaans does not sound good enough on television and should not be allowed	Strongly disagree	8	26.7
	Disagree	18	60
	Neither agree or disagree	0	0
	Agree	4	13.4
	Agree strongly	0	0
	Don't know	0	0
The standard and quality of Afrikaans programming are lower than English	Strongly disagree	2	6.7
	Disagree	12	40
	Neither agree or disagree	0	0
	Agree	16	53.3

	Agree strongly	0	0
	Don't know	0	0
Afrikaans programming is old and applicable to the older people	Strongly disagree	13	43.3
	Disagree	12	40
	Neither agree or disagree	0	0
	Agree	5	16.7
	Agree strongly	0	0
	Don't know	0	0
SABC move backwards by still practising the language of the old regime	Strongly disagree	5	16.7
	Disagree	18	60
	Neither agree or disagree	1	3.3
	Agree	6	20
	Agree strongly	0	0
	Don't know	0	0
SABC favour the Afrikaans sector of the population with more superior programming, reduced advertising and sponsorship rates	Strongly disagree	2	6.7
	Disagree	22	73.3
	Neither agree or disagree	1	3.3
	Agree	5	16.7

	Agree strongly	0	0
	Don't know	0	0
Top management did not prepare the staff well enough for the reduction of Afrikaans programming on SABC	Disagree	9	30
	Neither agree or disagree	0	0
	Agree	21	70
	Don't know	0	0
Top management is not aware of negative perceptions of members of the staff regarding the reduction of Afrikaans programming	Disagree	18	60
	Neither agree or disagree	0	0
	Agree	12	40
	Don't know	0	0
The change has a negative influence on productivity	Disagree	13	43.3
	Neither agree or disagree	0	0
	Agree	17	56.7
	Don't know	0	0
The decision to embark on fewer programming was purely in the public interest and not political	Disagree	17	56.7

	Neither agree or disagree	0	0
	Agree	13	43.3
	Don't know	0	0

As in the case with the MNet respondents, there was an evenly spread of results across the entire sample. At least 50% of responses were noticed in the following areas:

- 53.3% of the respondents disagreed with the statement that people at SABC are continuously striving to assist in improving the performance of the broadcaster;
- A large percentage of respondents (80%) agreed to the fact that, apart from the current volume of programming, the SABC should make provision for more Afrikaans;
- 66.7% of them agreed that many South Africans have an understanding of Afrikaans, even though some cannot speak the language very well;
- Respondents (53.3%) confirmed that their needs can be satisfied by Afrikaans on television;
- 56.7% of respondents expressed their opinion that many above-averaged income earners in South Africa speak Afrikaans, which should be an acceptable reason to expand Afrikaans on television;
- 60% disagreed that Afrikaans does not sound good enough on television and should not be allowed;
- 53.3% agreed that the standard and quality of Afrikaans programming are lower than English;
- 60% disagree that the SABC move backwards by still practising the language of the old regime;

- A large number of the sample (73.3%) disagreed that the SABC favour the Afrikaans sector of the population with more superior programming,
- 60% disagree that top management is not aware of negative perception of members of staff, regarding the reduction of Afrikaans;
- 56.7% agreed that the change has a negative influence on productivity; and
- The same percentage of respondents (56.7%) disagreed that the decision to embark on fewer programming was purely in the public interest.

5.3 RECOMMENDATIONS

MNet and SABC should accept that problems cannot be solved overnight and that they should first focus their attention on those problems that lead themselves to solutions. To create a stable set of distinctive capabilities it is essential to follow a certain sequence:

- It is imperative for an organization to survive in the external environment, but it should guard against too frequent restructuring;
- Constantly develop and modify systems and procedures;
- Constant interaction and empowerment of employees to ensure their buy-in and total commitment in respect of decisions taken by management;
- Be aware of the different language and culture barriers. When an organization is structured by language as one of the key success factors, there are several disadvantages that organizations might face;
- Be aware of the roles of leaders and middle managers in change;

- Think about possible reasons why people might resist change;
- Implement a suitable change technique. The force-field analysis would be an excellent tool to measure the performance of both broadcasters amongst others it focuses on the perceptions of the people that work in that department;
- Carefully select a particular change strategy;
- Make sure that a checklist for change is followed;
- All identified role players as shown in this study have a critical role to play to ensure that the channels become productive and indeed of the most-liked channels in South Africa.
- More opportunities should be given for non-whites in management positions and production houses;
- kykNET's advertisement and sponsorship revenue are a good source of income, but will have to be communicated more regularly and in more simple terms to all employees. The awareness thereof is crucial. People will also have to be made aware that a public decision and not a political decision was taken by both broadcasters.
- Nearly half of the respondents were happy and commented that the addition of kykNET to the DStv bouquet has made MNet more worthwhile and
- Although dislikes are not many, there are a number of staff members at kykNET who associated the channel with the language of the old regime.
- A concern in both institutions is the notification of change to employees. It is critical to prepare staff for change and obtain their buy-in throughout the change process.
- The biggest concern in the SABC was the reduction in Afrikaans programming. The Afrikaans language is still well spoken and many high-income earners speak the language. It is clear from the study that the decision by MNet to embark on the Afrikaans channel

was a good one and a decision that is liked by most employees.

On the other hand most of the SABC's employees disliked the idea to reduce Afrikaans programming. This should be reconsidered.

- kykNET has an extremely positive overall image, being associated with the ideal attribute, as well as: being the best Afrikaans channel; caters for everybody that understands Afrikaans; successful and production-driven channel; and staff need more and more Afrikaans – perhaps a second Afrikaans channel. Any of these special attributes can be used to credibly promote kykNET.
- On the other hand, the SABC does not have such a positive overall image, inter alia; it is not encouraged by staff to watch SABC (one-third of the respondents); nearly half (46.7%) the survey showed that the SABC is a successful and production – driven channel and the exact same percentage of the respondents do not agree at all;
- Most (80%) respondents said that SABC should make provision for more Afrikaans.

5.4 CONCLUSION

Chapter one of the study highlighted the reasons that triggered the need to research in MNet. It was evident that there was growing conflict between SABC and its staff as a result of the reduction in the volume of Afrikaans programming and that the MNet staff is generally happy with the creation of kykNET. This chapter also outlines various topics for discussions as part of the structural framework of the study.

Chapter two focused on the description of different concepts in respect of change and the importance of the effective management thereof. It gives a good understanding of structures and cultures in organizations and continued by explaining in more detail the various forms of organizational structure. There is an exploration of how management should approach and lead change, followed

by a set of strategies to ensure effective change. Furthermore, it highlights the reasons why people generally resist change and provides a five-stage checklist that can be followed when planning, managing and implementing change.

In chapter four the research methodology applied in data collection and sampling is discussed. It is also indicated that quantitative research methodology has been applied and the data collection instrument used was questionnaire.

Various sampling concepts were defined and emphasis was placed on those concepts which were applied in the sampling procedure. The chapter also outlines how the survey instrument that was used was designed. It also provides the purpose of the questionnaire. Its length, types of questions and instructions to be followed by the respondent in answering the question were described.

Chapter five dealt with the analysis of the research findings on the perceptions and preferences of employees regarding kykNET and SABC. Recommendations and or challenges to the Broadcasting Management were discussed which stem from the exploratory research results as can be seen.

5.5 AREAS FOR FURTHER RESEARCH

Flowing from the results of the study the need for further research was triggered. There is no doubt that one study cannot answer all questions. Hence, researches in the following areas have become essential:

- A comparative study between kykNET and SABC2 as Afrikaans channels, with specific emphasis on programme content, look and feel, and acceptance by the public;
- A study to determine the feasibility of television channels in all eleven official South African languages;
- How other African countries view MNet generally in respect of changes in programming, on-air look, subscriptions; and

- A study to determine how DStv viewers rate kykNET in terms of their overall performance.

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APPENDICES

APPENDIX 1

INTRODUCTION

The author is pursuing studies for the M degree in Development and Management and would want to solicit your assistance in completing the questions below as frankly as possible. The purpose is purely academic.

QUESTIONNAIRE

A. DEMOGRAPHICS

(For questions 1 to 4, indicate your choice with a cross in the relevant block).

1. Gender

Male Female

2. Race Group

Indian/Asian Black

Coloured White

3. Position/Grade

Top Management	
----------------	--

Middle Management	
Other staff/workers	

4. Home Language

Afrikaans	
English	
IsiSwati	
IsiXhosa	
IsiZulu	
Ndebele	
Northern Sotho	
Southern Sotho	
Tshivenda	
Tswana	
Xitsonga	
Other (specify)	

B. MANAGEMENT

(For questions 1 and 2, indicate your choice with a cross in the relevant block).

1. **MNET is involved in providing television entertainment services to the public. In your opinion do you think the addition of kykNET to the DStv bouquet has made MNET more worthwhile?**

Extremely worthwhile	
Very worthwhile	
Not really worthwhile	

Not worthwhile at all	
-----------------------	--

2. Which one of these three statements best describes your feelings about the creation of kykNET by MNET?

I can think of many good reasons for continuing to work at MNET, and no good reason for changing to another employer.	
I can think of many good reasons for continuing to work at MNET, but there are also many good reasons to change to another employer.	
I can think of few good reasons for continuing to work at MNET, and there are many good reasons to change to another employer.	

3. Overall, how would you rate kykNET as a productive channel for MNET? (Indicate your choice with a cross in the relevant block).

Very good	
Good	
Average	
Not at all good	
Did not know	

4. Thinking specifically of kykNET, please rate it on the following statements, using a 5 point scale, where 1 means you disagree strongly, 2 means you disagree, 3 means you neither agree nor disagree, 4 means you agree, 5 means you strongly agree and 6 you do not know. To what extent do you agree or disagree that

	Strongly disagree (1)	Disagree (2)	Neither agree or disagree (3)	Agree (4)	Agree strongly (5)	Don't Know (6)
It is encouraged in my department to watch kykNET.						
There is growing conflict of interest between MNET and its staff as a result of kykNET.						
kykNET is a successful and production driven channel.						
A settlement between all stakeholders to accept kykNET as a productive channel will not be difficult to reach.						
People at MNET are continuously striving to assist in improving the performance of kykNET.						
The introduction of kykNET was forced on staff.						

5. Thinking about kykNET, can you please indicate with a cross in the relevant block those words you think describe kykNET. You can choose more than one word, but only choose those words that apply to kykNET.

1.	Aggressive	
2.	Ambitious	
3.	Caring	
4.	Established	
5.	Friendly	
6.	Honest	
7.	Innovative	
8.	Insecure	
9.	Kind	
10.	Lazy	
11.	Likeable	
12.	Lively	
13.	Predictable	
14.	Racist	
15.	Disrespectful	
16.	Rude	
17.	Unassertive	
18.	Uncaring	
19.	Unfriendly	

6. With regard to Change Management at MNET, to what extent would you agree or disagree with each of the following statements? (Indicate your choice with a cross in the relevant block).

	Disagree	Neither agree or Disagree	Agree	Don't Know
Top Management did not prepare the staff well enough for the change by introducing/creating kykNET.				
Top Management is not aware of negative perceptions of members of the staff regarding kykNET.				
The change has a negative influence on productivity.				
The decision to embark on kykNET was purely in the public interest and not political.				

7. Afrikaans as television language in South Africa. Please rate kykNET on the following statements, using a 5 point scale, where 1 means you disagree strongly, 2 means you disagree, 3 means you neither agree nor disagree, 4 means you agree, 5 means you strongly agree and 6 you do not know. To what extent do you agree or disagree that

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Agree strongly	Don't Know
	(1)	(2)	(3)	(4)	(5)	(6)

<p>Apart from the current volume of programming on kykNET, MNet should make provision for more Afrikaans.</p>						
<p>Many South Africans understand Afrikaans, even though some cannot speak the language very well. There is undoubtedly a future for Afrikaans in South Africa.</p>						
<p>Employees have the perception that their needs can be satisfied by Afrikaans on television. If not, they will simply switch to a different medium.</p>						
<p>Many above-averaged income earners in South Africa speak Afrikaans, and that should be an acceptable reason to expand Afrikaans on television.</p>						
<p>Afrikaans does not sound good enough on television and should not be allowed.</p>						
<p>The standard and quality of Afrikaans programming are lower than English.</p>						
<p>Afrikaans programming is old and applicable to the older people.</p>						

MNET move backwards by still practising the language of the old regime.						
MNet favour the Afrikaans sector of the population with more superior programming, reduced advertising and sponsoring rates.						

THANK YOU FOR YOUR TIME AND VALUABLE ASSISTANCE WITH THIS PROJECT.

APPENDIX 2

INTRODUCTION

The author is pursuing studies for the M degree in Development and Management and would want to solicit your assistance in completing the questions below as frank as possible. The purpose is purely academic.

QUESTIONNAIRE

A. DEMOGRAPHICS

(For questions 1 to 4, indicate your choice with a cross in the relevant block).

1. Gender

Male

Female

2. Race Group

Indian/Asian

Black

Coloured

White

3. Position/Grade

Top Management	
Middle Management	
Other staff/workers	

4. Home Language

Afrikaans	
English	
IsiSwati	
IsiXhosa	
IsiZulu	
Ndebele	
Northern Sotho	
Southern Sotho	
Tshivenda	
Tswana	
Xitsonga	
Other (specify)	

B. MANAGEMENT

(For questions 1 and 2, indicate your choice with a cross in the relevant block).

1. **SABC is involved in providing television entertainment services to the public. In your opinion do you think the reduction in Afrikaans programming has made SABC more worthwhile?**

Extremely worthwhile	
Very worthwhile	
Not really worthwhile	
Not worthwhile at all	

2. **Which one of these three statements best describes your feelings about the reduction in Afrikaans programming by SABC?**

I can think of many good reasons for continuing to work at SABC, and no good reason for changing to another employer.	
I can think of many good reasons for continuing to work at SABC, but there are also many good reasons to change to another employer.	
I can think of few good reasons for continuing to work at SABC, and there are many good reasons to change to another employer.	

3. Overall, how would you rate SABC2 as a commercially driven channel for SABC? (Indicate your choice with a cross in the relevant block).

Very good	
Good	
Average	
Not at all good	
Do not know	

4. Thinking specifically of SABC, please rate it on the following statements, using a 5 point scale, where 1 means you disagree strongly, 2 means you disagree, 3 means you neither agree nor disagree, 4 means you agree, 5 means you strongly agree and 6 you do not know. To what extent do you agree or disagree that

	Strongly disagree (1)	Disagree (2)	Neither agree or disagree (3)	Agree (4)	Agree strongly (5)	Don't Know (6)
It is encouraged in my department to watch SABC.						
There is growing conflict of interest between SABC and its staff as a result of the reduction in Afrikaans.						
SABC2 is a successful and commercially driven channel.						
A settlement between all stakeholders to accept						

SABC2 as a commercially viable channel will not be difficult to reach.						
People at SABC are continuously striving to assist in improving the performance of the Broadcaster.						
The decision to cut Afrikaans programming was forced on staff.						

- 5. Thinking about SABC, can you please indicate with a cross in the relevant block those words you think describe the Broadcaster. You can choose more than one word, but only choose those words that apply to SABC.**

1.	Aggressive	
2.	Ambitious	
3.	Caring	
4.	Established	
5.	Friendly	
6.	Honest	
7.	Innovative	
8.	Insecure	
9.	Kind	
10.	Lazy	
11.	Likeable	
12.	Lively	
13.	Predictable	
14.	Racist	

15.	Disrespectful	
16.	Rude	
17.	Unassertive	
18.	Uncaring	
19.	Unfriendly	

6. With regard to Change Management at SABC, to what extent would you agree or disagree with each of the following statements? (Indicate your choice with a cross in the relevant block).

	Disagree	Neither agree or Disagree	Agree	Don't Know
Top Management did not prepare the staff well enough for the reduction of Afrikaans programming on SABC.				
Top Management is not aware of negative perceptions of members of the staff regarding the reduction of Afrikaans programming.				
The change has a negative influence on productivity.				
The decision to embark on fewer programming was purely in the public interest and not political.				

7. Afrikaans as television language in South Africa. Please rate SABC on the following statements, using a 5 point scale, where 1 means you disagree strongly, 2 means you disagree, 3 means you neither agree nor disagree, 4 means you agree, 5 means you strongly agree and 6 you do not know. To what extent do you agree or disagree that

	Strongly disagree (1)	Disagree (2)	Neither agree or disagree (3)	Agree (4)	Agree strongly (5)	Don't Know (6)
Apart from the current volume of programming, SABC should make provision for more Afrikaans.						
Many South Africans understand Afrikaans, even though some cannot speak the language very well. There is undoubtedly a future for Afrikaans in South Africa.						
Employees have the perception that their needs can be satisfied by Afrikaans on television. If not, they will simply switch to a different medium.						
Many above-averaged income earners in South Africa speak Afrikaans, and that should be an acceptable reason to expand Afrikaans						

on television.						
Afrikaans does not sound good enough on television and should not be allowed.						
The standard and quality of Afrikaans programming are lower than English.						
Afrikaans programming is old and applicable to older people.						
SABC move backwards by still practicing the language of the old regime.						
SABC favour the Afrikaans sector of the population with more superior programming, reduced advertising and sponsoring rates.						

THANK YOU FOR YOUR TIME AND VALUABLE ASSISTANCE WITH THIS PROJECT.